
Contents

Front Cover Notes 1

Symposium on Knowledge Analytic

Editor: Ralph Hummel

Symposium Introduction.....3
Ralph Hummel

A look at modern organizations shows that the leadership is seldom trained in science. Executives or administrators claim authority on the basis of an alien reason more suitable to milking the resources of financial markets and government budgets than to mid-management knowledge of production. Workers, too, have persisted in the claim to possessing knowledge: their hands-on know-how, an art often kept under wraps, silenced by management science and disregarded by the executive suite.

A new way of dealing with resulting conflicts identifies and tests the compatibility of different kinds of knowledge in accomplishing work. It is called the knowledge analytic.

**Innovation and Discovery in Factory and Bureaucracy:
Theory, Art and Method of the Knowledge Analytic..... 5**
David G. Carnevale and Ralph Hummel

David Carnevale and Ralph Hummel propose a mixed “knowledge analytic” to deepen the study of trouble in modern organizations beyond the usual suspects. Science and reason are said to require help from art, aesthetics, and judgment to penetrate from precise but shallow understandings to the heart of work as it is practiced from the

inside out. The focus here is the art of conceptualization at the level of the worker and the failure of unions to mobilize worker knowledge.

**Katrina, Rita, Challenger and Columbia:
Operationalizing a Knowledge Analytic in NASA and DHS Crises22**

Terence Michael Garrett

Recent and past problems with the NASA shuttle program are illustrative of decision-making problems centered at the executive level of knowledge on the organizational pyramid. The poor responses to hurricanes Katrina and Rita by executives at all levels of government, but particularly with regard to the Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA), also bear scrutiny. These catastrophic incidents, beyond the obvious partisan/political differences and the physical and psychological devastation, are demonstrative of management failures in their respective organizations. The author argues that the key to unlocking the conundrum of management failure rests with the fact that multiple knowledges exist in modern organizations like NASA, DHS, and FEMA and the use and development of the knowledge analytic offers new theoretical insights for understanding managerial crises.

Knowledge for Natural Disasters..... 35

Mary R. Schmidt

Just as the rich knowledge of craftsmen was once the basis of working life, the complex knowledge of ordinary people has organized life outside of work and held communities together to confront all kinds of disasters. In this paper, FEMA's model of man prevented it from understanding how local knowledge could be used to prepare for an earthquake and then contributed to making things worse in New Orleans. This paper explores the use of another model of socially distributed knowledge and action for protecting people from natural disasters, especially at the bottom.

**From Novice to Expert:
Operationalizing Kinds of
Knowing in an Environmental Management Setting.....46**

Nicholas C. Zingale

Existing ways of dealing with environmental problems subscribe to (or use) a framework based on a resource model that is enframed in science and technology. As stated by Thomas Kuhn, science theory looks for a change within this framework by following certain rules and standards for scientific practice. This is different from phenomenology. Phenomenology is dedicated to describing the structures of experience as they present themselves in everyday life, without prior recourse to theory, deduction, or assumptions from other disciplines such as the natural sciences.

Understanding environmental problems from a phenomenological perspective means developing an alternative model that does not treat the world as a mere resource, but

instead as interdependent for drawing on human possibility. Kuhn would accept this view as a paradigm change (Kuhn, 1970). This paper will discuss how broad social paradigms in the form of attitudes affect individual opportunities for change. A model will be presented that theorizes how attitudes are developed both from knowledge and informed know-how gained through science and experience.

Analysis and Commentary

**Participatory Practices in Community
Services for the Unemployed Poor: Policy Implications.....63**
Carmen Mathijssen and Danny Wildemeersch

This article was previously presented as a paper at the International Conference “Ethics and Integrity of Governance: A Transatlantic Dialogue.” We focus on families in poverty, a group who is currently often excluded from civic engagement. We want to stimulate thinking about the inclusion of their voices in policy formation, implementation, and evaluation. We go deeper into a new practice of activation of the long-term unemployed, namely community services, situated in the social economy sector in Flanders (Belgium). After introducing the basic concepts, we formulate arguments in support of a competence approach and a participatory approach. Then we touch on the problematic of the translation of this approach into policy criteria.

***Office Space as Hyperreality—
Using Film as a Postmodern Critique of Bureaucracy.....79***
Steven Kochheiser and Robert Alexander

In this essay, we contend that the study of popular films serve as a valuable tool in understanding postmodern critiques of public administration. As cultural artifacts, their themes provide great insight into the culture from which they originate. Films serve as a means of understanding public perceptions of bureaucracy at a given time and place. Through a critical examination of the film *Office Space*, we analyze postmodern critiques emphasizing the psychology of bureaucracy among its members. We find that analysis of such films can be powerful pedagogical devices. We argue that films such as *Office Space* exacerbate negative public perceptions of bureaucracy, thus creating receptive audiences to those elected representatives who wish to vilify administrative agencies. Finally, we conclude by encouraging scholars to continue analysis of popular culture in order to appreciate its latent effects upon public organizations.

Fiction

- Bree Michaels Becomes a Professor:
Fictionalizing Lived Experience in Order to Learn From It97**
Diane Kettle

As Bree tried to develop an academic identity, she began making sense of her administrative experience through fictionalizing aspects of it and, after taking a deep breath, she decided to teach her students to do the same.

Book Review

- Postmodern Public Administration.....102**
By Hugh T. Miller and Charles J. Fox

Reviewed by Karen Kunz

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