

## HISTORICALLY SPEAKING

## Just In! Division Elections Decided by Five or Fewer Votes

Jorge Herrera, Past Division Chair, just forwarded the results of the recent election in time for this issue of *Historically Speaking*. The new Representative at Large and Professional Development Workshop (PDW) Chair's terms start in August 2003.

In the contest for the two-year term as Representative at Large, Paul Govekar received five more votes (36) than Richard Marens (31). In an even closer race, Julia Teahen received one more vote (21) than Jonathon Halbesleben (20) and will begin her new term as PDW chair at the Annual Meeting in August. Other candidates for the PDW Chair position included bill Cooke, John H. Humphreys and Richard Kidwell.

Congratulations to the winners, all the candidates and the Division Members who cast their votes. The Management History Division cannot function without the willing cooperation of its members. Your willingness to serve is commended.

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## A POTPOURRI OF OPPORTUNITIES

Dear MH Division Members,

It's time for our annual meeting! If you go to the Academy website <http://meetings.aomonline.org/2003/>, you can search the Seattle meeting program, find our division sessions, and even build a personal conference program to download and print. (I can save my printed program from six days of wear & tear and marginal notes!) You'll find workshops, anniversaries, papers, symposia, award sessions, a town meeting, our

business meeting and the official division reception. What a potpourri!

I'd like to call your further attention to three things: interactions with other divisions, sessions that further our discussion of management history, and finally some special social events.

First, take a look at the 37 sessions listed on pg. 111 of your printed program; particularly these (17, 119, 135, 239, 269, 429, 502, 562, 569, 572, 584, 636, 647, 668, 716, 734, 820, 876, 895, 936, 957, 961, 1035, & 1105) in the Hyatt, Convention Center and at the Westin Hotel. We'll present work in concert with **seventeen** other divisions in shared interest, joint symposia and interactive paper sessions. What an awesome opportunity to interact with others and show what a historical perspective can add to current thinking! (MED, PNP, OB, OM, PNP, ODC, OMT, BPS, MOC, MC, ENT, CMS, CAR,

CM, OCIS, SIM, HR). Pick a few favorites of these joint sessions and share a historical perspective with other Academy scholars!

To further our ongoing discussions of management history, I'd call your attention to four:

Monday's sessions #646 "Democracy Town Meeting", and Tuesday's #799 "Learning from History. In the first, we'll begin with a presentation, then continue with open participant discussion; in the last we'll have a good set of visual papers. Visit for an active and stimulating discussion!

Last, but definitely not least, we'll have four opportunities to meet informally: #410 "Division Welcome," #712 "Greenwood Award", #876 "Newman-Ansoff" and #1021 & #1057 our Business Meeting and Division Reception. Each will have some refreshments available. Come to refresh both body and mind!

It really has been a pleasure to work with everyone who submitted, reviewed, will chair or

discuss and contributes otherwise to our Management History division. Thank you all very much!

Michele A. Govekar  
MH Program Chair 2003

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## Program Schedule Management History Division

The program is set for the 2003 Conference in Seattle. Not only do we have our sessions, but we have division members presenting papers in Shared Interest Tracks, Joint Sessions, Showcase Symposia, Interactive Paper Sessions and Visual Presentations. Now is the time to plan your meeting.

### Monday, Aug 4

#### Session 410

8:30 a.m. Division Welcome; Grand Hyatt, Sealth

#### Session 429

8:30-10:20 a.m. SIT: Ethical Perspectives: Ethics in Management

Exploring the Contribution of Mary Parker Follett: Domenec Mele, IESE, U. of Navarra;

Convention Center, 205

#### Session 444

9:00 a.m.-10:20 a.m. :Key People Make an Impact

Writing Mary P. Follett's Life: How the impossible Biography Became Possible: Jon C. Tonn, U. of Mass.

Communities of Creative Practice: Follett's Seminal Crosse: Michael G. Harvey, U. of Miss.; M. Ronald buckley, U. of IK; Daniel A. Wren, U. of OK; Letitia Pena, U of Wisc.

Lillian Gilbreth: Woman and Mythg: Samuel Lane, Fl. Atl. U.

