

Charles H. Savage, Jr., and
George F. F. Lombard



Sons of the Machine

**Case Studies of
Social Change
in the Workplace**



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Sons of the Machine Charles H. Savage, George Francis Fabyan Lombard, 1986 Sons of the Machine offers a humane and cogent look at industrial culture in Latin America. Through first hand studies of the processes of social change at three Colombian factories it counters both literary and academic notions of industrial man. It is a book that grew from Charles Savage's frustration and deep curiosity about the alienation among men and of men from their work in the oilfields of South America in the 1950s. Turning away from the business schools and management scientists answers Savage undertook case studies of different sites in Colombia at different stages of industrial development. Visiting and living in these locations Santuario La Blanca and Medellin from 1960 to 1972 he laid the foundations for this moving and insightful portrait of the development of industrial man. Sons of the Machine reveals the lives of the workers and their bosses in La Nueva one of the small potteries in Santuario in the single factory also a pottery in La Blanca and in the menswear factory of El Dandy in the large metropolitan center of Medellin. It shows that among the issues that inevitably arise in the process of industrialization are conflict between management's preferred organization of production and the worker's social organization both in and out of the workplace the conflict of efficiency and standardization with craft values and the tension caused by the introduction of new technology. The result is a rich portrayal of the process of structural change in the societies and economies of village town and city. The studies show that these changes sometimes occur in rapid bursts during a short period of time rather than slowly and continuously over long periods as the conventional wisdom holds. The late Charles Savage held faculty positions at MIT Boston College Harvard University and Instituto Centroamericano de Administracion des Empresas INCAE. George F F Lombard has revived Savage's work drawn his conclusions together in the context of recent scholarship and provided a substantial introduction to this book. He is Louis E Kirstein Professor of Human Relations Emeritus at Harvard University.

Sons of the Machine is included in the Organization Studies Series edited by John van Maanen. **Reworking Authority** Larry Hirschhorn, 1998-09-01 One critical change in how people work argues Larry Hirschhorn is that they are expected to bring more of themselves psychologically to the job. To facilitate this change it is necessary to create a new culture of authority one in which superiors acknowledge their dependence on subordinates subordinates can challenge superiors and both are able to show their vulnerability. For many companies the past decade has been marked by a sense of turbulence and redefinition. The growing role of information technologies and service businesses has prompted companies to reconsider how they are structured and even what business they are in. These changes have also affected how people work what skills they need and what kind of careers they expect. One critical change in how people work argues Larry Hirschhorn is that they are expected to bring more of themselves psychologically to the job. To facilitate this change it is necessary to create a new culture of authority one in which superiors acknowledge their dependence on subordinates subordinates can challenge superiors and both are able to show their vulnerability. In the old culture of authority people suppressed disruptive feelings

such as envy resentment and fear of dependency But by depersonalizing themselves they became alienated in the process the work of the organization suffered In building a new culture of authority we are challenged to express these feelings without disrupting our work We learn how to bring our feelings to our tasks The first chapters of the book examine the covert processes by which people caught between the old and new culture of authority neither suppress nor express their feelings Feelings are activated but not directed toward useful work The case studies of this process are instructive and moving The book then explores how organizations can create a culture of openness in which people become more psychologically present In part the process entails an understanding of the changes taking place in how we experience our own identity at work and that of others in society at large To do this the book suggests we need a social policy of forgiveness and second chances

The Workplace Within Larry Hirschhorn, 1990-01-24 In this revealing study Larry Hirschhorn examines the rituals or social defenses organizations develop to cope with change Using extended case studies from offices factories and social services he describes why these often irrational practices that fragment and injure individuals within the workplace exist how they operate and how they can be reshaped to enhance people's work experience **Front Stage, Backstage** Raymond Alan Friedman, 1994 In this carefully detailed and rigorous study of the social processes of labor negotiations the author uncovers the pressures and motivations felt by negotiators showing why the bargaining process persists largely in its traditional form despite frequent calls for change Raymond Friedman approaches labor negotiations with a conviction that negotiators are situated in a social network that greatly influences bargaining styles In this carefully detailed and rigorous study of the social processes of labor negotiations he uncovers the pressures and motivations felt by negotiators showing why the bargaining process persists largely in its traditional form despite frequent calls for change Friedman first focuses on the social structure of labor negotiations and the logic of the traditional negotiation process He then looks at cases where the traditional rituals of negotiation were set aside and new forms emerged and in the light of these examples addresses the options for and obstacles to change In an unusual twist Friedman describes the persistence of the traditional negotiation process by developing a dramaturgical theory in which negotiators are seen as actors who perform for teammates constituents and opponents They try to convince others of their skill loyalty and dedication while others expect them to play the role of opponent representative and leader Friedman shows that the front stage drama fulfills these needs and expectations while backstage contacts between lead bargainers allow the two sides to communicate in private The traditional labor negotiation process he reveals is an integrated system that allows for both private understanding and public conflict Current efforts to change how labor and management negotiate are limited by the persistence of these roles and are bound to fail if they do not account for the benefits as well as the flaws of the traditional rituals of negotiation For negotiation scholars Friedman's perspective provides an alternative to the rational actor models that dominate the field his dramaturgical theory is applicable to any negotiations done by groups especially ones that face political pressures from

constituents For labor scholars this is the first integrated theory of the negotiation process since Walton and McKersies s classic text and one that helps unite the four elements of their model For sociologists the book provides an example of how a dramaturgical perspective can be used to explain the logic and persistence of a social institution And practitioners will appreciate this explanation of why change is so difficult Organization Studies series

Strategic Pragmatism Edgar H.

