CHAPTER 8

CONSTRUCTING THE IDENTITY OF ORGANISATIONAL MEMBERS (2)

8.1   Introduction

This chapter continues with the analysis of the identity of organisational members that began in Chapter 7. In this chapter, four more aspects of member identity are presented. They are identities related to innovation, single mindedness, values and knowledge.

8.2   Innovative member

The idea of innovation or improvement is replete in some of the 'Sharing Sessions', the articles in the newsletters and memoranda. The institution in the study, KCUC and the organisation as a whole needs employees who have creative ideas and are innovative in their approach. The organisation needs employees who can 'think out of-the-box' in order for it to keep abreast of stiff competition from rivals and be sustainable.

8.2.1   Thinking 'out-of-the box'

Use of exemplification

The theme of innovation is especially seen in the discourse of change – change as a continuous process (refer to section 6.2.3 in Chapter 6). In expounding the concept of the Blue Ocean Strategy, a management tool, the speaker makes reference to

seven industries, namely; the circus industry, movie industry, coffee shop industry, hairdressing, information technology, shoes and Velcro as a fastener. His motive in comparing and contrasting Red Ocean industries which operate in saturated markets to Blue Ocean industries which create uncontested markets clearly advocates innovation

Excerpt 147:   Text 6: line 99-105

	(…) this is what blue ocean is (…)
100	how to create uncontested market space and make competition irrelevant (…) we do not want to compete (…) we want to create new market space (…) [xxx] we want to have exclusivity (…) ok (…) how do we create a market space without competition? Ok (…) this is how err (…) we can actually outline (…) outline a few strategies how to go about blue ocean with rivals but <u>we don't want to compete but to make</u>
105	<u>competition irrelevant</u> (…)

The examples the speaker cites in Text 6 show men of vision for example Guy Laliberte who reinvented the circus industry and established Soleil in 1984 at the age of twenty four, George de Mestral, an engineer who invented Velcro (a fastener) and others who were visionary, inventive, took risks and faced all odds to succeed. By their pioneering efforts, tremendous changes have taken place in the circus industry, movie industry as well as the rest of the industries that he refers to. The highly innovative person is not afraid to break away from the pack and chart a new course.

Excerpt 148:   Text 6: line 17-23

	a weak person waits for opportunity (…) a strong person fights for opportunity (…) a wise person creates opportunity (…) so::: do we want to be a weak person (…) a strong person or a wise person? [some loudly answer-wise person]
20	good (…) let's be a wise organisation (…) not just a person (…) so we create opportunity and blue ocean is one of the tools (…) one of the approach that you can use to create opportunity (…) it involves innovation and this value is under the core value quality (…) we are now into continual improvement (…)

The speaker uses a quotation in the presentation to illustrate further the idea of innovation. The use of the quotation serves to emphasise the virtue of a wise person who "creates opportunity" in contrast to a weak person who "waits for opportunity" and a strong person who "fights for opportunity" (Excerpt 148). In order words, the speaker uses presupposition that an innovative person is an opportunist who "creates opportunity" in contrast to a weak person who does not do anything but "waits" and the strong person who keeps on fighting to grab opportunities. A wise person on the other hand, is one who is innovative and therefore creates 'uncontested market' in which he rules. He uses this quotation to introduce the need for the tool, Blue Ocean strategy.

The speaker refers to an example of a calculator watch (Excerpt 149) to explain what innovation means.

Excerpt 149:   Text 6: line 424-428

	what do we need actually? (...) innovation and
425 creativity (…) value innovation and [...]	
	this is innovation [shows
picture of a watch and calculator - all in one] you can put everything on your arm (…) this is
a calculator watch (…...)	

In moving the organisation to newer heights the speaker asks "what do we need actually?" It is innovation and creativity. Thus, by implication, if the organisation wants to be a "wise" organisation it needs members who are innovative and creative. Instead of competing in a 'saturated market' as in the Red Ocean, the organisation has to move on to create itself to be in an "uncontested market where competition becomes irrelevant" as in the words of the Managing Director, in Article 2 (Appendix 11) "to be differentiated from our competitors" (line 56-57).

The example of the "calculator watch" shows innovation as it is an invention with a dual purpose. It is both a calculator and a watch worn on the arm. Innovation is about synthesis and connection. It comes about when one has the insight to see the possibilities and see how to build upon experience to create something new. Innovative people instinctively understand this and place high value on accumulating and internalising the knowledge that is the catalyst of creative insight.

8.2.2   Crisis breeds innovation

In Article 10 (Appendix 19) the idea of innovation is also stressed but in the context of crisis and latent opportunities.

Excerpt 150:   Article 10: line 14-19

15	In line with the business transformation, we are also continuously looking for new areas of opportunities as diversification is no longer an option but a must. Staying in our traditional business areas may provide us with the basics that we need but may not be able to advance us any further than we already are. This is the time that we need to be creative and innovative in our business and play the game wisely.

