Index

adaptable and machine of transience 27–37
adapting to adaptability 35–6
decision-making see decision-making
organizational commitment and employee expectations 37
organizational games and challenge of expectational structures 36–7
potentiality management 36–7
stability as precondition of change 34–5
systems and order from noise principle 33
affect/feelings/emotions distinction 111–12, 113–14
see also authentic self-enrollment feelings, management of
Amhøj, C. 47
Amichai-Hamburger, Y. 141–2, 168
anger management skills 143–4
Antonacopoulou, E. 143–4
appreciation, empty, adverse effects of 123
Argyris, C. 126–7
Ariès, P. 55
authentic self-enrollment feelings, management of 107–63, 248
affective turn 109–10, 111–12
anger management skills 143–4
autopoietical systems 110–11, 112–14, 116, 161
blame-praise technique 123
bounded emotionality and ambiguity toleration 140–41
care and collegial compassion 145–50
care communication, help/not help decisions 129–32, 133, 134
communicated non-communication 158–60
communication skills, listening to subordinates’ feelings 128–9, 142, 147–50
communication theory and inclusion and exclusion 107–8, 147–8, 162–3
conflict management, positive effects of 127
discipline and emotion 109
discipline and self-respect, management of 124–5
discipline and self-repect, management of 124–5
emotions and emotional atmosphere see emotion headings
employee frustration and performance levels 123–4
employee motivation levels, management of 124, 125
empty appreciation and praise, adverse effects of 123
expectation/claim distinction 114–17
feeling/emotions/affect distinction 111–12, 113–14
healthy tension, positive effects of 127, 142
incommunicability of emotions 113–14
individual’s self-relation conditions 116, 161–2
interpenetration system 114
love perspective 135–43
management self-analysis, need for 123, 129
membership identity and management compassion 148
non-linguistic communication 158–60
organizational change, dealing with 131–2, 142, 143–4, 153–4
organizational citizenship and commitment 144–5
Managing intensity and play at work

organizational power/law relationship 119
organizational semantics of emotions, history of 117–18
organization’s motives and personal motives, distinction between 108–9
passion see passion play, fear and stress emotions that are threat to 153
play as part of reality 154–5
play and selflessness and sense of community 154
play and spontaneity 152–3
play and work balance 151–3
positive emotions, need for education of 143–4
power and subject freedom 120
power-inferiority/superiority relationship 119–22, 124, 127–9, 135
power-superiority and force 119–22
self-enrollment and motivation 116–17
self-enrollment as re-entry 116–17
silence, dealing with 160–61
stress-relief games 155–6
uncertainty, dealing with 160–61
autopoietic systems
authentic self-enrollment feelings 110–11, 112–14, 116, 161
closedness of 16, 20–21
and interpenetration and intensity management 165

see also authentic self-enrollment feelings, management of

Bræstrup, L. 183, 184
break-up of membership see membership termination and break-up strategies
Brief, A. 110
Burke, R. 79