Grand Hyatt, Blewett

#### Session 502

10:40 a.m.-12:00 p.m.: Showcase Symposium: Americanization of European Management Education in a Historical Perspective

Convention Center  
611/612

#### Session 503

10:40 a.m.-12:00 p.m.:  
Management History: A  
Strategic Approach

A Genealogical  
Contribution to the Notion  
of Selection for Strategic  
Management: Randolphe  
Durand, EM Lyhon; Mrle-  
Laure Djelic, Uppsala U.

Organizational Inertia and  
Strategic Response in the  
Evolution of an Industry:  
Tomi S. Nokelainen,  
Tampere U.; Juha  
Lamberg, Helsinki U.;  
Henrikki Tikkanan,  
Helsinki U.

European Industrial  
Democracy Roots in the  
Postwar Japan  
Productivity Movement:  
Charles T. Tachney,  
Copenhagen Bus. Sch.

Vroom and Wren in  
Conversation, Alfred A.  
Bolton, Averett Coll.; John  
Joos, Skylake Prod.

Grand Hyatt, Blewett

### Session 562

12:20 p.m.-2:10 p.m.:  
Interactive Paper:  
Dynamics of  
Organizational Decline  
and Ascention

Cycles of Confidence:  
Crisis and Reform in  
Corporate Change in  
Organizations: Suzana B.  
Rodrigues, U. of  
Birmingham

Convention Center, 204,  
Table 1

### Session 569

12:20 p.m.-2:10 p.m.:  
Interactive Paper: Trust in  
Leaders and Supervisors

A Historical View of  
Douglas McGregor's  
Theory Y: Charles M.  
Carson, U. of Miss.

Convention Center 303.  
Table 4

### Session 572

12:20 p.m.-2:10 p.m.:  
Interactive Paper:  
Contemporary Issues  
Facing Public  
Organizations

A history of  
(Inter)nationalization  
Discourse in Public  
Administration Education  
Field: Alketa Peci,  
EBAPE-FGV

Convention Center 604,  
Table 3

### Session 584

12:20 p.m.-2:10 p.m.: Joint  
Session: Latest in  
Appreciative Inquiry: New  
Horizons for the theory  
and Practice of Positive  
Change

Convention Center 607

### Session 636

2:30 p.m.-3:50 p.m.:  
Interactive Paper:

Promoting Employee Well  
Being

The Relationship Between  
Discourse in Print Media  
and Adoption of  
Workplace Substance  
Abuse Programs: Chester  
Spell, Rutgers U.

Convention Center, 204,  
Table 4

### Session 646

2:30 p.m.-3:50 p.m.:  
Management History &  
Democracy: An Active  
Experiment

Breaking Kayfabe: An  
Exploration of "The  
History of the History":  
Fiona A. E. McQuarrie, U.  
Coll. Of the Fraser Valley

Grand Hyatt, Blewett

### Session 647

2:30 p.m.-3:50 p.m.:  
Showcase Symposium:  
Employee Privacy Then  
and Now: The Changing  
Face of a Constant Issue

Convention Center,  
609/610

### Session 668

2:30 p.m.-3:50 p.m.:  
Shared Interest Track:  
Organizational Justice and  
Remedies

Examining Organizational  
Justice Through the Eyes  
of the Past Contributions  
of Mary Parker Follett:

Laurie J. Barclay, U. of British Columbia (Ronald B. Shuman Best Graduate Paper Award)

Convention Center 205

**Session 712**

4:10 p.m.-5:20 p.m.:A Conversation with Art Bedian: MHD's Ronald G. Greenwood Award Recipient

Grand Hyatt: Blewett

**Session 716**

4:10 p.m.-5:20 p.m.: Joint Session: Are Markets Made in Heaven? Critical Junctures in the Spiritual Perception of Market Behavior

Grand Hyatt, Menzies

**Session 734**

4:10 p.m.-5:20 p.m.: Shared Interest Track: Knowledge Management

Rethinking Knowledge Work: Computers and Management Thought,: Edward F. McDounough, III, Northeastern U.

Convention Center 205

**Tuesday, Aug 5**

**Session 799**

8:30 a.m.-10:10 a.m.: Learning from History The Evolution of Corporate Governance:

Gerry H. Grant, U of Miss.

