SUMMARIES

Tønnesvang, J. Nickelsen, N.C. & Jønsson, T.: Work under change – organization, relations and work life
Globalization, continuous transformation and introduction of still more sophisticated technologies challenge the traditional presumptions of work and organizational psychologi. As an academic field work and organizational psychologi has to consider its own position between supporting efficiency and economical growth on the one hand and being a critical voice putting attention to effects of this endeavour for working life conditions on the other hand.

Benedicte Madsen: Relations between organizational theoretical paradigms and understanding of resistance towards change
Shortly before Lewin died, he introduced the concept of 'resistance to change', defined as resistance to organizational changes threatening a valued group norm. The article expands and criticizes the concept. One expansion generalizes from isolated habits and group norms to complex cultures, and Lewin's functional touch is made more stringent. Another expansion is established by looking at the relation between staff and management. Lewin placed resistance to organizational change in the social field. The article a rgues that neither habits, norms, values, cultures nor resistance are floating freely in the social field, they must be grounded in the psychological field of each member; this is the third expansion. In one respect Lewin's concept was too broad, i.e., by implying a resistance to change as such. The article critically highlights the actual object of resistance and makes a distinction between resistance to organizational change per see, the consequences of organizational change, the day-to-day functioning of the organization, and the change agent's conduct.

Timo Klindt Bohni: Tanker om organisationsteoretiske paradigmers betydning for forståelsen af modstand mod forandring
The phenomenon of 'resistance to change in organizations' has been treated in both organization theory and in the work psychology literature. Despite an abundant literature, characterized by large theoretical divergence (including both individual psychological, social psychological and structural models), there is surprisingly few references to the link between the authors' basic understanding of the context in which the phenomenon takes place, namely the organization, and the explanatory model as presented. Based on a review of the unitaristic respectively, pluralistic and radical organiza-

tional paradigm the author demonstrates this connection by giving account of the implications of the use of these paradigms for the understanding of the phenomenon of resistance to change. In the last section of the article the author discusses the practical implications of establishing a link between basic organizational understanding and resistance theory. It is argued that the external organizational consultant can use the linking of resistance to organizational paradigm to create double-loop learning, which is anchored as part of the reflexive capability of both the organization and management.

Hans Jeppe Jeppesen & Thomas Jønsson: Participation as organizational practise

The intention of the paper is to contribute to the understanding of the concept concerning organizational participation both in a theoretical and practical way. It is accomplished from analyses and themes of the multiplicity of participation, the constituency of participatory systems, the substance and finality of participation and the participating employee. The broadness of the concept is attempted to be captured through a heuristic model for identifying the main dimensions and subelements in the constitution of participatory systems. The finality of participation is encircled and the participating employee is reflected from the psychological theories about Self-determination and self/collective efficacy from an integrative participatory perspective.

Peter Musaeus: Team trust

Trust and teams are intensively researched areas of the organizational literature. Yet team trust has received much less attention. This theoretical article argues that team trust should be defined as a team's expectation that you can place something valuable (resources, health or even your life) in the care of another party. This understanding emphasizes that team trust is a reflexive phenomena where you run a risk in relation to other individuals, groups and things/material relations. The article derives a matrix with four dimensions of team trust: Confidence, personal trust and system trust (Luhmann) as well as psychological safety (Edmondson). These dimensions are analyzed at three levels: The dyad, intra-team and inter-team. Team trust is an important phenomenon for high-risk organizations and e.g. medical teams.

Ellen B. Magnus: Global teams and global kompetencies

This article introduces the concept of social complexity as a factor affecting the development of global competences on individual, team and organizational levels. A multidirectional model for the relationship between social complexity in teams and development of global competences is presented, as well as factors influencing the direction of this relationship. New insight

is provided into the way in which previously unrelated factors contribute to the development of global competences.