Caputo, J. 30, 33
cards on the table see under employee contracts and self-commitment, employee development interview, Græsted-Gilleleje municipality example
care
body in caring self-enrollment 168–70
and collegial compassion 145–50
communication, help/not help decisions 129–32, 133, 134
see also authentic self-enrollment feelings, management of
Caroselli, M. 80
Cederström, C. 66, 72
Chang, R. 138
change management see organizational change management
childcare center agreement see under organization as nexus of partnerships, public administration
Christensen, G. 234
Christensen, S. 53
Clarke, J. 35–6
Clough, P. 109
coaching contract 203, 204
see also contracts
coding
management as supervision of partnerships, coding contradictions 237–9
rectification code, pedagogy medium 56, 59–60
self-enrollment coding, play strategy 97–101, 108
see also semantics
communication
communicated non-communication 158–60
conditions of formation 24
connection and subsequent communication 16
and consciousness systems, distinction between 17
diagnostics of the present and second-order observation 15–17
emotions, communication/incommunication paradox 247, 248
formal contracts and understanding of obligation 208–10
incommunicability of emotions 113–14
as interactive environment 44–5
love see employees, membership to self-enrollment in organizational image, intimacy strategy non-linguistic 158–60
relevancy, play strategy 93–6, 99–100
and second-order observation strategies 17–21, 24–5
skills, listening to subordinates’ feelings 128–9, 142, 147–50
and socialization, pedagogy medium 57
theory and inclusion and exclusion 107–8, 147–8, 162–3
see also decision-making
competence
assessment and development, pedagogy medium 58–62
emotional maturity as 127–9
employee development interview 204–5
personal development and organizations adapting to adaptation 53–5
see also performance
contracts
coaching contract 203, 204
family see under organization as nexus of partnerships, public administration
formal, and understanding of obligation 208–10
paradox 247
and self-commitment see employee contracts and self-commitment
Costea, B. 80, 81, 83
creativity, encouraging, play strategy 82–4
Cunningham, J. 175
Dahlager, L. 234
Dalton, M. 44, 46
De Man, H. 79
decision-making
before and after differences 28–30
communication form and choice of medium 48–52
communication and freedom of choice 30
deciding a decision is a decision 30–31
expectations 28–9
expectations, decisions about 45
expectations and uncertainty 29–30
factual deparadoxification of 32
flexible premise 43–4
management involvement decisions 245–6
membership by decision 45–6
organization as unfolded indecision 28–31
organizational auto poiesis and deparadoxification of decisions 31–3
paradoxes 29–30
premises 30
social deparadoxification of decisions 32
temporal deparadoxification of decisions 32
undecidability programs, emergence of 36
undecidable decisions 30, 33
undecidable decisions, organizations adapting to unknown 34–7
see also communication
Derrida, J. 11, 19, 30, 32, 209, 223
diagnostics of the present and second-order observation 10–26
analytical strategy and diagnostics of the present 21–6
autopoietical social systems, closedness of 16, 20–21
background, understanding of 22
communication, connection and subsequent communication 16
communication and consciousness systems, distinction between 17
communication forms' conditions of formation 24
communication and second-order observation strategies 17–21, 24–5
communicative observations of organizations 15–17
concept condensing expectation 18–19
contra-intuitive diagnostics of the present, possibility of 12
diagnosis definition 10
difference, form of, and unity of difference 13–14
emotionalizing of work 12
forgiveness as form analysis 20
form analysis 19–20, 25
insight accumulation 24–5
observation definition 13
observation as indication within the framework of a difference 13
productive misunderstandings 20–21
rationality and emotion, distinction between 22
second-order observation 13–15
second-order observation, reductionist nature of 14–15
self-description insight 23
self-intervention and systems theory 12
semantic analysis 17–19, 23–4
shared meaning between organizations and employees 12
structural couplings, analysis of 20–21, 25–6
system's contingency limit 23–4
systems theory examples 12
systems theory, inside and outside distinctions 22–3
whole human being, meaning of 12

Dilts, G. 125
discipline
and emotion, management of 109
and self-respect, management of 124–5
diversity, addressing, play strategy 89–90

divorce comparison see under

emotional atmosphere and creative stimulation 128
diagnostics of the present and second-order observation 12
effects of 121–2
fear undermining, and split self 122, 124–5
as management responsibility 123, 125–6
negative emotions and toxicity, dealing with spread of 146–50, 169–70
and satisfaction surveys 126–7
emotional intelligence 145
emotional labor and work feelings, distinction between 138–41
emotional maturity as competence 127–9

emotions
communication/incommunication paradox 247, 248
emotions/affect/feelings distinction 111–12, 113–14
games for handling 155–6
incommunicability of emotions 113–14
language choice when dealing with 245
management recognition of employee 130–31

organizational semantics of emotions, history of 117–18
and psychic system 110–11, 112–14, 116
and rationality, distinction between 22
semantics of, in formal membership 118–34
semantics of play 150–56
semantics of self-enrollment 135–43
sentimental education, and taking responsibility for one's emotions 143–5

