



ASTRID JENSEN

Director

Centre for Organizational Practice and Communication

Research at the Centre for Organizational Practice and Communication (OPC) is grounded in the increased focus on practice-based research (Bourdieu 1990, Schatzki, Savigny, and Cetina 2001, Gherardi 2000), which we combine with various approaches to language and communication, i.e. Communication as Constituting Organizations (CCO), (Schoeneborn, Kuhn, and Kärreman 2019, Cooren et al. 2011), narratives and organizational storytelling (Boje 1991, Bamberg 1999, Gabriel 2004), metaphor theory (Gibbs and Cameron 2008, Müller and Tag 2010, Gabriel, Geiger, and Letiche 2011), and multimodality (Kress and Van Leeuwen 2006). The aim of the centre is to develop a distinct approach to the study of *Organizational Practice and Communication* with a primary focus on work-related practices and communication, mostly situated in wider societal and cultural contexts and including public, as well as larger and smaller private, for-profit and not-for-profit organizations. Accordingly, most of the research carried out by the group has been in close collaboration with hospitals, institutions of higher education, theatres, global corporations, and various small and medium sized companies.

OPC is an interdisciplinary, international research group with extensive collaboration across a broad range of Danish and international universities. The centre is active in organizing international workshops, seminars and conferences, recent examples of which are Ph. D. courses on organizational ethnography (2017, 2018), the RaAM 6th specialized seminar on 'Ecological Cognition and Metaphor' (2017) and a seminar on Bourdieu and research in organization and management (2018). The centre enjoys a close and mutually beneficial collaboration with the Centre for Narratological Studies, SDU-Kolding, which includes organizing annual seminars and conferences like the 'Future of Storytelling in Organizations' and the Summer University programme 'Narratives in and around Organizations', as well as joint funding and publishing.

The history of OPC

OPC was founded in 2007 under the name of CrossCom. The primary interests of the centre were language, multilingualism, language management and cultural diversity in global organizations, which led to the DYLAN research project on language dynamics and language diversity financed under the European Union's 6th Framework Programme (Berthoud, Grin, and Lüdi 2013). Ten years later, in 2017, CrossCom changed its name to Organizational Practice and Communication (OPC) in recognition of the changed research focus of its members. Though

still focusing on organizations, the centre wanted to emphasize its dedication to the combined study of *practice and communication* in and around organizations.

Members:

Current members of OPC are: Associate Professor Astrid Jensen, Associate Professor Cindie Aaen Maagaard, Associate Professor Steven Breunig, Associate Professor Tine Lynfort Jensen, Associate Professor Jette Ernst, Assistant Professor Laura Lucia Parolin, Associate Professor Heidi Hansen and Post.doc Søren Vigild Poulsen. Current Ph.d. students are Bjarne Christensen and Henrik Koll. Several members of OPC are affiliated with other research groups at the Faculty of Humanities, i.e. Centre for Multimodal Communication (Poulsen, Maagaard), Centre for Narratology Studies (Ernst, Maagaard, Jensen, Hansen) and the Centre for Computational & Organisational Cognition, (Parolin, Jensen).

Though working jointly on several projects, members of OPC also focus on different aspects of organizational practice and communication, drawing on several theoretical approaches: Practice theory, Actor Network Theory (ANT), Communication as Constitutive of Organizations (CCO), Cognitive Linguistics, Multimodality, Employability and Innovation and Entrepreneurship, which are applied to specific research themes including Storytelling and Narratives (Maagaard, Hansen, Jensen), Narrative Medicine (Maagaard), Metaphors (Maagaard, Jensen), English for Specific Purposes (Breunig), Sociomateriality, (Parolin, Hansen), Strategic Communication (Ernst, Breunig, Hansen, Jensen and Koll), Communication as Constitutive of Brands (CCB) (Hansen), Intercultural Communication and Competence (Breunig, Ernst, Jensen), Organizational Culture (Ernst, Lynfort, Parolin, Jensen, Koll), Organizational Identity (Ernst, Hansen, Jensen), Organizational change (Maagaard, Ernst, Hansen, Jensen, Koll), Standardization (Ernst, Jensen, Koll), Digitalization (Maagaard, Ernst), Robotization (Ernst), Knowing and Learning in Organizations (Parolin, Jensen, Lynfort).

Methodologically, members employ a wide range of approaches, including ethnography, observation, action research, qualitative interviews, document analysis and mixed methods, which are combined with practice-theoretical and discourse analytical approaches to advance our understanding of organizational life and the social aspects of organizing.

From the extensive list of publications that have resulted from the centre's research, we draw specific attention to the papers that combine practice and narrative theory in the examination of empirical phenomena: Ernst & Jensen's article on hospital mergers, 'Merger as field transformation: Nurses' positioning and metaphoric journeys' (Ernst and Jensen 2018); and 'Organizational Identity Struggles and Reconstruction During Organizational Change', (Ernst and Jensen Schleiter 2019), Jensen, Ernst, Maagaard and Hansen's article on CSR strategy and management pedagogy, 'Engaging employees in CSR: A managerial masterplot for the good employee' (this volume); and Koll and Jensen's chapter on history in organizational change 'Moving on or stuck in the past: Abandoning or embracing history in organizational change management' (Koll & Jensen, in press). Other publications that represent key areas are a joint study of employ-

ee engagement and narrative positioning, ‘Making sense of the corporate philosophy’ (Maagaard, Jensen, and Lundholt 2019); Maagaard’s study of visual narratives, ‘Picturing Scripts: A combined Narrative, Social Semiotic and Cognitive Approach to Visual Narrativity’ (Maagaard 2018); Hansen’s doctoral thesis on *Communication as Constitutive of Brands* (Hansen 2018); Parolin’s article ‘Designing technology, work, organizations and vice versa’ (Bruni, Parolin, and Schubert 2016); Breunig’s research on ‘Realizing dignity for enhancing intercultural competence’ (Breunig 2015); Lynfort Jensen’s paper ‘After postmodernism comes ... bridging between deconstruction and (re)construction in educational theory and practice (Jensen 2018).

Article in RASK volume

In the present volume of RASK, we combine Bourdieu’s (1990) practice theory and his concepts of *field*, *habitus*, *capital* and *pedagogy* with a focus on the function of narratives in managerial persuasion and employee responses. We investigate how employees in an international conglomerate are persuaded to engage in pro-social practices as a means of implementing a strategy of Corporate Social Responsibility (CSR). Combining Bourdieu’s practice theory with narratives and the concept of ventriloquizing enables us to show how employees’ responses to the CEO’s ‘masterplot’ (Abbott 2003) of ‘doing good’ range from resisting it to ventriloquizing (Cooren 2012) it.

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