

## The Thinking Organization

Technische Hochschule Darmstadt Fachbereich 3 Institut für Psychologie Steubenplatz 12, 6100 Darmstadt





## Contents

	Preface	ix
	The Authors	xix
	Introduction: Social Cognition in Organizations Dennis A. Gioia, Henry P. Sims, Jr.	1
	Part One: Foundation Concepts for Organizations	
1.	Schema Theories, Information Processing, and Organizational Behavior  Robert G. Lord, Roseanne J. Foti	20
2.	Symbols, Scripts, and Sensemaking: Creating Meaning in the Organizational Experience Dennis A. Gioia	49
3.	Distilled Ideologies: Values Derived from Causal Reasoning in Complex Environments Gerald R. Salancik, Joseph F. Porac	75
4.	Organizations as Cognitive Maps: Charting Ways to Success and Failure  Karl E. Weick, Michel G. Bougon	102

xvi Contents

	Part Two: Transitions from Concept to Practice	
5.	Language and Communication in Organizations: Bridging Cognition and Behavior Anne Donnellon	136
6.	How Cognitive Structures Affect Organizational Design: Implicit Theories of Organizing H. Kirk Downey, Arthur P. Brief	165
7.	The Managed Thought: The Role of Self-Justification and Impression Management in Organizational Settings  Jennifer A. Chatman, Nancy E. Bell,  Barry M. Staw	191
8.	Affect in Organizations: How Feelings and Emotions Influence Managerial Judgment Oh Soo Park, Henry P. Sims, Jr., Stephan J. Motowidlo	215
	Part Three: Applications of Social Cognition to Organizations	
9.	The Structure and Process of Understanding: Implications for Managerial Action Daniel J. Isenberg	238
10.	On the Difficulty of Learning from Experience Jack Feldman	263
11.	Image Theory and Organizational Decision Making Terence R. Mitchell, Kenneth J. Rediker, Lee Roy Beach	293
12.	Strategic Plan Failures: The Organization as Its Own Worst Enemy  Michael Finney, Ian I. Mitroff	317

Contents	
Conclusion: The State of the Art in Organizational Social Cognition: A Personal View Dennis A. Gioia	336
•	
Name Index	357
Subject Index	367