Ekman, S. 77, 117, 162
discipline and emotion, management of 109
discipline and self-respect, management of 124–5
diversity, addressing, play strategy 89–90

Dilts, G. 125
discipline
and emotion, management of 109
and self-respect, management of 124–5
diversity, addressing, play strategy 89–90

Niels Åkerstrøm Andersen - 9781782545965
Index

systems theory of 110–17
see also authentic self-enrollment
feelings, management of
employee contracts and self-commitment 197–215
cohaching contract 203, 204
formal contracts, and communication and understanding of obligation 208–10
formal contracts, multiplicity of 208–10
partnership, as self-suspending contract 214–15
performance agreement and competence development, nursing home example 199–201
employee contracts and self-commitment, employee development interview, Græsted-Gilleleje municipality example contract conditions 204–5
personal development plan 207–8
putting the cards on the table 205–6
putting the cards on the table, loved/not loved coding 206
putting the cards on the table, pedagogy coding 206–7
putting the cards on the table, power coding 207
employee contracts and self-commitment, partnership form, second-order contracts 211–14
and factuality concerns 212
promises about future commitmenet 211–12
promises about future horizons 212
shifting conditions, response to 213–14
social dimension 212–13
employee contracts and self-commitment, partnership, working towards 198–208
and loved/not loved coding 201
and pedagogy coding 201, 203
psychological contracts and commitment to oneself 201–3
employees contingency factors in organization/employee relationships 244–6
emotions, management recognition of 130–31
expectations, and organizational commitment 37
frustration and performance levels 123–4
motivation levels, management of 124, 125
passion as quality 136–9, 141–2
shared meaning between organizations and employees 12
see also membership
employees, membership to self-enrollment in organizational image 38–106
communication as interactive environment 44–5
decision communication form and choice of medium 48–52
decisions about expectations 45
as double exclusion of the personal 43
as flexible decision premise 43–4
formal membership and legal system 49–51
generalized motive and person, distinction between 47–8, 49–50
and legal system 50–51
membership and adaptation 46
membership by decision 45–6
membership concept and desire for new code 40–48
membership of self-enrollment 46–7
membership termination 45–6
organization and individual, zone of indifference between 41–2
organizational responsibility as if it were a person 42–3
organizations adapting to adaptation 46, 51
organizations adapting to adaptation and personal competence development 53–5
organization's generalized motives and specific connections 41
person and psychic system, differences between 41–3, 44
and personal expectations 44–5
security concept and self-responsibility 53–4
self-responsibility of employees 53–5
semantics of formal membership
and law 50
social dimension of organizations 40
spiritualization of management 52
zone of indifference between person
and organization 47–8
employees, membership to self-
enrollment in organizational
image, intimacy strategy 62–78
claim of love and partnership
proposition 77
established relationship, maintaining
dynamism in 78
and imagination in play strategy 101
love code games 70–71, 75–6, 78
love communication, anticipation
and showing initiative 74–8
love communication as form 66–9
love communication, high-risk
aspects 68–9
love communication as intimacy
strategy 67–8
love communication, non-verbal 69
love communication, self-destruct
risk 68–9
love me/love me not binary coding
67–8
loving self-enrollment 69–78, 108,
135–43
organizational environment 74
over-dependence on workplace,
problems with 72–4
reciprocation uncertainty 75
responsibility and initiative concept
62–5, 68, 77–8
responsibility and initiative concept,
management role 64–5
self-stress and organizational
expectations 75–7
semantics of love 62–6, 77
universality of love relationship 71–4
whole employee engagement 65–6
and work–life balance 71–4
worldview acceptance 66–7, 70
employees, membership to self-
enrollment in organizational
image, pedagogy medium 52–62
classification according to
qualifications 60, 61
code of rectification 56, 59–60
communication and socialization 57
competency assessment and
development 58–62
competency assessment and
development, shortcomings of
61–2
effects of 55–8
and emotional intelligence, learning
145
learning objectives 56–7, 127–8, 133,
134
self-enrollment 57–62, 108
semantics and practices 52–5
employees, membership to self-
