

TRUST AND POWER ON THE SHOP FLOOR

An ethnographical, ethical, and philosophical study on responsible behaviour in industrial organisations

Maarten Johannes Verkerk



Contents

Pr	Preface		
Pr	ologue	15	
Cl	HAPTER 1 - PARADOXES ON THE SHOP FLOOR	19	
_	Introduction	21	
2	The shop floor in stories	25	
	2.1 Logistical problems	25	
	2.2 Packing faults	27	
	2.3 Quality of antimony balls	28	
	2.4 Lead-containing materials	29	
	2.5 Closing the factory	30	
	2.6 Evaluation	31	
3	A 'new world of work'	35	
	3.1 Introduction	35	
	3.2 The rise of Taylorism	35	
	3.3 Working man as social being	37	
	3.4 Technical superiority and social innovation	38	
	3.5 Conclusion	41	
4	Responsibility in a technological age	43	
	4.1 Moral and religious considerations	43	
	4.2 The theory of responsibility	46	
	4.3 The context of responsibility	47	
	4.4 Freedom, labour and authority	50	
	4.5 Experience of meaning	53	
	4.6 Conclusion	54 55	
5	Motive, research questions and objectives		
	5.1 Motive	55	
	5.2 Research questions and objectives	55	
	Note on language	57	
	HAPTER 2 - NEW PRODUCTION CONCEPTS	59	
	Introduction	61	
2	Frederick Taylor: 'The one best way'	63	
	2.1 Background	63	
	2.2 What is Scientific Management?	66	
	2.3 Examples of Scientific Management	68	
	2.4 Responsibility of management	71	
	2.5 Responsibility of the workmen	76	
	2.6 The 'very essence' of Scientific Management	77	
	2.7 Evaluation	78	
3	Socio-Technical System Design: Participative Democracy	85	

