

SAYI 39 • 2012

OSMANLI ARAŐTIRMALARI
THE JOURNAL OF OTTOMAN STUDIES

*Other Places:
Ottomans traveling, seeing, writing, drawing the world*

A special double issue [39-40] of the
Journal of Ottoman Studies / Osmanlı Arařtırmaları

Essays in honor of
Thomas D. Goodrich

Part I

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Kenneth Mølberg Jørgensen,

Power Without Glory: A Genealogy of a Management Decision

(Gylling-Denmark: Copenhagen Business School Press, 2007), 288 p.

This book examines one of the critical aspects of modernity, i.e., power relations in organizations using M. Foucault's theory of power by applying the genealogical method. This runs contrary to the tendency in most scholarships to focus on surveillance power, which the author thinks is just an extreme and ultimate form of power. Power is a petty commonplace in the quotidian modern world. Invisible power function in the language games we play. The context, the rules and the positions for each actor are set there and all give out the aroma of power. That is why power analysis is important and the genealogical method is the best way to analyze it. It means that we have to analyze from the bottom up and attentively trace the history. The standard method of following the main stream of history is abandoned here. Instead, a lot of seemingly insignificant but original sources become meaningful and inspiring. There were several bifurcations in the road back then, so how did we get here? The answer is that power accompanied us all along the way and the fighting of power made us turn to certain direction. Thus the main stream of history is the result of winners' repression against other choices and obviously something we should analyze rather than to have a thorough faith in. The winner writes the history so if we want to see the original image of history, we should give equal attention for those choices that left-behind. What's more, we should be alert. Something we take for granted is in some sense deceiving because it is power that hides behind those norms with secret intention of consolidation.

After declaring his conception of power and his method, the author puts them into practice in the case study. The object of research is a bank which underwent a remarkable change in the division of labor. The author interviewed nineteen people from different organizational units in the bank to record the history of this management decision and then summarize each one as an organizational project: the "value project" and the "technology project". He thinks that the decision is not as innocuous as it seems to be, because the division of labor is accompanied by the deconstruction and reconstruction of power. An analogy would be the overall impact of climate change on an environment. Thus the decision should be viewed as 'the result of multiple language games played by actors in different positions and with different intentions and interests. The author follows five methodological guidelines. First, power must be located not only at

the center, but also in its regional and local forms and institutions. Second, power needs a center to disseminate. Third, archaeology and genealogy should be involved. Fourth, genealogy requires many sources so that we can avoid distraction. Fifth, mechanisms of power are not to be considered as the results of ideology. In sum, the author argues that change processes and their impacts do not stem from grand ideologies but rather are “the results of accidents and coincidences where a diversity of language games – involving a diverse set of actors – are involved at different instances in time.” In other words, according to him, power emerges from below. Based on these methodological guidelines, the author analyzes the mechanisms that surround people, and struggles between different strategies to find out how the management decision can be made in a more efficient way.

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