enrollment in organizational
image, play strategy 79–101
Barnyard icebreaker 80
change games 83–4
and change management 81–2,
83–4
“Change the picture and the
paradigm” game 84
childhood games, development of
85–6
communication relevancy 93–6,
99–100
dedication demand 99–100
delimitation problems 94–5
“Differences” game 90
diversity, addressing 89–90
“Diversity bingo” game 89
and emergence 81–2
employee management of
unexpected 84–5
employees’ projections of themselves
in time 87
as employees’ respite from
themselves 101–2
form of play 92–7
as generalized perspective, applicable
to anything 102–3
“How I see you, how you see me”
game 86–7
“I like me because” game 86
icebreakers, social games and
training 80
identity and self-development 84–6
imagination and love relationship
101
<table>
<thead>
<tr>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>imagination, part played by 96–7, 100–101</td>
</tr>
<tr>
<td>and innovation 82–4</td>
</tr>
<tr>
<td>“Leadership advice” game 90–92</td>
</tr>
<tr>
<td>life events that influence adult life 88–9</td>
</tr>
<tr>
<td>“My novel life” game 88</td>
</tr>
<tr>
<td>organizational creativity, encouraging 83–4</td>
</tr>
<tr>
<td>and organizational preparedness for the unexpected 82, 83</td>
</tr>
<tr>
<td>organized play 79–80</td>
</tr>
<tr>
<td>outside/inside distinction 94–5</td>
</tr>
<tr>
<td>partnership creation 90</td>
</tr>
<tr>
<td>as permanent doubling of employee and membership 102</td>
</tr>
<tr>
<td>“Possible predictions” game 87–8</td>
</tr>
<tr>
<td>purposeful play (play into job strategy) 80–81</td>
</tr>
<tr>
<td>role-switching games 90–92, 95–6, 103</td>
</tr>
<tr>
<td>self-enrollment coding 97–101, 108</td>
</tr>
<tr>
<td>self-enrollment responsibility 92–3</td>
</tr>
<tr>
<td>self-entertainment patterns 79</td>
</tr>
<tr>
<td>self-esteem development 86–9</td>
</tr>
<tr>
<td>semantics of play 79–92, 93</td>
</tr>
<tr>
<td>serious play 80–81</td>
</tr>
<tr>
<td>“So much in common” game 90</td>
</tr>
<tr>
<td>voluntary aspect 98–9</td>
</tr>
<tr>
<td>employment development see employee contracts and self-commitment,</td>
</tr>
<tr>
<td>employee development interview, Græsted-Gilleleje municipality</td>
</tr>
<tr>
<td>example</td>
</tr>
<tr>
<td>Epstein, R. 155</td>
</tr>
<tr>
<td>Ewing, D. 127</td>
</tr>
<tr>
<td>expectation/claim distinction, management of 114–17</td>
</tr>
<tr>
<td>see also authentic self-enrollment feelings, management of</td>
</tr>
<tr>
<td>family contracts see under organization as nexus of partnerships,</td>
</tr>
<tr>
<td>public administration</td>
</tr>
<tr>
<td>feelings/emotions/affect distinction 111–12, 113–14</td>
</tr>
<tr>
<td>Fellinger, Å.-M. 190</td>
</tr>
<tr>
<td>Fineman, S. 109, 113, 158</td>
</tr>
<tr>
<td>firing see membership termination and break-up strategies</td>
</tr>
<tr>
<td>Flaubert, G. 143</td>
</tr>
<tr>
<td>Fleming, P. 241–4, 249</td>
</tr>
<tr>
<td>Forbes-Greene, S. 80, 170</td>
</tr>
<tr>
<td>formal contracts</td>
</tr>
<tr>
<td>multiplicity of 208–10</td>
</tr>
<tr>
<td>and understanding of obligation 208–10</td>
</tr>
<tr>
<td>formal enrollment, as self-enrollment 246–7</td>
</tr>
<tr>
<td>formal layoffs, and loving layoffs, distinction between 192–3</td>
</tr>
<tr>
<td>formal membership</td>
</tr>
<tr>
<td>and emotions as limit of power 118–34</td>
</tr>
<tr>
<td>legal system 49–51</td>
</tr>
<tr>
<td>and semantics of emotion 118–34</td>
</tr>
<tr>
<td>semantics of, and law 50</td>
</tr>
<tr>
<td>Foucault, M. 11, 110, 120, 144</td>
</tr>
<tr>
<td>Fox, S. 141–2, 168</td>
</tr>
<tr>
<td>Frankel, C. 37</td>
</tr>
<tr>
<td>Frost, P. 145–6, 147–9, 169</td>
</tr>
<tr>
<td>function systems and organizations, coupling between 228–32</td>
</tr>
<tr>
<td>see also organization as nexus of partnerships, public administration</td>
</tr>
<tr>
<td>future commitment promises, second-order contracts 211–12</td>
</tr>
<tr>
<td>future research</td>
</tr>
<tr>
<td>job satisfaction surveys 126</td>
</tr>
<tr>
<td>membership termination and break-up strategies 194–5</td>
</tr>
<tr>
<td>Gabriel, Y. 143–4</td>
</tr>
<tr>
<td>Gadamer, H.-G. 99–100</td>
</tr>
<tr>
<td>games</td>
</tr>
<tr>
<td>“A brand new day” 188</td>
</tr>
<tr>
<td>“Anti-boredom” 155</td>
</tr>
<tr>
<td>“Barnyard” 80, 170</td>
</tr>
<tr>
<td>change games 83–4</td>
</tr>
<tr>
<td>“Change the picture and the paradigm” 84</td>
</tr>
<tr>
<td>childhood games, development of 85–6</td>
</tr>
<tr>
<td>“Differences” 90</td>
</tr>
<tr>
<td>“Diversity bingo” 89</td>
</tr>
<tr>
<td>for handling emotions 155–6</td>
</tr>
<tr>
<td>“How I see you, how you see me” 86–7</td>
</tr>
</tbody>
</table>
Managing intensity and play at work