3.2 General characteristics of Socio-Technical System Design 87 3.3 Integral Organisation Renewal 90 3.3.1 Background 90 3.3.2 Examples of socio-technical redesign 92 3.3.3 Basic concepts 94 3.3.5 Change strategy 97 3.4 Participative Design 97 3.5 DemocraticDialogue 100 3.6 Evaluation 103 4 Lean Production: The elimination of waste 107 4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The role of Information Technology 133 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 <t< th=""><th></th><th>3.1</th><th>Background</th><th>86</th></t<>		3.1	Background	86
3.3 Integral Organisation Renewal 3.3.1 Background 3.3.2 Examples of socio-technical redesign 3.3.3 Basic concepts 94 3.3.3 Basic concepts 97 3.3.4 Design principles and design methodology 98 3.3.5 Change strategy 97 3.5 DemocraticDialogue 100 3.6 Evaluation 103 4 Lean Production: The elimination of waste 107 4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 5.2 The essence of reengineering 124 5.3 The principles of reengineering 125 5.4 A new world of work 130 5.5 The role of Information Technology 131 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 6.1 Background 6.2 Flow production 6.3 Company within a company 6.4 People make it happen 6.5 Evaluation 137 6 The Mini-Company Concept: People make it happen 6.1 Background 138 6.2 Flow production 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 – CASE STUDIES 1 Methodological approach 1.1 Research design 1.2 Research design 1.2 Research design 1.4 Research design 1.4 Research design 1.4.1 A call for organisational ethnography 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 1.4.4 Validity and reliability 179			*	87
3.3.1 Background 3.3.2 Examples of socio-technical redesign 3.3.3 Basic concepts 3.3.4 Design principles and design methodology 3.3.5 Change strategy 3.4 Participative Design 3.5 DemocraticDialogue 3.6 Evaluation 4 Lean Production: The elimination of waste 4.1 Background 4.2 Waste 4.1 Background 4.3 Just-in-time 4.4 Autonomation 4.5 Standardised work and improvement 4.6 Humanity 4.7 Western studies 4.7 Western studies 5.1 Background 5.2 The essence of reengineering: The redesign of business processes 5.1 Background 5.2 The principles of reengineering 5.4 A new world of work 5.5 The role of Information Technology 5.6 Evaluation 6.7 Evaluation 7 Background 6.8 Company within a company 6.1 Background 6.2 Flow production 6.3 Company within a company 6.4 People make it happen 6.5 Evaluation 7 Evaluation 7 Evaluation 7 Evaluation 8 199 8 Methodological approach 1.1 Research design 1.2 Research design 1.2 Research design 1.3 The manager as ethnography 1.4.1 A call for organisational ethnography 1.4.2 Epistemological and methodological questions 1.4.3 The manager as ethnographer 1.4.4 Validity and reliability 179				90
3.3.3 Basic concepts 3.3.4 Design principles and design methodology 3.3.5 Change strategy 97 3.6 Participative Design 97 3.5 DemocraticDialogue 100 3.6 Evaluation 103 4 Lean Production: The elimination of waste 107 4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 125 5.3 The principles of reengineering 126 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 6.1 Background 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 – CASE STUDIES 1 Methodological approach 1.1 Research design 1.2 Research design 1.3 Objective of this study 1.4 Research strategy 1.4.1 A call for organisational ethnography 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179			· ·	90
3.3.4 Design principles and design methodology 3.3.5 Change strategy 3.4 Participative Design 97 3.5 DemocraticDialogue 3.6 Evaluation 103 4 Lean Production: The elimination of waste 107 4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 5.2 The essence of reengineering 124 5.3 The principles of reengineering 125 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 – CASE STUDIES 1 Methodological approach 1.1 Research design 1.2 Research questions of this study 1.4 Research strategy 1.4.1 A call for organisational ethnography 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 1,4.4 Validity and reliability 179			3.3.2 Examples of socio-technical redesign	92
3.3.5 Change strategy 97 3.4 Participative Design 97 3.5 DemocraticDialogue 100 3.6 Evaluation 103 4 Lean Production: The elimination of waste 107 4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 126 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research design 161 1.3 Research design 161 1.4 Research strategy 166 1.4.1 Epistemological and methodological questions 169 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179			3.3.3 Basic concepts	94
3.4 Participative Design 97 3.5 DemocraticDialogue 100 3.6 Evaluation 103 4 Lean Production: The elimination of waste 107 4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 – CASE STUDIES 1			3.3.4 Design principles and design methodology	94
3.5 DemocraticDialogue 100 3.6 Evaluation 103 4 Lean Production: The elimination of waste 107 4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company<			3.3.5 Change strategy	97
3.6 Evaluation 103 4 Lean Production: The elimination of waste 107 4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 Research strategy 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179		3.4	Participative Design	97
4 Lean Production: The elimination of waste 107 4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 – CASE STUDIES 1 Methodological approach 161 1.1 Research design 161 1.2 Research greater is study 162 <td></td> <td>3.5</td> <td>DemocraticDialogue</td> <td>100</td>		3.5	DemocraticDialogue	100
4.1 Background 108 4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 138 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 - CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research strategy 166 1.4.1 A call for organisational ethnography		3.6	Evaluation	103
4.2 Waste 110 4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach	4	Lean	Production: The elimination of waste	107
4.3 Just-in-time 111 4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 134 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach		4.1	Background	108
4.4 Autonomation 113 4.5 Standardised work and improvement 114 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 162 1.4.1 A call for organisational ethnography 166		4.2	Waste	110
4.5 Standardised work and improvement 4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 151 CHAPTER 3 – CASE STUDIES 1 Methodological approach 1.1 Research design 161 1.2 Research design 161 1.2 Research guestions of this study 1.3 Objective of this study 1.4 Research strategy 1.4.1 A call for organisational ethnography 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179		4.3	Just-in-time	111
4.6 Humanity 115 4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.4 Validity and reliability 179 <td></td> <td>4.4</td> <td>Autonomation</td> <td>113</td>		4.4	Autonomation	113
4.7 Western studies 117 4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 - CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 <t< td=""><td></td><td>4.5</td><td>Standardised work and improvement</td><td>114</td></t<>		4.5	Standardised work and improvement	114
4.8 Evaluation 119 5 Business Process Reengineering: The redesign of business processes 123 5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 - CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability				115
5 Business Process Reengineering: The redesign of business processes 5.1 Background 5.2 The essence of reengineering 5.3 The principles of reengineering 5.4 A new world of work 5.5 The role of Information Technology 5.6 Evaluation 6 The Mini-Company Concept: People make it happen 6.1 Background 6.2 Flow production 6.3 Company within a company 6.4 People make it happen 6.5 Evaluation 7 Evaluation 131 CHAPTER 3 – CASE STUDIES 1 Methodological approach 1.1 Research design 1.2 Research questions of this study 1.3 Objective of this study 1.4 Research strategy 1.4.1 A call for organisational ethnography 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 1.75 1.4.4 Validity and reliability		4.7	Western studies	117
5.1 Background 124 5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 <t< td=""><td></td><td>4.8</td><td>Evaluation</td><td>119</td></t<>		4.8	Evaluation	119
5.2 The essence of reengineering 126 5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 <tr< td=""><td>5</td><td>Busin</td><td>ness Process Reengineering: The redesign of business processes</td><td></td></tr<>	5	Busin	ness Process Reengineering: The redesign of business processes	
5.3 The principles of reengineering 128 5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179 <td></td> <td>5.1</td> <td>Background</td> <td></td>		5.1	Background	
5.4 A new world of work 130 5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179		5.2		
5.5 The role of Information Technology 133 5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179		5.3	• •	
5.6 Evaluation 134 6 The Mini-Company Concept: People make it happen 137 6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179				
6 The Mini-Company Concept: People make it happen 6.1 Background 6.2 Flow production 6.3 Company within a company 6.4 People make it happen 6.5 Evaluation 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 1 Methodological approach 1.1 Research design 1 1.2 Research questions of this study 1 1.3 Objective of this study 1 1.4 Research strategy 1 1.4.1 A call for organisational ethnography 1 1.4.2 Epistemological and methodological questions 1 1.4.3 The manager as ethnographer 1 1.4.4 Validity and reliability 1 179		5.5	The role of Information Technology	
6.1 Background 138 6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179				
6.2 Flow production 139 6.3 Company within a company 140 6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 - CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179	6	The		
6.3 Company within a company 6.4 People make it happen 6.5 Evaluation 7 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 1 Methodological approach 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179			-	
6.4 People make it happen 145 6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179			•	
6.5 Evaluation 148 7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179		6.3	· · · · · · · · · · · · · · · · · · ·	
7 Evaluation 151 CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179			•	
CHAPTER 3 – CASE STUDIES 159 1 Methodological approach 161 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 169 1.4.3 The manager as ethnographer 175 1.4.4 Validity and reliability 179				
1 Methodological approach 1.1 Research design 161 1.2 Research questions of this study 162 1.3 Objective of this study 165 1.4 Research strategy 166 1.4.1 A call for organisational ethnography 166 1.4.2 Epistemological and methodological questions 1.4.3 The manager as ethnographer 1.4.4 Validity and reliability 179	7	Eval	uation	151
1.1 Research design1611.2 Research questions of this study1621.3 Objective of this study1651.4 Research strategy1661.4.1 A call for organisational ethnography1661.4.2 Epistemological and methodological questions1691.4.3 The manager as ethnographer1751.4.4 Validity and reliability179	CI	НАРТ	TER 3 – CASE STUDIES	159
 1.2 Research questions of this study 1.3 Objective of this study 1.4 Research strategy 1.4.1 A call for organisational ethnography 1.4.2 Epistemological and methodological questions 1.4.3 The manager as ethnographer 1.4.4 Validity and reliability 162 165 166 1.5 175 1.6 175 179 	1	Met	hodological approach	161
 1.2 Research questions of this study 1.3 Objective of this study 1.4 Research strategy 1.4.1 A call for organisational ethnography 1.4.2 Epistemological and methodological questions 1.4.3 The manager as ethnographer 1.4.4 Validity and reliability 162 165 166 1.5 175 1.6 175 179 		1.1	Research design	161
1.3 Objective of this study1651.4 Research strategy1661.4.1 A call for organisational ethnography1661.4.2 Epistemological and methodological questions1691.4.3 The manager as ethnographer1751.4.4 Validity and reliability179		1.2		162
1.4 Research strategy1661.4.1 A call for organisational ethnography1661.4.2 Epistemological and methodological questions1691.4.3 The manager as ethnographer1751.4.4 Validity and reliability179		1.3		165
1.4.1 A call for organisational ethnography1661.4.2 Epistemological and methodological questions1691.4.3 The manager as ethnographer1751.4.4 Validity and reliability179			·	166
1.4.2 Epistemological and methodological questions1691.4.3 The manager as ethnographer1751.4.4 Validity and reliability179				166
1.4.3 The manager as ethnographer1.4.4 Validity and reliability175				169
1.4.4 Validity and reliability 179			•	175
· · · · · · · · · · · · · · · · · · ·				179
			1.4.5 Selection of cases	180