Schein,1996-06-17 foreword by Lester Thurow Per capita income in Singapore has gone from 500 to more than 20 000 in a little over twenty five years Edgar Schein a social psychologist with a long and celebrated research interest in organizational studies examines the cultural history of the key intstitution that spawned this economic miracle Through interviews and full access to Singapore s Economic Development Board EDB Schein shows how economic development was successfully promoted He delves into the individual relationships and the overall structure that contributed to the EDB s effectiveness in propelling Singapore one of Asia s little dragons into the modern era In his foreword Lester Thurrow locates Schein s organizational and case specific account within a larger economic and comparative framework Over a period of two years Schein studied how the EDB was created the kind of leadership it provided the management structure it used the human resource policies it pursued and how it influenced other organizations within the Singapore government Schein sat in on EDB meetings and extensively interviewed current and former members of the board Singapore s leaders who created the board and businesspeople who have dealt with the board His book intertwines the perspective of the board s members and its investor clients in an analysis that uses both organization and cross cultural theory Although there are currently studies of comparable Japanese and Korean organizations this is the first detailed analysis of the internal structure and functioning of the economic development body of Singapore a key player in the Asian and world markets

Symbolic Communication

Peter K. Manning,1988 This first major empirical work on the semiotics of social action goes a long way toward answering substantive theoretical and pragmatic questions on how codes actually operate in a specific social setting It underscores the important yet often ignored role of the police as sign or information workers Calls to the police represent a rich variety of human troubles concerns and needs by focusing on how police handle calls from the public how they ascertain what a call means and what should be done with it and how this is transformed through subsystems within the organization Peter Manning provides a novel way of looking at organizational communication Symbolic Communication provides examples of how members of an organization interpret their environment in this instance how the meaning of a call to the police is transformed as it moves across the boundaries of the organization a transformation that involves a series of codings and recodings ensuring a continuous loose linkage of organization and environment Manning shows why the police act in ways that differ from the way citizens and politicians would have them act revealing the uncertainties that surround a policy agency s responsiveness And he points out how today s computer technologies constrain the coding process limiting in particular the effectiveness of the 911 systems used in most of our major cities Peter K Manning is a Professor of Psychiatry

and of Sociology at Michigan State University and a member of the Centre for Socio Legal Studies at Oxford Symbolic Communication brings to fruition themes and ideas introduced in his previous books Police Work and The Narc's Game Symbolic Communication is included in the Organization Studies series edited by John van Maanen **Sons of the Machine** Charles H. Savage, George Francis Fabyan Lombard, 1986 Sons of the Machine offers a humane and cogent look at industrial culture in Latin America Through first hand studies of the processes of social change at three Colombian factories it counters both literary and academic notions of industrial man It is a book that grew from Charles Savage's frustration and deep curiosity about the alienation among men and of men from their work in the oilfields of South America in the 1950s Turning away from the business schools and management scientists answers Savage undertook case studies of different sites in Colombia at different stages of industrial development Visiting and living in these locations Santuario La Blanca and Medellin from 1960 to 1972 he laid the foundations for this moving and insightful portrait of the development of industrial man Sons of the Machine reveals the lives of the workers and their bosses in La Nueva one of the small potteries in Santuario in the single factory also a pottery in La Blanca and in the menswear factory of El Dandy in the large metropolitan center of Medellin It shows that among the issues that inevitably arise in the process of industrialization are conflict between management's preferred organization of production and the worker's social organization both in and out of the workplace the conflict of efficiency and standardization with craft values and the tension caused by the introduction of new technology The result is a rich portrayal of the process of structural change in the societies and economies of village town and city The studies show that these changes sometimes occur in rapid bursts during a short period of time rather than slowly and continuously over long periods as the conventional wisdom holds The late Charles Savage held faculty positions at MIT Boston College Harvard University and Instituto Centroamericano de Administracion des Empresas INCAE George F F Lombard has revived Savage's work drawn his conclusions together in the context of recent scholarship and provided a substantial introduction to this book He is Louis E Kirstein Professor of Human Relations Emeritus at Harvard University Sons of the Machine is included in the Organization Studies Series edited by John van Maanen Bibliographic Index, 1988

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