Referring to Excerpt 150, the use of the present continuous tense in "continuously looking for new areas of opportunities" as well as the word "continuously" itself suggests that innovative and creative approaches are needed to tap into possibilities. The word "diversification" also connotes that innovation is crucial in looking for opportunities. The juxtapositioning of "business" and "game" suggests business as a game and implies that the organisation needs members who can contribute creative ideas to "play the game wisely" otherwise opportunities would be lost.

Use of ideogram

This idea of innovation is also evident in Article 4 entitled 'K sharing' with its sub-heading 'Mindset and Mind control'. The speaker quotes 'For every crisis, there's always an opportunity' and gives the example of the Chinese word for 'crisis'.

Excerpt 151:   Article 4: line 1-4

> Interestingly, the two Chinese ideograms for the word 'crisis' are made up of two characters loosely signifying 'danger' and 'opportunity'. To most management students, this exemplifies the ancient wisdom of the East and is often cited as a motivation to look for opportunities in times of crisis or danger.

The juxtapositioning of two Chinese characters for 'danger' and 'opportunity' shows the wisdom of the Chinese ideogram. Looking for opportunities in times of crisis or danger needs lots of creativity and resourcefulness. Innovation is a response. Highly innovative people believe in their ability to do what others cannot. Instead of the big challenge, they see the big opportunity. Every great innovation contains a really hard challenge. Thus, this member identity is promoted as critical for the success of the organisation.

8.2.3   Summary

Discourse of transformation as seen in the data has to be actively worked at, created, and maintained by social agents to promote a prescribed identity (Knights & Willmott, 1989). The agents are the voice of the management as speakers at the 'Sharing Sessions' and the writers of the articles and memoranda in the data set.

An innovative organisation would be one that sets itself apart from other businesses - providing a service or a product that no other business does. An innovative organisation needs innovative and creative members who would be able to come up with ideas that surpass all that has already been done. Being innovative means being

creative, being unique, and having the ability to stand out amongst a crowd. It is, essentially, what will set an organisation apart from another. The attribute, innovation is discursively constructed through the use of examples, logic and the Chinese ideogram for the word 'crisis'.

8.3   Single-mindedness

Organisational members are repeatedly reminded in the discourse of transformation about the need for change, the need to have the Core Values Campaign, the need to have the right attitude to work towards a common goal as seen in Chapters 5, 6 and 7. The call is for members to have a commonality of purpose – a clear focus in mind to work towards which becomes a shared vision among organisational members.

The identification with this attribute is seen in the texts as "moving together" in unison. The metaphor of movement is discussed in Chapter 7. Nevertheless, reference is made to the following excerpts to explicate this trait or attribute of single-mindedness and its repeated reference in the texts to create a coherent message of working towards a common goal.

In Text 1, the speaker exhorts everyone to "work together for a common goal".

Excerpt 152:   Text 1: line 50-51

50 for a common goal	so:: we all have to work together

In Text 4, 'The Way Forward', the speaker stresses that all departments have to work together. Marketing is not the responsibility of the marketing division alone but the responsibility of all in the institution.

She stresses this idea with the use of the 'movement' metaphor. By working together there would not be duplication of responsibilities and the institution "can actually MOVE in the same direction". "In the same direction" denotes moving forwards towards achieving the same purpose, or having a commonality of purpose. The repeated use of the word "everyone" and "we" is inclusive of all the members without any exception.

Excerpt 153:   Text 4: line 245-250

245   I hope everyone will agree with me that marketing is not ah (...) marketing department is NOT the only department involved in marketing (...) EVERYONE OF US here including academic and operations (...) operation here would mean administration department, bursary err (..) exam unit in fact all the departments are involved (..) I think if let's say we can actually MOVE in the same direction we can 250   reduce the double work ...

In Text 5, the same theme of working towards a common purpose is further reinforced. The speaker says "ANY LANGUAGE" or "any METHOD" can be used in marketing suggesting that there are many options to choose from, but ultimately "the END result the END message" must be the same (Excerpt 154). It is the commonality of purpose that is emphasised – a single-minded purpose to market the institution's programmes to the public. He associates the "one touch one voice one idea" to the motto of the organisation, 'One Vision, One team'. A discussion of this is in section 8.3.1.

Excerpt 154:   Text 5: line 20-28

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20                          when we are engaged in a product especially selling
        services like KLIUC we have to talk and give the same ideas to our customers, that
        means our students or the parents who are enrolling the children here (...) you can
        use ANY LANGUAGE you want (..) you can use any METHOD you want to
        convey the message to the students (..) but just bear in mind the END result the END
25      message that gets to the students or is given to the students or the parents (…)  the
        messages given to students and the parents has to be the SAME (..) ok (…) you can
        use any way you want  o.k (...) so here one touch one voice one idea which is the
        simple key to success (...) o.k.
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Thus, what the organisation needs are people who have the same vision as espoused in the texts. Having the same vision fosters genuine commitment that can provide the focus and energy for all the members, create a proactive environment, provides organisational stability, and organisational direction. The organisation needs single-minded individuals who are focused on the organisational goals so that the organisation can "move in the same direction" and become unidirectional. Members are persuaded to adopt this way of thinking to create the 'team' concept of work as seen in Chapter 7 (see section 7.3). Integration as a benefit of shared vision can help disjointed groups discover commonalities and the need for cooperation.

