CONTENTS

Preface ix

Introduction 1
Our Approach 2
Conceptual Focus on Roles 5
From Industrial to Post-Industrial Work Roles 9
From Industrial to Post-Industrial Family Roles 12
Our Challenge 16

1. The New Society 21
Signs of Role Change 22
Institutional Failure 22
New Institutional Forms 25
Recognition of Change 28
The Growth of Knowledge 29
Reconceptualizing Knowledge 29
Research and Development as a Domain of Knowledge Growth 32
Flexible Manufacturing Automation: Implanting Knowledge in Machines 36
Education: Implanting Knowledge in Minds 37
Conclusions 41

2. From Rational to Complex Work 43
Stages of the Industrial Revolution 43
The Process of Rationalization and Concomitant "Deskilling" 47
The Process of Complexification 50
The Balance Between Complexification and Rationalization 55
Complexification and Market Change 57
Conclusions 60

3. Creative Minds and Complex Selves 63
Basic Framework 64
Mead on the Mind 64
Mead on the Self 66
Post-Industrial Society and Mead's Problematic 67
From Industrial (Intelligent) to Post-Industrial (Creative) Minds 70
The Universality of Creative Thinking 72
Organizationally Stimulating Creativity 76
From Industrial (Dominant) Selves to Post-Industrial (Complex) Selves 78
Recognizing Complex Selves 83
Extensions to the Established Literature 85
The Complex Self Versus the Situational Self 85
The Leisure Self as an Important Addition 86
Conclusions 88

4. Emotion 91
Interaction Demands of the New Society 92
Emotion: The Nonverbal Channel 95
Locator Messages 97
Specific Feelings 100
Impression Management 101
Freudian Slips 103
The Growing Importance of Emotions 105
Conclusions 108

5. Role Redefinition: The Pivotal Micro Process 111
Role Redefinition: The True Locus of Social Creativity 112
Potential Solutions to Problems in Role Redefinition 116
Failure to Successfully Redefine Roles 119
Toward a Theory of Role Redefinition 121

Interactionist Skills for Successful Role and Self Redefinition 122
The Interaction Network and Conditions Inhibiting Successful Redefinition of Role or Self 123
Characteristics of Roles and Prospects for Role Redefinition 126
Redefinition of Selves 128
Interplay Between Redefinition of Role and Redefinition of Self 130
Conclusions 133

6. Analytical Tools for Understanding Role Structures 137
Social Interaction From the Bottom Looking Up: Robert King Merton 138
Basic Concepts: Status-Sets, Role-Sets, and Person-Sets 139
Basic Concepts: Role Conflict Over Expectations 141
Criticisms 144
Social Interaction From the Top Down: Siegfried Frederick Nadel 146
Basic Concepts: Control Through the Coherence of Roles 147
Basic Concepts: Complex Matrices 151
Criticisms 152
What Is Needed: A Vocabulary for Role Networks 154
Networks Link Role-Sets 154
A Typology of Variables for Role Relationships, Role-Sets, and Role Matrices 155
Implications for Role Matrices 158
Conclusions 159

7. The Metamorphosis of Roles Into Interpersonal Relationships 161
The Rise of Interpersonal Relationships and the Expression of Sentiment 162
Occupants and Activities 163
Time and Location 164
Choice and Fluidity 167
Evolution in Role-Sets and Role Matrices 168
Internal Role Matrices in Traditional Craft Organizations 169

Internal Role Matrices in Mechanical-Bureaucratic Organizations 172
Role Matrices in Mixed Mechanical-Organic Organizations 173
Organic Organizations 174
Post-Industrial Role Matrices 176
The Determinants of Emotion in Work Organizations 180
The Reconstruction of Society 181
Rebuilding Organizational Structures 185
External Networks as Role Matrices and Governance Mechanisms 186
Conclusions 190

Epilogue: Sociology for the Post-Industrial Era 195
Changes in the Way People Live 195
Social Roles Transformed 196
Interaction Transformed 199
Social Networks Transformed 203
The Deconstruction and Reconstruction of Society 205
Sociological Theory Transformed 208
Knowledge Growth: The Engine of Social Change 208
Agency by Co-Determination 210
Sociological Theory on the Meso Level 211
Looking to the Future 215

References 219

Name Index 233

Subject Index 239

About the Authors 247