“I like me because” 86, 170
“Leadership advice” 90–92
“Let’s face it” 155–6
love code games 70–71, 75–6, 78
“My novel life” 88
non-work as exploitable reservoir through workplace play and games 242
organizational games and challenge of expectational structures 36–7
“Possible predictions” 87–8
role-switching games 90–92, 95–6, 103
“So much in common” 90
stress-relief 155–6
“Turtle technique” 155
see also play strategy
Glennon, J. 126
Goleman, D. 144–5, 146, 199
Greenwich, C. 203, 204
grief work and personal crisis 180–81, 183
see also membership termination and break-up strategies
Habermas, J. 10, 11
Halkier, B. 234
Hammerich, R. 183
“healthy through play” family health campaign 221–4
see also organization as nexus of partnerships, public administration
Hermann, S. 233
Herzberg, F. 126
Hochschild, A. 73
Høgsted, R. 183, 184, 185–6
Hohmann, L. 84
Højlund, H. 237
Huberman, J. 124–5
Hughes, J. 3, 144
Huizinga, J. 93, 96
Hyde, I. 234
Ibarra, H. 85
identity and self-development, play strategy 84–6
imagination, part played by, play strategy 96–7, 100–101
inclusion and exclusion, and communication theory 107–8, 147–8, 162–3
paradox 247
innovation, and employees, play strategy 82–4
interpenetration and intensity management 114, 164–73
and autopoietic system 165
“Barnyard” game 170
biological systems 166–7
body in caring self-enrollment 168–70
body in caring self-enrollment, and danger of infection 169–70
body in passionate self-enrollment 168
body in pedagogical self-enrollment 167–8
body in playful self-enrollment 170–71
care for employees’ mutual care 169
complexity, meaning of 166
“I like me because” game 170
individualization increase 166, 171–3
interpenetration articulation 167–71
interpenetration in systems theory, understanding of 165–7
potentiality management 171–3
intimacy strategy see employees, membership to self-enrollment in organizational image, intimacy strategy
Jacoby, N. 183, 184
Järvinen, M. 233
Jelbo, M. 185
Jennings, E. and F. 121, 122–3, 126, 129
Jensen, P. 233
Jones, A. 85–6, 86–8, 154, 170
Jones, K. 80, 99, 154–5
Jørgensen, S. and J. 201
Juelskjaer, M. 36, 171
Kaagan, S. 89–90
Kane, P. 81, 83, 84–5, 100, 101, 150, 151, 170
Katz, R. 124, 128

