

The Oppressed Middle: Politics Of Middle Management Scenes From Corporate Life



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Autonomy and Emotion Management

Middle managers in welfare professions during radical organizational change

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ABSTRACT

This case study was conducted among middle managers during a period of radical change within the Norwegian child welfare service. Our goal was to explore how the middle managers handle and respond to emotional dissonance and constraints in autonomy during the change process. We collected data through group meetings, individual interviews, and focus groups. Prior research on middle managers has shown their importance in the implementation of organizational change. We propose that middle managers conduct emotion work, emotional labor, and emotional balancing in response to the increased complexity of organizational expectations during change processes. Further, we argue that the need for relevant emotion management reflects a threat to managers' autonomy. Our findings indicate that middle managers feel emotional dissonance, due to their position as both recipients and executors of organizational change. This makes them vulnerable to questions of loyalty, and they feel they have no backstage where they can express themselves openly. However, their ability to plan emotion management and to balance various conflicting expectations enables them to maintain autonomy during a radical change process. Our basic arguments and findings are summarized by applying the logic of a historicist functional model.

KEY WORDS

Autonomy / Emotion management / Emotional dissonance / Middle managers / Organizational change / Welfare professions

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Introduction

This study took place in the Norwegian child welfare service during a radical change. Our aim is to advance the knowledge of how middle managers in welfare professions handle and respond to constraints in autonomy during change processes in public organizations. We chose to study the middle managers' efforts of emotion management in organizational change because we assume that these efforts affect the ability to maneuver and implement changes in welfare organizations.

The Norwegian context of this study provides an opportunity to analyze welfare professions within a country, which to a large extent organizes welfare services as a

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The Oppressed Middle: Politics of Middle Management: Scenes from Corporate Life [Earl Shorris] on ospekuny.com *FREE* shipping on qualifying offers.Scenes from Corporate Life: The Politics of Middle Management. Front Cover. Earl Shorris. Penguin Books, - Corporations - pages.Academy of Management Journal, 38, Scott, J. C. The oppressed middle: Politics of middle management (scenes from corporate life). Garden City .The Oppressed Middle SCENES FROM CORPORATE LIFE: The Politics of Middle Though I never was close to any managers, it was obvious that most of them suffered Scenes From Corporate Life, a detailed exploration of the corporate.The Theory of the Organizational Ideal Howard S. Schwartz The oppressed middle: Politics of middle management/Scenes from corporate life. Garden City.KLEIN, S.M., & RITTI, R.R. Understanding Organizational Behavior. (Second SHORRIS, E. The Oppressed Middle: Politics of Middle Management/Scenes from Corporate Life. STAW, B.M. Rationality and Justification in Organization Life.In: A. Sarat & S. S. Silbey (Eds), Studies in law, politics, and society (Vol. The oppressed middle: Politics of middle management (scenes from corporate life).Maslow and the hierarchical enactment of organizational reality, Human The oppressed middle: Politics of middle management/scenes from corporate life."Organizational Socialization and the Profession of Management." In B.M. The Oppressed Middle: Politics of Middle Management/Scenes from Corporate Life.When Earl Shoriss wrote The Oppressed Middle: Politics of Middle Management, Scenes from Corporate Life, some reviewers condemned him as an enemy of.Middle managers occupy a central position in organizational hierarchies, .. [middle] manager's life[,] with identity as partner and parent subsumed under the Watson (, ,) found middle managers oppressed by senior management, . political change, Butler seeks changes in the discourses and the frames.The Oppressed Middle: Politics of Middle Management: Scenes from Corporate Life (nonfiction), Doubleday (Garden City, NY), , published as Scenes from.enced and understood organizational life as a kind of "vanity fair," in which individuals who The Oppressed Middle: Politics of Middle Management/ Scenes.We will also contribute to the construction of political movements capable of In between these classes is the middle class (36 percent of the U.S. labor force).1 Looking at class in terms of income, wealth, life style, or education of their company to intermediate levels of management and the workforce.Prior to founding the Theatre of the Oppressed, Augusto Boal was a director in Sao Paulo in the Teatro Arena company. than its regular urban middle-class public, mostly composed of intellectuals, Actors carefully prepare short scenes in order to bring to light social or political problems, so as to make.A theory of organizational totalitarianism is developed, based on Freud's to totalitarian processes and present attempts at management through culture may be.

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