	1.5	Methods of collecting data	181
2	Case	Study: Ceramic Multilayer Actuators Roermond	187
	2.1	Introduction	190
		2.1.1 History	190
		2.1.2 Market and products	190
		2.1.3 The manufacturing process and operator activities	191
		2.1.4 Organisation	194
		2.1.5 Case description	196
	2.2	Start-up phase	196
		2.2.1 Design of the new factory	196
		2.2.2 Statistical Process Control	198
		2.2.3 Process Inventory Teams	198
		2.2.4 Monthly unit meeting	199
		2.2.5 Quality Award	200
		2.2.6 Customer Day 1994	201
		2.2.7 Benchmarking	204
		2.2.8 Consultancy	205
	2.3	The mini-company process	206
		2.3.1 Creation of support	207
		2.3.2 Starting-up a mini-company	210
		2.3.3 Execution of the improvement program	214
		2.3.4 Working together as a mini-company	215
		2.3.5 Evaluation by management	218
	2.4	Customer Day 1995	220
	2.5	Investigations by the University of Twente	224
		Customer Day 1996	225
		Start of the second cycle of the mini-company process	230
		The Philips Quality Award process	232
	2.9	Closure of the actuator factory	232
	2.10	Evaluation	234
		2.10.1 The process of organisational development	234
		2.10.2 Structure of the organisation	235
		2.10.3 Responsibility and accountability	237
		2.10.4 Conclusion	238
3	Case	:: Glass Factory Aachen	241
	3.1	Introduction	244
		3.1.1 History	244
		3.1.2 Markets and products	244
		3.1.3 Process and operator activities	244
		3.1.4 Organisation	247
		3.1.5 Case description	249
	3.2	Project Future	249
		3.2.1 Motive	249
		3.2.2 Organisation of the project	250
		3.2.3 The approach to reengineering the factory	252
		3.2.4 The redesign of the Technical Department	253

