Contents

List of figures page vii
List of tables viii
Notes on contributors ix
Foreword xviii

Part I Introduction and history 1
1 Control is fundamental 3
Sim B Sitkin, Laura B. Cardinal, and Katinka M. Bijlsma-Frankema

2 A historical perspective on organizational control 16
Roger L. M. Dunbar and Matt Statler

Part II Conceptions of organizational control 49
3 A configurational theory of control 51
Laura B. Cardinal, Sim B Sitkin, and Chris P. Long

4 Critical perspectives on organizational control: reflections and prospects 80
Rick Delbridge

Part III Identity, attention, and motivation in organizational control 109
5 Identity work and control in occupational communities 111
John Van Maanen

6 Organizational identity and control: can the two go together? 167
Elizabeth George and Cuili Qian

7 Attention and control 191
William Ocasio and Franz Wohlgezogen
### Contents

8 The role of motivational orientations in formal and informal control  222

*M. Audrey Korsgaard, Bruce M. Meglino, and Sophia S. Jeong*

Part IV Relational control  249

9 Relational networks, strategic advantage: collaborative control is fundamental  251

*John Hagel III, John Seely Brown, and Mariann Jelinek*

10 Toward a theory of relational control: how relationship structure influences the choice of controls  301

*Laurie J. Kirsch and Vivek Choudhury*

11 Peer control in organizations  324

*Misty L. Loughry*

Part V Managerial and strategic control  363

12 Control to cooperation: examining the role of managerial authority in portfolios of managerial actions  365

*Chris P. Long*

13 Consequences and antecedents of managerial and employee legitimacy interpretations of control: a natural open system approach  396

*Katinka M. Bijlsma-Frankema and Ana Cristina Costa*

14 Managerial objectives of formal control: high motivation control mechanisms  434

*Antoinette Weibel*

15 Control configurations and strategic initiatives  463

*Markus Kreutzer and Christoph Lechner*

*Index of terms*  504

*Author index*  529