Traituers, Elixirs and Caravans: Legitimacy and the Amazing Story of Dudley Le Blanc and Hadacol: Tamela D. Ferguson, U. of Louisiana; William L. ferguson, U. of Louisiana; Hand Heinen, U. of Lousiana

Overcoming Scandal: Lessons Learned from the United Way Example: Paul L. Govekar, p & m assoc.

The Assyrians and Babylonians Preview the Multinational: The Middle Bronze Age: 2000-1500 B.C.: Karl Morre, McGill U.

Participation, Strategic HRM, and High Involvement: Their Commonalities and Future Research Needs: Hettie A. Richardson, Louisiana St.; Robert J. Vandenberg, U. of GA.

Finding Stability in Revolution: The Introduction of Sound into Motion Pictures: David Ahlstrom, Chinese U. of Hong Kong

Convention Center, 4A Exhibit Hall, Panels P15-P20

**Session 820**

8:30a.m.-10:10 a.m.: Shared Interest Track: Compensation and Incentives

Felt Fair Pay, Democracy, and Leadership within Cross-cultural Entrepreneurial Organizations: Shawn M. Carraher, Texas A & M Convention Center 211

**Session 876**

10:30 a.m.-11:50 a.m.: Showcase Symposium: A Reception Honoring Two BPS Pioneers: William Newman and Igor Ansoff

Convention Center 602/603

**Session 895**

10:30 a.m.-11:50 a.m.: Stakeholder Managemetrn: Pied Piper or Pipe Dream? Examining the Impact of an Idea

Convention Center 609/610

**Session 936**

2:30 p.m.-3:50 p.m.: Interactive Paper: Building Organizational Identity

Variation in Mission Statement Content Across Three Industries: An Empirical Examination: Forest R. David, Miss. St. U.; Joseph Peyrefitte, U. of So. Miss.

Convention Center, 201  
Table 2

**Session 951**

2:30 p.m.-3:50p.m.: Labor:  
It's Role in Management  
History

Magnus Alexander: The  
Economists, and Labor  
Turnover: Kyle Bruce, U.  
of West England

“The Gospel According to  
St. Frederick”: The Shared  
Beliefs of F. W. Taylor and  
Scudder Klyce: Lois L.  
Kurowski, Indiana U.;;  
Michael Rowlinson,  
London Metro. U. (John F.  
Mee Management History  
Contribution Award)

the Effect of Economic  
Conditions On Union  
Membership: A  
Quantitative and Historical  
Analysis: Jonathon R. B.  
Halbesleben, U. of OK.;;  
M. Ronald Buckley, U. of  
OK.

Trading Places: The  
Changing Role of Industrial  
Mission and Personnel  
Management: Emma Bell,  
Warwick U.

Grand Hyatt, Blewett

**Session 957**

2:30 p.m.-3:50 p.m.: Joint  
Session: Historical  
Research: A Method for  
Today

Convention Center  
619/620

**Session 961**

2:30 p.m.-3:50 p.m.: Joint  
Session: Past, Present and  
Future of Appreciative  
Inquiry: A Review and  
Critique of 20 Years of  
Knowledge

Convention Center 2A

**Session 1021**

4:10 p.m.-5:20 p.m.:  
business Meeting &  
Awards

Grand Hyatt, Sealth

**Session 1035**

4:10 p.m.-5:20 p.m.: Joint  
Session: Organizaing  
Democracy: 19<sup>th</sup> Centuryh  
isms for the 21<sup>st</sup> Cedntury  
World

Westin, Cascade 2

**Session 1057**

6:00 p.m.-7:00 p.m.:  
Division Reception

Grand Hyatt, Blewett

**Wednesday, Aug. 6**

**Session 1105**

8:30 a.m.-10:20 a.m.:  
Special Interest Track:  
Democracy at the  
Workplace

From Estrangement to  
Flow: An Integration of  
Classical and Modern  
Approaches to Work

Fulfillment, Lin Chai, U. of  
So. Cal.

Convention Center 211

**Session 1113**

9:00 a.m.-10:20 a.m.:  
Management History: The  
Impact of Businesses

An Investigation into  
Continued Dominance and  
Decline: General Electric  
and Westinghouse (1878-  
1998), Denise L. Fleck,  
Federal U. of Rio de  
Janeiro

Magnificent Crossing:  
Managing the Deluxe  
Steamship in the  
Transatlantic Trade, Ray  
W. Coye, DePaul U.

