

What is an Organization?

MATERIALITY, AGENCY AND DISCOURSE

Language, Organization and Governance Research Group Conference,
Montréal, May 21-22, 2008

Schedule at a glance

Wednesday, May 21, 2008

- 8:00 to 9:00 Registration
- 9:00 to 9:30 Opening address – IBM Lecture Center
- 9:30 to 10:30 FIRST PLENARY SESSION – IBM Lecture Center
Organizations as obstacles to organizing
Barbara Czarniawska, University of Gothenburg, Sweden
- 10:30 to 11:00 Coffee break
- 11:00 to 12:00 PAPER PANELS – **Session A**
- 12:00 to 13:00 Lunch
- 13:15 to 14:15 PAPER PANELS – **Session B**
- 14:30 to 15:30 PAPER PANELS – **Session C**
- 15:30 to 16:00 Coffee break
- 16:00 to 17:00 2ND PLENARY SESSION – IBM Lecture Center
What's organizing? A meditation on the bust of Emilio Bootme in praise of Jim Taylor
Bruno Latour, Institut d'études politiques de Paris, France
- 17:15 to 17:45 **Honorary doctorate ceremony**
Award of an Honorary Doctorate of the Université de Montréal to Bruno Latour
- 18:00 **Cocktail Reception** – Tribute to James Taylor

Thursday, May 22, 2008

- 9:00 to 10:00 3RD PLENARY SESSION – IBM Lecture Center
Organization as a common good
Haridimos Tsoukas, ALBA, Greece and Warwick University, U.K.
- 10:00 to 10:20 Coffee break
- 10:20 to 11:20 PAPER PANELS – **Session D**
- 11:30 to 12:30 PAPER PANELS – **Session E**
- 12:30 to 13:30 Lunch
- 13:30 to 14:30 4TH PLENARY SESSION – IBM Lecture Center
Dialectics, contradictions, and the question of agency
Linda Putnam, University of California, Santa Barbara, USA
- 14:40 to 15:40 PAPER PANELS – **Session F**
- 15:40 to 16:00 Coffee break
- 16:00 to 17:00 FINAL PLENARY SESSION – IBM Lecture Center
Organizational communication at the crossroads
James Taylor, Université de Montréal, Canada
- 17:00 End of the conference

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Conference preliminary program

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8:00 to 9:00 Registration

9:00 to 9:30 Opening address – IBM Lecture Center

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10:30 Coffee break

11:00 to 12:00 **PAPER PANELS – Session A**

A1 Constructing the Subject I: Hybrid or Human? – Van Houtte Room
Chair: Mark Van Vuuren

Ingrid de Saint-Georges, University of Geneva, Switzerland
Learning things at work: the role of human/non-human agencies and symbolic/material mediations in configuring learning and constructing knowledge in the workplace

Theresa Castor, University of Wisconsin-Parkside, USA
Agency, Decision-Making, and Materiality: Speaking about Subjects and Objects

Klaus Krippendorff, University of Pennsylvania, USA
Stakeholder Networks and Organizations

A2 Producing Meaning Through Interaction – Marie Husny Room
Chair: Chantal Benoit-Barné

Birte Asmuß, University of Aarhus, Denmark
Christa Thomsen, University of Aarhus, Denmark
Conversations in organizations: the role of internal conversations for management

Diane Raymond, Université de Montréal, Canada
Agency, materiality and discourse: technology innovation, interference and actors

Karen Tracy, University of Colorado at Boulder, USA
The Downside of Being in the Majority? And Other Observations about “Ordinary Democracy” in School Board Meetings

A3 The Dynamics of Organizing – CIBC Room

Chair: Senem Guney

Timothy Kuhn, University of Colorado at Boulder, USA

A Communicative Theory of the Firm: Discursive Practices, Text-Objects, and Consent Formation in Organizing

Anne Mayère, University of Toulouse 3, France

Worldviews in competition and coorientation: the case of communication activities dealing with hospital healthcare safety

