

ORGANIZING THE ORGANIZERS

ADDING DIMENSION TO YOUR LEADERSHIP WITH AN UNDERSTANDING OF ORGANIZATIONAL THEORY

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Resources for further reading

The Garbage Can | Michael D. Cohen, James G. March, & Johan P. Olsen

A Garbage Can Model of Organizational Choice. *Administrative Science Quarterly*, 17(1), 1–25, 1972.

"...organizations can be viewed for some purposes as collections of choices looking for problems, issues and feelings looking for decision situations in which they might be aired, solutions looking for issues to which they might be an answer, and decision makers looking for work."



Theory of Action | Chris Argyris

Theories of Action That Inhibit Individual Learning. *American Psychologist*, 31(9), 638-54, 1976.



"First, most of us are programmed with theories-in-use that do not teach us to reflect accurately on our behavior and its impact, especially while we are interacting with others, and second, most of us are also programmed not to tell others when we experience them behaving incongruently with what they espouse."

Sensemaking | Karl E. Weick

Sensemaking in Organizations—Sage Publications, 1995

"To talk about sensemaking is to talk about reality as an ongoing accomplishment that takes form when people make retrospective sense of the situations in which they find themselves and their creations."



Making Sense of the Organization: The Impermanent Organization—John Wiley & Sons, Inc., 2012

"If impermanence is inherent in organizations it matters greatly how people try to organize portions of this impermanence and redo these organized portions when they begin to unravel."

Resource Dependency Theory (RDT) | Jeffrey Pfeffer & Gerald R. Salancik

The External Control of Organizations: A Resource Dependence Perspective. Stanford Business Classics, 2003.



"Many organizational troubles stem from inaccurate perceptions of external demands or from patterns of dependence on the environment. Indeed, we would argue that the image of management as a processor of demands is one that implies a high degree of skill and intelligence. After all, anyone can make decisions or take actions—it requires much more skill to be correct."