Visionary industry  
Leadership, Robert S.  
D'Intino, Penn State U.

The Evolution of  
Management Logics:  
Modes of change in Slow-  
and High-Velocity  
Industries, Matthias  
Kipping, U. Pompeu  
Fabra; Juha Lamberg,  
Helsinki U.

Grand Hyatt, Blewett

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**A Review**

Dan Wren

Joan C. Tonn, *Mary P.  
Follett: Creating  
Democracy, Transforming*

*Management*, New Haven, CT: Yale University Press, 2003. ISBN 0-300-09621-6.

If you are among those who admire the work of Mary Follett, you are in for a treat. After over twenty years of research, Joan Tonn's biography of Follett has been published and is recommended reading. Tonn is an Associate Professor in the College of Management, University of Massachusetts, Boston and became interested in Follett in a doctoral seminar many years ago at the University of Michigan. This is more than a book about Follett; it also discloses how dedicated historians can search in the most obscure places, dig out long-forgotten correspondence, and find people who can add their memories to the story. Mary Follett was a very private person, asking that her personal papers be destroyed, and many of them were. This made Tonn's task far more difficult, but the outcome is excellent. Through interviews, archives, medical records, genealogical sources, and searches in the U.S. and England and many never

before published photographs, the story of Follett is finally published.

Mary Follett had a very difficult family life. Her alienation from her Mother with an alcoholic for a Father, she had "a somber, lonely childhood" (p. 16). Her brother, George, was an underachiever, and their relationship was strained. Intelligent, sensitive, and eager to learn of another world, she found fulfillment in an intellectual life. Attending the Thayer Academy, the Harvard Annexe (later Radcliffe), and Newnham College, Cambridge, England, she exceeded what was expected of young females of that time in education. Tonn devotes nearly one-third of her biography to tracing Mary's family and education, providing a wealth of insights in the formative events that would shape Follett's future thinking.

Follett's education brought her into contact with the intellectual leaders of Boston, such as Edwin B. Holt, the distinguished Harvard psychology professor who reconstituted Watson's behaviorism, drew from the Gestaltists, and led Mary

to think of patterns and wholes; the prominent physician Richard Cabot and his wife Ella were life-long friends, and Cabot's papers were a valuable source of information; Albert Bushnell Hart, leading Harvard historian, had a profound influence on Follett's intellectual development, inspiring her first book that established her as an authority in political science, *The Speaker of the House of Representatives*; and Pauline Agassiz Shaw, who financed many of Mary's projects. Tonn's story pulls these persons into Mary Follett's life and intellectual development that provided the notions she would incorporate into her later books and presentations.

Follett's involvement in numerous civic and social activities are explored at length: the Boston evening schools, the Roxbury Debating Society, the "children's house" in Roxbury; and a placement bureau at the Trade School for Girls (where, incidentally, Mary B. Gilson, who would become a pioneer in personnel work, was one of the guidance counselors); and the

Women's Municipal League led to Mary's interest in working with groups. My reflection on this part of Follett's life is that these voluntary groups made her aware of later ideas about integration, power-with, and interpersonal influence. These activities also brought her life-long friendships with progressive employers of the time, such as Henry S. Dennison and Seebom Rowntree. Through these business people she expanded her contacts into work with the Bureau of Personnel Administration, headed by Henry Metcalf, and the School of Citizenship and Public Affairs (now the Maxwell School) at Syracuse, where William E. Mosher was dean. Her lectures for the BPA, at Syracuse, before the Taylor Society, in England for Rowntree, and at the London School of Economics gave her a forum for expressing her ideas about leadership, control, and other topics that applied to business as well as in public institutions.

Follett's other books *The New State* and *Creative Experience* and her lectures are examined at

length in Tonn's biography. This is done, not by a recitation of what Follett wrote, but by interweaving her ideas into prevailing philosophical, political, psychological, and/or sociological thought. Thus constructive conflict, integration, depersonalization of orders, the law of the situation, and other ideas do not stand alone but are part of an intellectual fabric of her life and her experiences. For those who have not probed the depth and reasoning she used, Tonn's book provides an avenue for exploring the rich texture of Follett's ideas.