Niels Åkerstrøm Andersen - 9781782545965
Downloaded from Elgar Online at 12/13/2018 07:00:58PM
via free access
Index

Kelly, J. 127
Kieser, A. 41
Knudsen, H. 181, 217–18, 226, 233
Koføed, K. 50
Koselleck, R. 18, 244
Kotter, J. 142
Kristensen, A. 73
Kyhn, D. 177, 178, 179
La Cour, A. 130, 237
Landgraf, E. 136, 158, 162
language see semantics
Lauridsen, I. 177, 178–9
Lawler, E. 126
lay-offs see membership termination and break-up strategies
learning objectives, employees, pedagogy medium 56–7, 127–8, 133, 134
legal system aspects of layoffs 192
and employees, membership to self-enrollment in organizational image 50–51
formal membership 49–51
organizational power/law relationship 119
Levinson, H. 131–2
Lind, J. 203, 207
Linder, M.-O. 84
Løvbom, T. 186
love perspective authentic self-enrollment feelings, management of 135–43
communication see employees, membership to self-enrollment in organizational image, intimacy strategy
love me/love me not binary coding 67–8
loved/not loved coding 201
loving self-enrollment 69–78, 108, 135–43
Lund, J. 186
Maas, A. 214
McMurry, R. 128
Mainemelis, C. 83
management authentic self-enrollment feelings see authentic self-enrollment feelings, management of
compassion and membership identity 148
discipline and emotion 109
discipline and self-respect 124–5
emotional atmosphere as management responsibility 123, 125–6
employee motivation levels 124, 125
expectation/claim distinction 114–17
interpenetration and intensity see interpenetration and intensity management
involvement decisions 245–6
of layoffs see membership termination and break-up strategies
organizational change see organizational change management
potentiality see potentiality management
recognition of employee emotions 130–31
responsibility and initiative concept 64–5
self-analysis, need for 123, 129
spiritualization of 52
as supervision of partnerships 236–9
see also organization headings; power
Marcuse, H. 79
Marx, K. 79
Massumi, B. 109
membership by decision 45–6
deferral and transience 241, 243
formal, and emotions as limit of power 118–34
formal membership and legal system 49–51
formal, semantics of 118–34
identity and compassion 148
identity and management
compassion 148
to self-enrollment in organizational
image see employees,
membership to self-enrollment
in organizational image
see also employee headings
membership termination and break-up
strategies 174–96
“A brand new day” game 188
crisis phases 181
firing, semantics of 182–92
future research 194–5
good divorce and children 177–80
good divorce and loving termination of
love 180
good divorce semantics 176–7, 194–5
grief work and personal crisis
180–81, 183
layoffs and cold leadership, dealing
with 186
layoffs, conflicting management
emotions 184–6
layoffs and continuation of
relationship 189
layoffs as divorce 182–3
layoffs, formal and loving,
distinction between 192–3
layoffs, legal aspect of 192
layoffs, and negative effects on
management 184
layoffs and organizational reputation
189
layoffs and remaining employees,
effects on 186–9
layoffs and remaining employees,
family break-up comparison
187–8
layoffs and remaining employees,
partnership recreation 188
legal divorce 181–2
loving layoff as employee liberation
190–91
loving layoff and organizational
memory 193
loving layoff, strategic perspective of
193–4, 195
personal crisis phases 190–92
personal crisis phases, outplacement
advice 190–92