Chris McLean, University of Manchester, UK

'Hold the Press': Mediations, Images and Practices of Organizing

A4 The Distribution of the Organization in Time and Space – TAL Room

Chair: Bertrand Fauré

Paolo Quattrone, University of Oxford, UK

Imagining an Enterprise: Spiritual Exercises, the Jesuit Ordering and the Global Spread of an Ideal

Consuelo Vasquez, Université de Montréal, Canada

Spacing Organization (or How to Be Here and There at the Same Time)

Denis Bayart, Centre de recherche en gestion de l'École polytechnique, France

Source of Ambiguity in Organizational Texts: From Cooperative to Critical Reading

A5 Organizing Multiple Stakeholders and Collective Interests I – St-Hubert Room

Chair: Alain Létourneau

Nicolas Arnaud, Institut d'Économie et de Management de Nantes, France

Studying, collecting and analysing organisational communication in situation, or how to access conversation and texts.

Simon Torp, University of Southern Denmark, Denmark

Conversational management from below: A case study on the reconstruction and redirection of the managerial metaconversations in a complex organization

Manuel Zacklad, Université de Technologie de Troyes, France

Agentive definition of the creation of value and service-oriented approaches to the organization in the socio-economy of cooperative transactions

12:00 to 13:00 **Lunch**

13:15 to 14:15 **PAPER PANELS – Session B**

B1 Constructing the Subject 2: A Management Problem – Van Houtte Room

Chair: Thierry Boudès

Ann Cunliffe, University of Hull, UK
Organization, Materiality and Agency: Beside the Point?

Claire Dambrin, HEC School of Management, France
Caroline Lambert, HEC School of Management, France
“Be yourself or rather be your brand!” Making up the subject in a cosmetics firm

Stijn Hoppenbrouwers, Radboud University Nijmegen, Netherlands
Community-based ICT development as a multi-player game

B2 The Constitutive Function of Texts – Marie Husny Room

Chair: Gail Fairhurst

Senem Güney, University at Albany, USA
Texts and Collaborative Organizing: A New Angle for Examining the Constitutive Role of Texts in Organizational Life

Bertrand Fauré, IUT de Tarbes & Université Paul Sabatier, France
Economical and communicational conception of agency The accounting process and the smoothing of financial texts

Cynthia L. King, Graduate School of Business and Public Policy Naval Postgraduate School, USA
Exploring Emergent Communication Strategies in Organizational Discourse

B3 Boundary Objects – CIBC Room

Chair: Mark Aakhus

Natalie Nelson Marsh, Boise State University, USA
Michele H. Jackson, University of Colorado at Boulder, USA
Ambiguity and Abstraction: Exploring the Contestation of Boundary Objects and the Modality of Communication

Andrew Blundell, University of Calgary, Canada
Boundary objects and the emergence of organization in a collaborative stakeholder initiative

B4 The Ontology of Organization I – TAL Room

Chair: Peter Monge

Anne M. Nicotera, George Mason University, USA
Ontologizing Organizational Entities: Musings on Communicative Constitution

Robert D. McPhee, Arizona State University, USA
A Structuralist Critique of Some Central Montreal School Schemata

Dionysis Dionysiou, ALBA Graduate Business School, Greece
Haridimos Tsoukas, ALBA Graduate Business School, Greece & University of Warwick, UK
Resistance to Stability: Identifying the Barriers to the Emergence of Organization

B5 Markets and Organizational Logic – St-Hubert Room

Chair: Anne Mayère

Andreina Mandelli, SDA Bocconi School of Management, Italy & University of Lugano, Switzerland

Ivan Snehota, USI Lugano, Switzerland
Markets as Mediated Conversations

Kenneth R. Zimmerman, Oregon Public Utility Commission, USA
Energy Market Agency: An Exploration of Construction of Energy Markets and Their Agency in the World

Jérôme Denis, TÉLÉCOM, ParisTech, France
David Pontille, IIAC, CNRS-EHESS, France
Organizing a public space: Subway signs and the shaping of rides

14:30 to 15:30 **PAPER PANELS – Session C**

C1 Constructing the Subject III: Substance or Shadow? – Van Houtte Room

Chair: Cliff Oswick

Gail Fairhurst, University of Cincinnati, USA
François Cooren, Université de Montréal, Canada
Leadership as the Hybrid Production of Presence(s)

Boris H.J.M. Brummans, University of Montréal, Canada
What Is an Organization? Or: Is James Taylor a Buddhist?

