

Table of contents

| | |
|--|------------|
| Chapter 1: Introduction to the question | 1 |
| 1.1 This Chapter | 1 |
| 1.2. Author's Background | 1 |
| 1.3. Determinism and non-determinism in literature: vocabularies of coping | 4 |
| 1.4. Non-determinism in organizations – observations from practice | 13 |
| 1.5. Reflections from practice | 17 |
| 1.6. What is the issue? | 19 |
| 1.7. The aim | 21 |
| 1.8. Why this issue? | 21 |
| 1.9. How will I deal with the issue? | 23 |
| 1.10. Summary: introduction to the question | 24 |
| | |
| Chapter 2: Research methodology | 26 |
| 2.1. This Chapter: linking the question and methodology | 26 |
| 2.2. Social constructionist perspective on methodology | 27 |
| 2.3. The reflective practitioner and practical knowledge | 30 |
| 2.4. Action research: from a scribe to a poet | 32 |
| 2.5. Critical reflection on discourses of organizational theory on project management | 34 |
| 2.6. Summary and conclusions | 41 |
| | |
| Chapter 3: Organizational psychological theory with case examples | 43 |
| 3.1. This Chapter | 43 |
| 3.2. Collective action as non-determinist approach | 45 |
| 3.3. Non-determinism by collective meaning making | 58 |
| 3.4. Appreciative organizing as a non-determinist strategy for coping | 77 |
| 3.5. Self-organizing complex adaptive systems as a metaphor for non-determinism | 87 |
| 3.6. Improvisation as a mindset for non-determinist approaches | 105 |
| 3.7. Overview and conclusions | 115 |
| | |
| Chapter 4: Implementing non-determinism in an organization | 117 |
| 4.1. This Chapter | 117 |
| 4.2. Why this case, what is the focus? | 117 |
| 4.3. The case with reflections | 119 |
| 4.4. Summary and conclusions | 138 |

| | |
|--|------------|
| Chapter 5: Radical non-determinism: Biotech case | 143 |
| 5.1. This Chapter | 143 |
| 5.2. Why this case? | 143 |
| 5.3. The Case Story of Biotech B. | 143 |
| 5.3. Summary and conclusions | 146 |
| | |
| Chapter 6: Trust and partnering | 147 |
| 6.1. This Chapter | 147 |
| 6.2. Why this case, and what is the focus? | 147 |
| 6.3. Case story: Organizing for complexity in the building sector | 148 |
| 6.4. Summary and conclusions | 158 |
| | |
| Chapter 7: Reframing the vocabulary of Project Management | 160 |
| 7.1. This Chapter | 160 |
| 7.2. Reflections on vocabularies of coping | 161 |
| 7.3. Goal setting | 162 |
| 7.4. Stakeholder management | 163 |
| 7.5. Planning | 163 |
| 7.6. Implementation | 164 |
| 7.7. Team building | 165 |
| 7.8. Control | 166 |
| 7.9. Decision making | 167 |
| 7.10. Conflict resolution | 168 |
| 7.11. Review and evaluation | 169 |
| 7.12. Summary and conclusions | 170 |
| | |
| Chapter 8: Conclusions for practitioners like myself | 172 |
| 8.1. This Chapter | 172 |
| 8.2. Mindsets prepared for non-determinist logic of coping | 172 |
| 8.3. Continual research and inquiry | 176 |
| 8.4. Re-pairing prediction and expectation | 179 |
| 8.5. Concluding remarks on bridging determinist and non-determinist logics of coping | 181 |
| | |
| Final remarks and summary | 183 |
| | |
| Samenvatting | 187 |
| | |
| Literature | 189 |

Preface comments

About the book

This book is a dissertation about my work as an organisational psychologist consultant, which has been my occupation for more than 15 years.

It is also a book about organisational development and change in general, and project management in particular, which has been my speciality for more than 15 years.

The target group of the book is the professors in the Committee and for members of my community of practice organisational psychologists and consultants with social constructionist tendencies.

About reading the book

Case stories from my practice, which form the data for this dissertation, are printed in *italics* with full margin.

Reflections follow case stories under a bullet header: **Reflections**

Quotations are

“printed in italics with reduced margins”

(Arne Vestergaard, 2004)