Niels Christian Nickelsen: Identity as wrapping up – crossprofessional collaboration and controversies at a hospice

Taking its starting point in actor network theory this paper develops a notion of professional identity. This notion: "Envelopment" is useful in illustrating the way in which certain actors, by other actors, are maneuvered into certain "pockets" in a network. The point is that action possibilities, arguments and positioning are limited in specific ways in these "pockets". "Envelopment" is emphasized as a way of participating, which is closely connected to the intention to control "others". This is identified as a way to optimize the situation and action possibilities of one's own profession. The empirical analysis of the paper is based on an ethnographic study in a hospice in Denmark and focuses on conceptualizing the different orderings and controversies of the cross-professional collaboration. The observations focus on how the professions identify each other, and how certain controversies lead to specific "envelopments" of the others. This is analyzed in close relation to the making of a report concerning the cross-professional collaboration. "Envelopment" as a concept contributes to the actor network literature in three ways, firstly by emphasizing and conceptualizing that professional identity is negotiated; secondly by taking a closer look at how the enrollment of a profession into a network takes place; thirdly the analysis contributes by illustrating the strategic positioning this implies.

Dorthe Staunæs, Malou Juelskjær & Hanne Knudsen: Psy-leadership. Observing new forms of (school) leadership through "affectivity", "virtuality" and "materiality"

In recent years, politicians, decision-makers, parents and school actors have asked for "strong", "efficient", "professional" and "successful" management and leadership. This could raise different questions like: Why ask for management and leadership? What kind of leadership/management is most efficient? Or how does the demand on successful school management connect to the overall modernization of the public sector, the Danish Welfare state. In this article, we will ask other kinds of questions and focus at how new kinds of management and leadership affect what it means to manage and what it means to be managed in the public sector of today. One of the trends in public schools is what is often recognized as the softer technologies of power, or what the articles names Psy-leadership. It is a strategic act upon others actions informed by theories and practices from pedagogy and psychology. Inspired by Nicholas Rose's idea of the Psy-Sciences, the term Psy-Leadership point to managerial technologies and the learning of

the very same supposed to affect and strategically correct the souls, minds, expectations, fantasies and emotions. In this article, we will not point to the efficiency of this approach but rather highlight how the new forms of leadership (re-)construct, that/those to be governed at a more overall level, and this reconstruction has un-intended, complicated and sometimes contra productive consequences in relation to the becoming of humans. We analyse school leadership/management through three analytical optics; Affect, virtuality and materiality, and we try to construct a more précis and sensitive language for what has been known as the growing complexity of school leadership/management. Our hope is that these analytical optics and language can be used in other parts of the public sector, where Psy-leadership is the answer to raising productivity and competition.

Martin B. Sars: Leadership values in movement – linear implementation from centred to decentred
The latter years it has been very popular for large organizations to work actively on their values and value foundation. The intent of these values is normally to send clear signals and create a shared foundation all can refer to. The point of departure for this article is a 3-year qualitative study of the development and implementation processes of a value based management intervention in the form of a set of principles for good leadership in a Danish ministry. Looking at the newer economical inspired research into value based interventions, there is a clear tendency to perceive them a something set in stone that can be implemented in a linear fashion from central to de-central leaving them largely unaltered. The article gives a critical perspective on the one-sidedness of this economical thinking by, through the empirical study, illustrating that the linear elements only are one side of the functionality of the value based intervention. By centering the processes and the transformations the value based intervention iterates, the article makes visible that there is a paradoxical relation between the standardized and the context-specific and that the co-existence of both sides is essential for the practical activity of the intervention.

Pernille S. Strøbæk: Strees and sociality
According to established worksite stress theories are environmental forces to be balanced up against individual control possibilities, and the need for both sociological and psychological levels of work stress are therefore appointed. Though it is important to take different levels of stress into account, a risk of splitting the individual and his environment apart is here present. In order to grasp a more comprehensive understanding of the relation between the individual and the environment a three dimensional integration model is introduced. The model focuses on the social dimensions of

stressor-stress relations. Context and action are the main ingredients of the sociality perspective introduced, and in its development a (re)introduction of the intentional worker is made through "layers" of both subjective and collective intentionality.

Anders Buch & Vibeke Andersen: Enthusiasm and constraint in knowledge work

Using the concepts of 'strain', 'enthusiasm' and 'institutions' as vehicles, the article tries to re-describe problems of 'stress' amongst knowledge workers in a new vocabulary. The article gives an outline of a contextual framework of analysis that attempts to understand the phenomenon of 'stress' among knowledge workers in terms of a delicate blend of strain and enthusiasm. The problem is elucidated by empirical data derived from case studies of six Danish knowledge intensive firms. The interpretation of the empirical material draws on insights derived from neo-institutional theory. Three frameworks of sense-making that knowledge workers mobilize in order to alleviate stressing conditions in their work are discussed not only as a means of reducing complexity and ambiguity in work, but also as a means of identity work. However, in the concluding discussion we question the frameworks' ability to alleviate work-related strain. In fact, the frameworks are also a potential source of strain when professionals are faced with demands for flexibility.