semantics of divorce 176–82
semantics of layoffs 175–6
sensitive manager and dignified
layoff 183–6
Moe, S. 130
Moeller, H.-G. 11
Montgomery, K. 143
Moxnes, K. 180, 181–2
Muhr, S. 72
Mumby, D. 138–41
Münch, R. 16
Nassehi, A. 31, 41–2
Newman, J. 35–6
Newstrom, J. 80–81, 86, 90
O’Farrell, G. 142, 168
organization as nexus of partnerships,
public administration 216–39, 248
active fellow citizen 218, 232–4
citizen as employee 218
citizen expected to create partnership
with 217–28, 233–4
citizen partnerships, form of 228–34
citizen’s monstrous organizational
membership 235–6
dialogue circle and parent, childcare
center agreement 224–8
dialogue circle and parent, childcare
center agreement, children’s
traces concept 225–6
dialogue circle and parent, childcare
center agreement, pedagogy
language 226–8
family contracts 218–21
family contracts, legality of, and
administrative action
comparison 220–21
family contracts as mutuality
invitation 219–20
family contracts, voluntary nature of
219, 220
“healthy through play” family health
campaign 221–4
“healthy through play” family health
campaign, contractualization
forms 222–3
“healthy through play” family health
campaign, family member
contribution chart 223–4
“healthy through play” family health campaign, positive attitude and motivation focus 224
management as supervision of partnerships 236–9
management as supervision of partnerships, coding contradictions 237–9
masses as parasite 232–3
organizations and function systems, coupling between 228–32
organizations and function systems, performance roles and public roles, distinction between 230–32
public administrations, and competing associations 235–6
public administrations, employee relationship partnerships 236
school–teacher–parent relationship 217–18
second-order public fictions 232–4
organizational change management 131–2, 142, 143–4, 153–4, 240–41, 243
and employees, play strategy 81–2, 83–4
organizational commitment
and citizenship 144–5
and employee expectations 37
organizations
adapting to adaptation 46, 51
adapting to adaptation and personal competence development 53–5
contingency factors in organization/employee relationships 244–6
coupling of organization and psychic system 249–50
generalized motives and specific connections 41
and individual, zone of indifference between 41–2
motives and personal motives, distinction between 108–9
reputation and layoffs 189
responsibility as if it were a person 42–3
semantics of emotions, history of 117–18
shared meaning between organizations and employees 12
see also management
Otkjær, T. 186, 187
paradoxes
contract 247
decision-making 29–30
emotion communication/incommunication paradox 247, 248
factual deparadoxification of decisions 32
inclusion paradox 247
organizational auto-poiesis and deparadoxification of decisions 31–3
social deparadoxification of decisions 32
temporal deparadoxification of decisions 32
transience 246–8
partnership
creation, play strategy 90
form, second-order contracts see employee contracts and self-commitment, partnership form, second-order contracts
organizations as nexus of see organization as nexus of partnerships
recreation, layoffs and remaining employees 188
as self-suspending contract 214–15
working towards see employee contracts and self-commitment, partnership, working towards
passion
body in passionate self-enrollment, interpenetration and intensity management 168
as employee quality 136–9, 141–2
passion-driven organization, inspirational qualities 138–9, 141–2, 145–6
for work, play driving 151
see also authentic self-enrollment
feelings, management of
Paulsen, S. 219
Managing intensity and play at work

Niels Åkerstrøm Andersen - 9781782545965
Downloaded from Elgar Online at 12/13/2018 07:00:58PM via free access
Index