José Pinheiro Neves, University of Minho, Portugal
Ivo Domingues, University of Minho, Portugal
The Dance Metaphor: a Tool for Organizational Analysis?

C2 The Role of Genre in Fashioning Interaction – Marie Husny Room

Chair: Cynthia Stohl

JoAnn M. Brooks, Bentley College, USA

Extending the Genre Approach for Co-Present Communicative Action: A Situated Perspective

Christian Licoppe, ENST Paris, France

Laurence Dumoulin, Institut des Sciences Sociales du Politique, France

Performative interactional sequences, technology, and the organization in action. Opening distributed courtroom trials by video-conference

Antoine Vernet, Université Paris X Nanterre, France

Identity as a mean for action : a crossing point for economic sociology and institutional economics?

C3 Teams and the Development of Collective Knowledge – CIBC Room

Chair: Chantal Benoit-Barné

David Oliver, HEC Montréal, Canada

Strong Team Identity in a Self-Managed Work Team: Key to Success or Pandora's Box?

Robert C. Swieringa, Grand Valley State University, USA

"Reporting" the Laboratory: Collective Discursive Practice as Organizing and Manifesting Community

Nicolas Arnaud, Institut d'Economie et de Management de Nantes, France

Making and Managing Collective Skills within Inter-Organisational Relationships: a communicational approach. The case of manufacturers and carriers on the French furniture market.

C4 Constructing a Social Cause – TAL Room

Chair: Daniel Robichaud

Charles Conrad, Texas A&M University, USA

Chris Cudahy, Texas A&M University, USA

Discourse and the Construction of Canadian Identit(ies): The Creation and Transformation of the Canadian Health System

Pat Akey, McGill University, Canada

Brian Weshler, McGill University, Canada

Metaconversations as a Vehicle of Dominant Logic Formation: The Case of Affirmative Action

Cynthia Hardy, University of Melbourne, Australia

Steve Maguire, McGill University, Canada

Discourse, Translation and the (Re)Organization of Institutional Fields: The Deinstitutionalization of DDT

C5 Organizing Multiple Stakeholders and Collective Interests II – St-Hubert Room

Chair: Alain Létourneau

Damien Rousselière, Université Pierre Mendès, France

Martine Vézina, HEC Montréal, Canada

From Mission Statements to Organizational Values: Evolution and Institutionalization of a Financial Cooperative in the Creative Industries.

Marie J. Bouchard, Université du Québec à Montréal, Canada

Brett Fairbairn, University of Saskatchewan, Canada

Murray Fulton, University of Saskatchewan, Canada

Multistakeholder Governance and Innovations: Organizations Through the Social Economy Lens

15:30 **Coffee break**

16:00 to 17:00 **2ND PLENARY SESSION – IBM Lecture Center**

What's organizing? A meditation on the bust of Emilio Bootme in praise of Jim Taylor

Bruno Latour, Institut d'études politiques de Paris, France

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Organization as a common good

Haridimos Tsoukas, ALBA, Greece and Warwick University, U.K.