Annette Kamp, Henrik Lund & Helge Hvid: Time, constraint and communities in boundaryless work

Boundaryless work implies more temporal discretion in work but also new pressures and psychosocial strain. The rigid demands of employees to be on time at the right place are loosened, but we also see a tendency towards work becoming more hectic; self-management of time is requested and multitasking and unpredictability becomes part of work. In this article we focus on the change in the temporal dimensions of work and the consequences for work load. We unfold the temporal dimension of work with inspiration from the sociology of time, and develop concepts as temporal regimes, -orders and -rhythms in order to grasp the qualities of time. These concepts are used in a case study of teachers' work at an elementary school. Special attention is given to the teachers' experience of time and the strategies they apply in order manage time. The study point out that individualized time conflicts may constitute an important psychological workload, as conflict resolution and coordination displaces the opportunity for immersion and long-term development. The article offers perspective on interventions that would promote collective rhythms and thereby an environment, where time has a more restorative quality.

Vivi Bach Pedersen: Understanding work-life interactions from an influence perspective – towards a synthesis?
The conflict and the enrichment approach represent two contrasting views of work-life interplays. Based on theories of influence it is shown that the role of human agency is essential in understanding interactions between various life domains. However, the individual's space of action is neither without limits nor independent. Through a description of working time as an inevitable condition, the importance of social structures is underlined. The overall assumption is that the better the opportunities of influence on working time, the greater the likelihood of work-life integration. Taking both barriers and potentials of work-life interactions into consideration it seems possible to integrate substantial parts of both the conflict and the enrichment approach via an influence perspective.

Martin Pedersen & Klaus Nielsen: "Learning, conflicts and division of labour – expanding the understanding of learning in a socially situated perspective"
In this article we argue that most interpretations of situated learning neglect Lave & Wenger's original analyses, in which fundamental dynamics of the learning process are tightly-knit with processes of conflicts and contradictions. The consequence of this neglect is that the motivational dynamics of learning are often depicted as the individual's strive for actualizing his own inner growth potentials, and that the community of practice becomes a means to the individual's self-realisation. In this article we wish to rehabilitate Lave & Wenger's original idea that conflicts and contradictions are important dynamic forces in the understanding of processes of learning and in the development of working life. Furthermore we wish to expand this aspect of learning by exploring how newer research projects use the work of Lave & Wenger. Finally we sketch how a conflictual perspective on learning in a situated practice takes the importance of the increasing division of labour into account and also how it is possible to integrate aspects of John Dewey's thinking in developing new aspects of a situated learning perspective.

Lisbeth Hede Jørgensen & Claus Haugaard Jacobsen: Group supervision of oncologists
Doctors in the modern health services face increasingly complex problems. In order to be able to deal with those problems, the doctors need to apply a reflective attitude in their profession. It can be a strain to be confronted with seriously ill patients, especially when one can identify with their sufferings. Thus, it is documented that a third of all oncologists have psychological problems due to their job (Graham & Ramirez, 2002). This article reviews some of the oncologists' work related strains in the crossing between a

complex workload that oncologist quite often are not properly trained to deal with, their conditions at work in general, and their professional culture. Next, clinical supervision is presented as both a specific and complex intervention that, lately, has become widespread in a wide variety of workplaces. Supervision aims at a) qualifying and developing the professional competencies, b) creating change and mastering and c) understanding the reciprocal interaction between personal characteristics and job functions. Thus, supervision can facilitate various coping strategies and be a method to avoid or reduce job stress. A brief review of the empirical literature on the effects of supervision on job-stress is given. Finally, the article focuses on the concrete difficulties in establishing a supervision group for oncologists and, through case vignettes, it demonstrate the positive effects on the professional competencies of oncologists, their self-perceptions and well-being.

