

# Managing People and Organisations – Notes

## Chapter 1: Managing and Organisations

- Managing and organising is very dynamic – its world never stays still – so innovation, change and tension are characteristic of the way that events pan out
- Managing and organisation is never done in isolation from broader social trends and contexts, which is why it is important to contextualize how it is being doing
- No organisation or manager today can escape the effects of digitalization
- Managing and organisations today are increasingly either global enterprises or related to them as suppliers, markets, customers, employees or shapers of others' environments

### CONTEMPORARY MANAGING AND ORGANISATIONS IN A CHANGING WORLD

**Digitalisation:** The use of digital technologies and of data to manage organisational processes.

**Digital Nomads:** Mobile workers armed with a laptop and Wi-Fi, connecting anywhere and choosing mobility rather than a fixed abode.

**New Public Management:** Replaces public sector bureaucracy with public managers and citizens with customers, managed by targets and audits.

- **Organisations are tools:** they are purposive, goal-orientated instrument designed to achieve a specific objective
- Many of the jobs of the future are likely to be created and filled by digital nomads
- In government and public sector circles, the view of organisation as a cultural tool was led by something called new public management

### DIGITAL ORGANISATION

**Tacit Knowledge:** Something you can do but would find hard explaining how to a novice.

**Gig Economy:** Participation in a labour market characterised by the prevalence of short-term contracts of freelance work as opposed to permanent jobs.

- An increase in knowledge-intensive work means that organisations must employ and manage different kind of employees
- **Knowledge workers, almost universally, are digital workers**
- An increasing reliance on input and meta-data from users and customers means that organisations now must handle the blowback that comes with the ability of critics and opponents to ironize or critique strategic choices made with marketing strategies

## **MANAGING AS SENSEMAKING**

**Sensemaking:** The process through which individuals and groups explain novel, unexpected or confusing events.

**Framing:** We decide on what is relevant from the infinite number of stimuli, behavioral cues, sense data and information that surround us.

**Sensegiving:** Attempts to influence the sensemaking of others so that others come to accept a preferred meaning.

**Sensebreaking:** Occurs when organisational members disrupt existing sense in order to make alternative sense