10:00 Coffee break

10:20 to 11:20 **PAPER PANELS – Session D**

D1 Constructing the Subject IV: Ethics and Agency – Van Houtte Room

Chair: Theresa Castor

Stéphanie Fox, Simon Fraser University, Canada

Enabling the Patient: In Search of Agency

Mark van Vuuren, University of Twente, Netherlands

François Cooren, Université de Montréal, Canada

'My attitude made me do it': Considering attitudes as actants

Jo M. Katambwe, Université du Québec à Trois-Rivières, Canada

The ethics of agentive communication

D2 The Materiality of Agency I – Marie Husny Room

Chair: Manuel Zacklad

James McDonald, University of Montréal, Canada

Human and Material Agency in an International Socio-Technical Controversy: Using Material Entities to Debate the Territorial Dispute in the Arctic

Mark Munsterhjelm, University of Windsor, Canada

Ancient Austronesian Heroes Now Cast As Genetically Pathological Alcoholics: Forms of Agency Attributed to Genetics in Settler Governance of Taiwan Aborigines

Valérie Carayol, Université Michel de Montaigne, France

Human and nonhuman relations in organizational communication

D3 Postmodern Perspectives – CIBC Room

Chair: Anne Nicotera

Stanley Deetz, University of Colorado at Boulder, USA
The Open Organization: Governance, Stakeholder Involvement and New Communication Models

Cliff Oswick, University of London, UK
David Grant, The University of Sydney, Australia
Rick Iedema, University of Technology, Australia
Rethinking the Critical Management Agenda: Integrating Materiality and Agency with Discourse

Derina R. Holtzhausen, University of South Florida, USA
Economic agency, human agency, and the postmodern communication practitioner.

D4 Technology and Organization – TAL Room

Chair: Consuelo Vasquez

Benoit Cordelier, Université Michel de Montaigne, France
Between symbolic and regulationists transactions. For a new praxeology around the technical object

Sébastien Mayer, University of Ottawa, Canada
Sylvie Grosjean, University of Ottawa, Canada
Luc Bonneville, University of Ottawa, Canada
Rethinking the organization as a heterogeneous network: The case of the Net-Art

Carmen Gloria Donoso, Universidad de Concepción, Chile
The Role of Intranet in Making Sense in the University: A Case Study

D5 The Accountability of Organizations – St-Hubert Room

Chair: Nicolas Arnaud

Mark Aakhus, Rutgers University, USA
Yana Grushina, Rutgers University, USA
Realizing organizational agency through innovations in organizational accountability

Maja Korica, Saïd Business School, University of Oxford, UK
Paolo Quattrone, Saïd Business School, University of Oxford, UK
Practicing society/ies: Governance and accountability in a university as an organization in the public interest

Robert Ulmer, University of Arkansas at Little Rock, USA
Timothy L. Sellnow, University of Kentucky, USA
Matthew W. Seeger, Wayne State University, USA
Post Crisis Communication and Renewal: Understanding the Potential for Positive Outcomes in Crisis Communication

11:30 to 12:30 **PAPER PANELS – Session E**

E1 The Materiality of Agency II – Van Houtte Room

Chair: Diane Raymond

Anette Hallin, The Royal Institute of Technology, Sweden
Between Materiality and Agency – mCity and the size of organizations

Lisette Marroquin, Universidad de Costa Rica, Costa Rica.
Consuelo Vasquez, Université de Montréal, Canada
At the Crossroad of Conversation and Text: Juggling with Outcome and Process

Nicolas Bencherki, Université de Montréal, Canada
Stabilization of facts on Wikipedia as the interplay of text and conversation

E2 Philosophical, Sociological and Historical Perspectives – Marie Husny Room

Chair: Jo Katambwe

Alain Létourneau, Université de Sherbrooke, Canada
Reading Dewey on communication: Notions of environment, organization, agency

Steffen Blaschke, University of Bamberg, Germany
What is Organizational Communication? A Fictitious Discourse Between Luhmann and Taylor

William J. Buxton, Concordia University, Canada
Enacting Civilization: Organizational Dynamics in Harold Innis's Early Writings on the Railway

E3 How Documents Enable Organization – CIBC Room

Chair: François Cooren

David Kirsch, University of Maryland, USA
Gina Neff, University of Washington, USA
The Materiality of Failure: What Artifacts Say About the Process of Deorganization