Niels Christian Nickelsen & John Damm Scheuer: The making of the New Nordic Kitchen – Claus Meyer as institutional entrepreneur
This paper takes up the initial phase of an organizational transformation. More precisely the paper analyses the moment where an institutional entrepreneur produces ideas, which have the capacity to break with existing logics and thus produces the potential for change by challenging existing field logics. The through going empirical discussion and point is the gourmet field in Denmark and in the Northern European countries - more specifically the paper discusses the cook and entrepreneur Claus Meyers ambitions to realize a food-political vision. The theoretical contribution of the paper is a conceptualization and sophistication of the way in which an institutional entrepreneur is able to initiate change in an organizational field, as well as a test of a system of concepts offered by Svejenova et al. (2007). The discussion of the paper refers to the well-known agency/structure problematic in social theory. Where neo-institutional theory as well as other sociologically focused analyses either under articulate the creative and active aspects of the agent or reduce those aspects to "utilitarian mechanics"; this paper offers nuances to the space of action, which can be found between simplified imaginations of deliberate action and social determination. This takes place through the unfolded argument that human actors, which are socially embedded in an organizational field, in spite of this, may produce the potential for field transformation of this embeddedness.

Anette Schnieber: Life choices conceptualized as dynamic implementation of life trajectories
The category of decisions that is popularly referred to as "big decisions" lacks a definition in the psychological literature, and it is therefore not clear whether and how these choices are different from other types. This article offers a definition of "the big decisions", and they are distinguished from

other categories of choices by their special kind of alternatives, the agent can choose from: personal life trajectories. The trajectories do not exist unless they are chosen and actualized by the agent. This conceptualization brings forth a distinction between static and dynamic kinds of choices. Such a view of "the big decisions" entails a number of responsibilities and opportunities for the agent which are often neglected in the literature. It also entails a number of theoretical and methodological consequences, and consequences for the way a society conducts and organizes decision making counselling.

Rolf Kuschel: "A Fat Pug Has Always Been a Titbit": On the Slaughter of Dogs in Germany and Dog-eating in Denmark
The foods of nature are innumerable. What we eat is always determined by the predominant cultural norms of the time. More specifically, what we eat depends on how our society classifies the various types of edible material. When an animal is placed in the category of inedible it becomes difficult to reclassify it as edible. Our intolerance toward unfamiliar food is intense; our prejudices easily activated.
When the Olympic Games (1988) and the World Cup of football (2002) were about to be hosted in Korea, fierce attacks were directed at the host nation with demands that it should cease its traditional consumption of dog meat. No one mentioned, however, that dogs had been butchered in formally approved slaughterhouses in Germany between 1900 and 1985. The present article describes this slaughter of dogs in Germany, as well as the strong public emotions that arose when these practices became widely known. Additionally, the article relates the attitudes of Danish psychology students toward eating dog, as well as the reactions among guests at a dinner party where roasted dog was on the menu.

Jens Mammen: A plea for common sense: can psychology become a science without disowning reality?

Inaugural lecture April 24, 2009, as honorary professor at University of Aalborg

The past and present history of psychology shows through innumerable examples that attempts to establish theoretical and methodological foundations for psychology as a science have sacrificed essential insights into human life derived from everyday experience or from other scientific domains. This has led to one-sidedness and fragmentation and furthermore created a chasm between scientific psychology and the practice of professional psychology. Given this, is it possible that psychology can return to

common sense without dissolving into trivial repetitions of pre-scientific knowledge? A prerequisite for this is that a theoretical core which unites psychology can be found. In my lecture some proposals are made toward this aim. Compared with "mainstream psychology" they imply some "Copernican revolutions."

The qualitative and the quantitative form of research – their ontological, epistemological and their methodological characteristics.
The article describes the author's 40 years of experience with the ongoing discussion of qualitative and quantitative methods.
The goal is to define which distinctive attributes that characterize the quantitative form of research and which distinguish the qualitative form.
This endeavour is carried out in 3 steps:
First an ontological investigation – what is the ontological distinction between those phenomena that are suited to quantitative studies and those appropriate for qualitative investigation?
Secondly an epistemological inquiry – what are the possibilities and limits of knowledge attached to either of the two forms of research?
And finally the methodological lesson – on the basis of the ontological and epistemological analysis, in what way should the dual forms of research be carried out?
The final part of the article suggests a way to integrate the two forms of research.