



The Communicative Constitution of Organizations: A Framework for Explanation (*McPhee/Zaug 2000*)

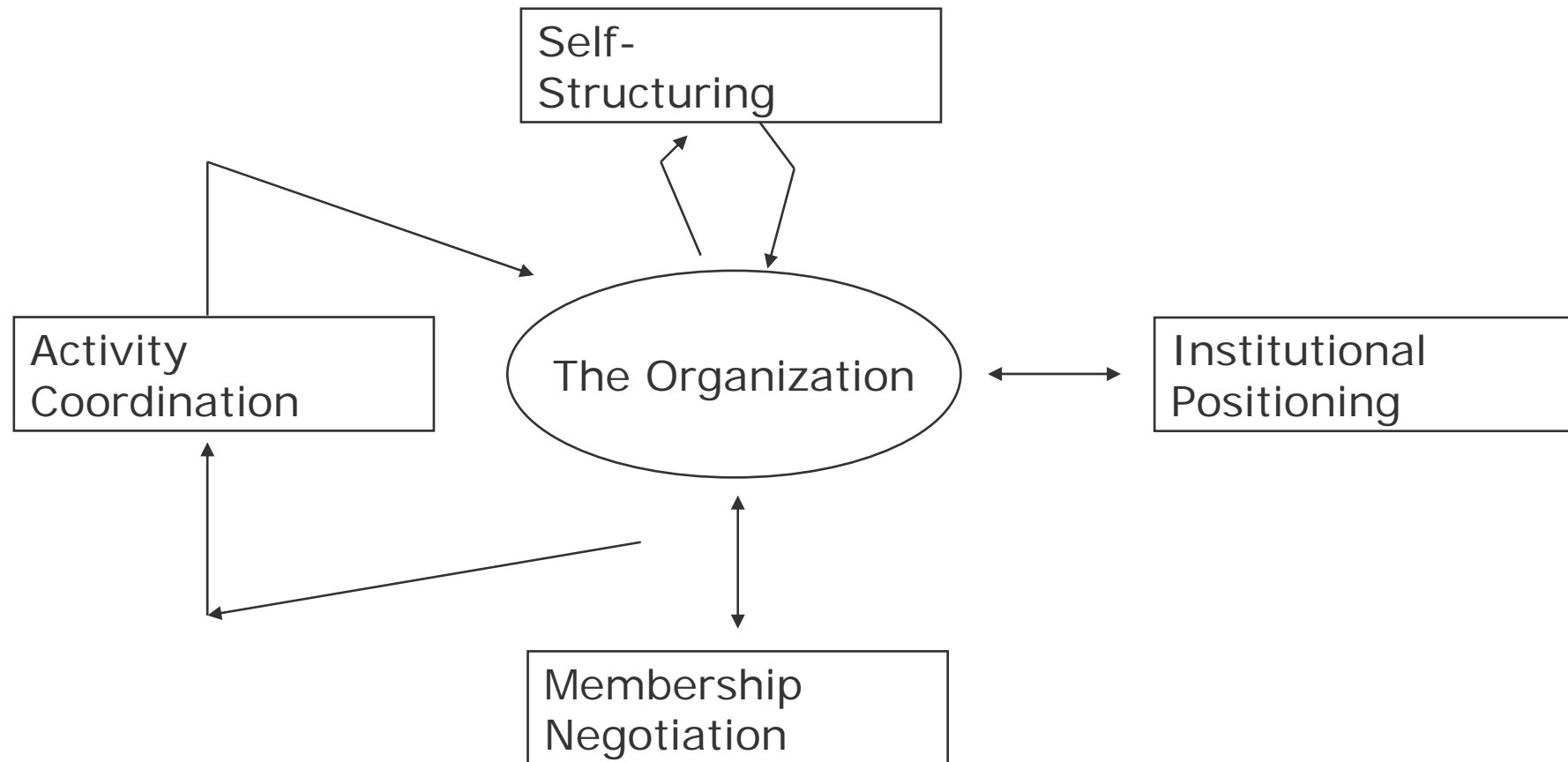
Gordon Müller-Seitz

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- **review of previous CCO-related studies**
 - Weick (processes; sensemaking / organizing),
 - Smith (metaphors concerning the relationship between C-O),
 - Boden (singular communicative acts),
 - Taylor (C->O relationship) as well as
 - Deetz and Mumby ((re)production aspects and power)
- **main concern: structuration theory (Giddens 1984)**
(focus: constitutive aspects)
- **identification of generic communication processes**
('message flows' / ,interaction processes')
- **differentiation between complex organizations vis-à-vis
less complex / formal groups**

Four types of interrelated interaction processes (‘types of message flows’) (I)



Source: McPhee/Zaug (2000)

Four types of interrelated interaction processes (‘types of message flows’) (II)

- **membership negotiation**
 - reciprocal alignment of the role of members / membership
 - organization/social entities as the result of human communication, or rather, ‘human agency’ (Giddens)
 - example: socialization processes
- **organizational self-structuring**
 - organizations are not merely the result of reflections, but reflexive control / design
 - example: organizational charts
- **activity coordination**
 - results to a large extent from organizational self-structuring
 - example: aligning joint activities
- **institutional positioning in the social order of institutions**
 - core interest: outside world / ‘institutional backdrop’
 - example: product presentations (cf. Steve Jobs)

The model offers fruitful ground for future research by our OaC network

- **commensurable with existing theoretical perspectives**
(structuration theory, neo-institutionalism etc.)
- **communicating as constitutive of organizing?**
- **ad hoc critique / outlook for future research**
 - flows are not free of overlaps
 - 'complex relationship of them [flows]', but no elaboration upon the complexity per se
 - interface between 'groups of patrons' and 'complex organizations' remains vague

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