Readers will also be interested in many other topics such as her meeting with Lyndall Urwick, her views on the League of Nations, and the Follett-Cabot Seminary at Harvard that sought to bridge the social sciences, but made little headway with L.J. Henderson's and Elton Mayo's entrenched ideas.

Why did Follett remain a relative unknown for so many years? Tonn attributes this to the facts that she was a female with no graduate degree, was never affiliated with a college or university, and

did not have access to research funds. A quote from Urwick adds to this perspective: "Americans love novelty and are too inclined to think that anything which is more than ten years old is out of date, even in the realm of ideas" (p. 491). Through Tonn's biography, however, we can see the continuing relevance of Mary Follett's ideas even three score and ten years after her death.

--Daniel A. Wren

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### Information of Interest

Past Presidents Portrait  
Gallery

(Online Edition)

A new feature on the Academy's recently redesigned web page is the scanned photographs of all 57 past-Academy presidents. Prepared by Arthur G. Bedeian and Kushal Dasgupta (Louisiana State University), the gallery presents portraits collected from various archives and assembled for the first time in a unique collection. The online gallery may be accessed at

<http://login.aomonline.org/aom.asp?ID=196>

### Editorially Speaking

Paul Govekar

Once again this year we have an exceptional program for your benefit at the annual meeting. I hope each of you who are able will take advantage of the opportunities presented by the annual meeting. This is not only a time to renew old friendships, but also a time to make new friends and find new co-authors. Spend some time with your colleagues and enjoy their company, as well as their expertise.

Four times a year I come to you asking for your assistance with the newsletter. Your next opportunity is for the fall issue of the newsletter which will be out in mid-November. The deadline for submissions is November 1. I hope many of you will share your experiences and electronic photos from the annual meeting with your fellow division members. Was there a particularly interesting session you attended? Did you learn something or meet someone interesting? What

do you think would make our sessions more interesting and more interactive? This is your forum. I hope you will attend the annual meeting with an eye toward sharing your experiences with your fellow division members. I look forward to your contributions.



### MANAGEMENT HISTORY DIVISION

#### Division Chair

Charles Booth  
University Of The West  
Of England  
Bristol Business School  
Coldharbour Lane  
Bristol, BS16 1QY  
UNITED KINGDOM  
[Charles.Booth@uwe.ac.uk](mailto:Charles.Booth@uwe.ac.uk)

#### Division Chair-Elect

Shawn M. Carraher  
Texas A & M Univ.  
Commerce  
Department of Marketing  
and Management  
Commerce, TX 74529-

3011

[Shawn\\_carraher@tamuc.edu](mailto:Shawn_carraher@tamuc.edu)

#### Division Program Chair

Michele A. Govekar  
Ohio Northern University,  
College of Bus. Admin.  
Ada, OH 45810  
[m-govekar@onu.edu](mailto:m-govekar@onu.edu)

#### Division Program Chair-Elect (PDW Chair)

#### Franz Lohrke

Division Program Chair-Elect  
Professional Development  
Workshop Chair  
University of Alabama  
2443 Huntington Glen  
Drive  
Birmingham, Alabama  
35226-1998  
[flohrke@cba.ua.edu](mailto:flohrke@cba.ua.edu)

#### Division PDW Chair Elect

Julia Teahen  
President Baker College  
Online  
1116 Bristol Road  
Flint MI 48507  
1-800-469-4062  
[julia.teahen@baker.edu](mailto:julia.teahen@baker.edu)

#### Division Immediate Past Chair

Jorge M. Herrera  
CulturSense International,  
Inc.  
5155 Medoras Ave.



St. Augustine, FL 32080

[Jorgemherr@aol.com](mailto:Jorgemherr@aol.com)

**Division Newsletter**

**Editor**

Paul L. Govekar

p & m associates

631 N. High Street

Kenton, OH 43326

[govekarp@wcoil.com](mailto:govekarp@wcoil.com)

**Division Representative**

**at Large (Term ends**

**2005)**

Paul L. Govekar

p & m associates

631 N. High Street

Kenton, OH 43326

[govekarp@wcoil.com](mailto:govekarp@wcoil.com)