

# Contents

<i>List of Contributors</i>	<b>xi</b>
<b>Introduction</b>	
Mary Jo Hatch and Majken Schultz	<b>1</b>
<hr/>	
<b>I. THE ROOTS OF ORGANIZATIONAL IDENTITY IN SOCIOLOGY AND SOCIAL PSYCHOLOGY</b>	
<hr/>	
<b>1. Society and the Individual</b>	
C. H. Cooley	<b>16</b>
<i>Develops the social aspects of self and integrates individual and social levels of analysis. Introduces the notion of ‘looking-glass self’ and includes ideas about the social self and the relations between self and image.</i>	
<b>2. The Self: The ‘I’ and the ‘Me’</b>	
G. H. Mead	<b>30</b>
<i>Elaborates on the meaning and construction of self when distinguishing self from other kinds of social organisms. Introduces the distinction between the ‘I’ and the ‘me’ that serves for social identity theory.</i>	
<b>3. The Arts of Impression Management</b>	
E. Goffman	<b>35</b>
<i>Introduces the notion of impression management at a collective level of analysis and the role of audiences in the context of self-presentation.</i>	
<b>4. An Integrative Theory of Intergroup Conflict</b>	
Henri Tajfel and John Turner	<b>56</b>
<i>Credited with the development of social identity theory in the field of psychology.</i>	
<b>5. Who is this ‘We’? Levels of Collective Identity and Self Representations</b>	
Marilynn B. Brewer and Wendi Gardner	<b>66</b>
<i>Introduces three levels of analysis of self: Individual (personal self-concept), interpersonal (relational self-concept) and group (collective self-concept) level.</i>	



## II. EARLY DEVELOPMENT OF ORGANIZATIONAL IDENTITY THEORY

---

- 6. Organizational Identity**  
Stuart Albert and David A. Whetten 89  
*First statement of organizational identity theory including definition of the concept and discussion of dual-identity organizations.*
- 7. Anti-social Actions of Committed Organizational Participants: An Existential Psychoanalytic Perspective**  
Howard S. Schwartz 119  
*Provides a psychoanalytic framework for organizational identity research. Presents the Silkwood case as an empirical application of the framework.*
- 8. Social Identity Theory and the Organization**  
Blake E. Ashforth and Fred Mael 134  
*Introduces the concept of organizational identification to organization studies.*
- 9. Organization: From Substance to Image?**  
Mats Alvesson 161  
*Introduces the concept of organizational image to organizational identity studies.*
- 10. Keeping an Eye on the Mirror: Image and Identity in Organizational Adaptation**  
Jane E. Dutton and Janet M. Dukerich 183  
*Ties organizational identity and image into a grounded theory of how strategic issues are related to organizational action through concern for organizational identity. Presents the case of New York and New Jersey Port Authority on which the grounded theory is built.*
- 11. Organizational Impression Management as a Reciprocal Influence Process: The Neglected Role of the Organizational Audience**  
Linda E. Ginzel, Roderick M. Kramer, and Robert I. Sutton 223  
*Examines the contribution of impression management to the concept of organizational image and introduces the interrelations between multiple audiences. Provides a link between Goffman, the field of impression management, and organization studies.*



---

### III. RECENT DEVELOPMENTS IN ORGANIZATIONAL IDENTITY THEORY

---

#### III.i: Multiple Identities

- 12. Organizational Dress as a Symbol of Multilayered Social Identities**  
 Michael G. Pratt and Anat Rafaeli 275  
*Study of a rehabilitation unit of a large hospital reveals how organizational members used the symbol of dress to represent and negotiate the identities of their work unit and the nursing profession.*
- 13. Breaches in the Boardroom: Organizational Identity and Conflicts of Commitment in a Nonprofit Organization**  
 Karen Golden-Biddle and Hayagreeva Rao 313  
*Links individual and organizational identity with corporate governance. Elaborates the concept of hybrid identity and identity conflicts.*

#### III.ii: Stability and Change in Organizational Identity

- 14. Organizational Identity, Image, and Adaptive Instability**  
 Dennis A. Gioia, Majken Schultz, and Kevin G. Corley 349  
*Challenges Albert and Whetten's definition of identity and Dutton and Dukerich's definition of image and introduces the concept of adaptive instability.*
- 15. The Dynamics of Organizational Identity**  
 Mary Jo Hatch and Majken Schultz 377  
*Presents a dynamic model of four processes through which organizational identity is formed, maintained and transformed. Discusses links between the concepts of organizational identity, culture and stakeholder images of the organization.*

#### III.iii: Identity as Narrative and Discourse

- 16. Narratives of Individual and Organizational Identities**  
 Barbara Czarniawska-Joerges 407  
*Introduces a narrative perspective on organizational identity using institutional theory as a framing device. Presents data from a longitudinal study of Swedish Public Sector Organizations.*
- 17. Identity Regulation as Organizational Control Producing the Appropriate Individual**  
 Mats Alvesson and Hugh Willmott 436  
*Provides a critical theory framework for organizational identity studies. Criticizes identity regulation in organizations as a form of control that needs to be acknowledged in order to encourage the emancipation of workers.*



**Contents**

**III.iv: Audiences for Identity**

<b>18. Members’ Responses to Organizational Identity Threats: Encountering and Countering the Business Week Rankings</b>	
Kimberly D. Elsbach and Roderick M. Kramer	469
<i>Investigates how organizational members respond to events that threaten their organization’s identity. Presents data collected on business school responses to the Business Week survey rankings of U.S. business schools.</i>	
<b>19. Organizational Identity: Linkages Between Internal and External Communication</b>	
George Cheney and Lars Thøger Christensen	510
<i>Based in the field of organizational communication, presents the contributions of issue management to organizational identity theory.</i>	
<i>Index</i>	559