Scannell, M. 155–6
Schmidt, H. 219
Schrage, M. 82
Schramm, G. 182–3, 184, 187, 189, 191
Sciulli, D. 10
second-order
contracts, partnership form see employee contracts and self-commitment, partnership form, second-order contracts
observation see diagnostics of the present and second-order observation
public fictions, organization as nexus of partnerships 232–4
security concept and self-responsibility 53–4
see also employees, membership to self-enrollment in organizational image
Seijts, G. 142, 168
self-commitment, and contracts see employee contracts and self-commitment
self-description insight 23
self-enrollment
coding, play strategy 97–101, 108
and employee membership see employees, membership to self-enrollment in organizational image
feelings, management of authentic see authentic self-enrollment feelings, management of
as formal enrollment 246–7
loving 69–78, 108, 135–43
and motivation, management of 116–17
as re-entry 116–17
self-esteem development 86–9
self-relation conditions, management of 116, 161–2
see also authentic self-enrollment feelings, management of
self-responsibility of employees 53–5
sentimental education, and taking responsibility for one's emotions 143–5
self-stress and organizational expectations, intimacy strategy 75–7
semantics
of change 246–7
divorce 176–82
emotions in formal membership 118–34
emotions of self-enrollment 135–43
firing 182–92
formal membership and law 50
language choice when dealing with emotions 245
layoffs 175–6
love 62–6, 77
play 79–92, 93
play, emotions of 150–56
and practices, pedagogy medium 52–5
see also coding
Sennett, R. 240–41, 243, 249
Serres, M. 167
short-term contracts see transience
Sieben, B. 107
silence, dealing with 160–61
Simone, H. 139
Sirota, D. 123–4
Skou, M. 187
Skytte, V. 187
Sørensen, D. 186, 187–8, 190–91
Sørensen, M. 234
Spencer-Brown, G. 13, 97
Spicer, A. 66, 72
stability as precondition of change 34–5
see also adaptability and machine of transience
Stäheli, U. 220
Statler, M. 81, 82, 83, 84
Staunæs, D. 36
Stenner, P. 111–12
Stichweh, R. 230
stress
stress-relief games 155–6
tension, healthy, positive effects of 127, 142
structural couplings, analysis of 20–21, 25–6
see also diagnostics of the present and second-order observation

Niels Åkerstrøm Andersen - 9781782545965
Downloaded from Elgar Online at 12/13/2018 07:00:58PM via free access
Managing intensity and play at work

Svendsen, M. 234
systems theory
contingency limit 23–4
tension see stress
termination of membership see membership termination and break-up strategies
transience
and adaptability see adaptability and machine of transience
“be yourself” ideology 241–4
contingency factors in organization/employee relationships 244–6
contract see contracts
employee expectation levels 246
freedom from work and authenticity 241–4
language choice when dealing with emotions see semantics
managerial decisions on involvement 245–6, 247

and membership deferral 241, 243
nexus of partnerships 248
organizational change see organizational change management
paradoxes see paradoxes
semantics see semantics
work/non-work distinction 242
trembling organization see authentic self-enrollment feelings, management of

Teubner, G. 20, 33
Thiagarajan, S. 90, 92
Thommen, B. 114
Thomson, K. 136–7
Thygesen, N. 37
Townley, B. 22

transience
and adaptability see adaptability and machine of transience
“be yourself” ideology 241–4
contingency factors in organization/employee relationships 244–6
contract see contracts
employee expectation levels 246
freedom from work and authenticity 241–4
language choice when dealing with emotions see semantics
managerial decisions on involvement 245–6, 247

and membership deferral 241, 243
nexus of partnerships 248
organizational change see organizational change management
paradoxes see paradoxes
semantics see semantics
work/non-work distinction 242
trembling organization see authentic self-enrollment feelings, management of

Tvede, L. 178, 180, 181

Von Foerster, H. 30, 33

uncertainty dealing with 160–61
employee management of unexpected, play strategy 84–5

Weber, M. 22, 109, 121
Weis, H. 110
Wettgren, Å. 107
Wettstein, A. 114
Williamson, O. 216
work–life balance

membership to self-enrollment in organizational image, intimacy strategy 71–4
and play 151–3
work/non-work distinction 242

Yerkes, L. 151–3, 170