Viviane Sergi, HEC Montréal, Canada
Constituting the temporary organization: Documents in the context of projects

Eric Maton, Audencia Nantes, France
The Graphic Representation of an Organization: Organization Charts in the Harvard Business Review, 1922-1999

E4 The Ontology of Organization II – TAL Room

Chair: Timothy Kuhn

Robert McPhee, Arizona State University, USA
Joel Iverson, Texas A&M University, USA
Activity Coordination and the Montreal School

Göran Ahrne, Stockholm University, Sweden
Nils Brunsson, Stockholm University Sweden
Organizing outside organizations

William J. Kinsella, North Carolina State University, USA
Organizational Being in the World: A “Bounded Constitutive” Approach to the Problematic of Materiality, Agency, and Discourse

E5 Communities of Practice – St-Hubert Room

Chair: Boris Brummans

Alexandre Delage, HEC Montréal, Canada
Knowledge Dynamics between Situated Communities of Knowledge

Stéphanie Baron, HEC Montréal, Canada
CoPs of cops: Communities of practice at the crossroad of materiality, agency and discourse

Isabelle Piette, HEC Montréal, Canada
Restructuring identity through sectorial narratives

12:30 to 13:30 **Lunch**

13:30 to 14:30	4th PLENARY SESSION – IBM Lecture Center <i>Dialectics, contradictions, and the question of agency</i> Linda Putnam , University of California, Santa Barbara, USA
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14:40 to 15:40 **PAPER PANELS – Session F**

F1 Crossing Boundaries – Van Houtte Room

Chair: Diane Raymond

Olivier Irrmann, HEC Montréal, Canada
Communication dissonance in cross-border acquisitions: Language and cross-cultural pragmatics in international strategic processes

Adriana Machado Casali, Universidade Federal do Paraná, Brazil
Organizational communication in international mergers and acquisitions

Henrikke Baumann, Chalmers University of Technology, Sweden
Simple material relations handled by complicated organisation, or “How many (organisations) does it take to change a light bulb?”

F2 Organizations as Complex Systems – Marie Husny Room

Chair: Charles Conrad

Mylene Hardy, Lille 3 University, France

Serge Agostinelli, Aix-Marseille 3 University, France

Organization as a multi-dimensional network of communicative actants mediated and organized by an organizing network of cultural rules

Cleusa Maria Andrade Scroferneker, Universidade Católica do Rio Grande do Sul

João José Azevedo Curvello, Universidade Católica de Brasília, Brazil

Organizations as complex systems: an analysis between the perspectives of Niklas Luhmann and Edgar Morin

F3 Metaphor, Narrative and Argumentation – CIBC Room

Chair: Cynthia King

Joep Cornelissen, Leeds University Business School, UK

The Emergent Organization: Primary and Complex Metaphors in theorizing about organizations

Thierry Boudès, ESCP-EAP, France

Larry D. Browning, The University of Texas at Austin, USA

Testimony, fairy tale and propaganda: three facets of organizational narratives

Mathieu Chaput, University of Montréal, Canada

Organization by Debate

F4 Constituting the Organization as a Discursive Object – TAL Room

Chair: Boris Brummans

Cynthia Stohl, University of California, USA

Michael Stohl, University of California, USA

Secret Agencies: The Communicative Constitution of a Clandestine Organization

Dennis Schoeneborn, Bauhaus University Weimar, Germany

The Terrorist Act, Its Visibility, and Reproduction. An Organizational Communication Account on the Phenomenon of Global Terrorism.

Jennifer L. Bartlett, Queensland University of Technology, Australia

Public relations practice as agency in organization

15:40 **Coffee break**

16:00 to 17:00	FINAL PLENARY SESSION – IBM Lecture Center <i>Organizational communication at the crossroads</i> James Taylor , Université de Montréal, Canada
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17:00 End of the conference