眼状を放射を取り続きがいかがければ、ないには、アンターはこうこうともいうとうこうこうにいいかがらいかい。

		3.2.5 The redesign of the production departments	258
		3.2.6 Review of the project	268
	3.3	The world class manufacturing program	271
		3.3.1 Status quo	271
		3.3.2 Process	272
		3.3.3 Safety	274
		3.3.4 Personnel	276
		3.3.5 Other topics	278
		3.3.6 Further progress	283
	3.4	The Philips Quality Award program	283
		3.4.1 Pre-peer audit	284
		3.4.2 Peer audit	285
	3.5	Problematising responsibility and accountability	287
		3.5.1 Problematising in the production departments	288
		3.5.2 Problematising in the management team of the Glass Factory	289
		Aachen	
	3.6	The change process in the tool shop	290
		3.6.1 Acceleration of the change process	291
		3.6.2 The first workshop	293
		3.6.3 The follow-up of the workshop	296
		3.6.4 The housekeeping program	297
		3.6.5 The second workshop	298
		3.6.6 Other improvements	300
		3.6.7 Performance of the tool shop	300
		3.6.8 Member check	302
		3.6.9 Conclusion	303
	3.7	Evaluation	303
		3.7.1 Results of the turn-around process	304
		3.7.2 Two 'languages'	305
		3.7.3 Management	313
		3.7.4 Responsibility	324
		3.7.5 Leaving the glass factory	326
		3.7.6 Conclusion	328
4	Con	parison of the case Roermond and the case Aachen	331
		Business orientation	331
		The production structure	332
		The control and information structure	335
		The improvement structure	336
			337
	4.6	·	339
	4.7	•	340
C1	בין א נב	FER 4 – EVALUATION	345
_		apitulation	347
1 2		c beliefs, social criticism and intellectual tradition	351
_	2.1		351
	∠. I	Dasic Delicis	JJ 1

	2.2	Social criticism	355
		Intellectual tradition	357
		Conclusion	362
3		manager as ethnographer	363
•		Why organisational ethnography?	363
		Methodological evaluation	365
		Epistemological evaluation	370
		Eye of the reflective practitioner	374
4		o-dynamic conditions: Trust and Power	377
•		Initial exploration	378
		The Employee Motivation Survey	380
	4.3		383
	7.5	relations	303
	4.4	Low-trust dynamics in Aachen	385
		High-trust dynamics in Roermond	392
	4.6	•	402
		Appendix: Trust: a review	407
5	Phile	osophical analysis of industrial organisations	411
		Basic distinctions	411
	5.2	The multidimensional character of an industrial organisation	414
		Coherence of a multidimensional industrial organisation	418
		The socio-technical unit of mini-company as interlaced structure	422
	5.5		426
		Position of an employee in an industrial organisation	430
		The problem of evil	431
		Conclusions	434
6		design and development of a responsible industrial organisation	435
•		Closed or restricted development	435
		An ethics of responsibility	438
	J	Appendix 1: Philosophical ethics: Diversity, strengths and	447
		limitations	• • •
		Appendix 2: The normative development of the production	453
		structure, control structure and information structure	100
Е-	دان		461
Εļ	oilogu	le C	461
Su	mma	ry	465
Re	ef er er	aces	475
Α¢	knov	vledgements	489
Cı	Curriculum Vitae 4		491

: .