8.3.1   Motto - One vision, one team

Discourse of team membership is especially replete with this theme of 'One vision, one team'. The motto is repeated in many of the texts. The Managing Director refers to it for the first time in his speech at the launch of the 10-year Strategic Business Blueprint.

Excerpt 155:   Article 2: line 21-23

> The next crucial phase is the People Transformation. It shall incorporate the
> company's corporate culture which envisages One Vision, One Team. We make no
> apology for seeing re-born PS citizens in no other combination.

The motto, 'One vision, one team' helps to ingrain in the minds of organisational members the thrust of the organisation. There can only be 'one' focus and all the organisational members have to feel that they are members of the same team working in unison and solidarity. 'One vision' unifies everyone. The centrality of this 'one vision', that is to make the whole company independent with all the subsidiaries working in tandem is the focus of the organisational change initiatives.

So the idea of single-mindedness relates to this 'one vision' – working towards the realisation of this 'one vision'. This gives a sense of shared purpose among members.

8.3.2   Summary

It can be seen that a process of inculcation is in place that is emphasised and re-emphasised in the texts. Discourse is used in the process of 'changing' the subjects (organisational members) to embrace identities in an exercise of power. Members are unconsciously positioned within the discourse.

Having a sense of single-mindedness is yet another identity that is reinforced through the discourse of transformation. It relates to team membership, team cohesiveness, team involvement and sacrifice to achieve the organisational goals. This is what is paramount to the management. Management needs its members to be positioned to subscribe to its goals and objectives.

The 'Sharing Sessions' were attended by all members of the institution and thus became the 'political sites' for 'changing' them. The sessions were a one-way discourse so members could not refute, discuss, or challenge the views of the speakers.

8.4   Right values or value system

Having the right values or having a value system in place ensures that organisational members have high moral values and the right attitude. In this respect, the three-month 'Core Values Campaign' initiated by the Human Resource Department in the organisation in 2008 set out to persuade members to identify with the core values of the organisation. The core values are Quality, Sharing and Caring. Within each of these values are subsumed three sub-values. For Quality, the three sub-values are 'integrity', 'customer focused' and 'continual improvement'; for Sharing, the three sub-values are 'teamwork', 'communication' and 'knowledge management'; and for Caring, the three sub-values are 'motivation', 'social responsibility' and 'ownership'.

The 'Sharing Sessions' during the three-month campaign focused on each of these values and sub-values. The different values, attitudes and behaviours that are emphasised are extracted and presented in the following excerpts.

8.4.1   Right attitude

In Text 6, the speaker refers to the importance of values and the right attitude in the transformation of a company. He says that it is the company which "needs to invoke the most fundamental base of action" (Excerpt 156, line 410-412). It is the organisation which should encourage and promote the right values and attitude for its members to emulate.

In line 412, the reference to "you" is direct and can be seen as accusatory as he says that "if you don't have the right attitude it's going to hinder the transformation of the company". This directness serves to control and manipulate the minds of members. They would be held responsible if the transformation of the organisation fails.

Excerpt 156:   Text 6: line 410-414

410   a company needs to invoke the most fundamental base of action (…) now we're talking about values (…) to have this we need to have the right attitudes (…) sikap (…) if you don't have the right attitude it's going to hinder the transformation of the company (…) behaviour (.) trust (…) culture of trust (…) commitment (…) right working environment (…)

Thus, referring to the excerpt, all the change initiatives would be pointless if members do not have the right attitude. This is the "fundamental base of action".

He then goes on to ask what is required to move the organisation ahead, "to dive into the blue ocean". He answers by saying that it is "the attitudes and behaviour of its people deep in its organisation".

Excerpt 157:   Text 6: line 379-382

420	what are the main movers?

(…) what do we need actually to dive into the blue ocean? (...) the attitudes and behaviour of its people deep in its organisation to create a culture of trust and commitment that motivates people to execute the agreed strategy (…)

The choice of the word 'movers', is significant. The 'movers' are the correct attitude and behaviour of members that will 'move' the organisation forward. This is in line with the metaphor for movement that is repeatedly referred to in the data set.

8.4.2 Core values

The organisation's core values are Quality, Sharing and Caring and in the texts it can be seen that repeated attempts are made by the speakers as well as the writers of the articles and memoranda to promote these values as the exemplary values for members to emulate and uphold.

The speaker in Text 9 explains the significance of the Core Values Campaign and the 'Sharing Sessions'. The aim of the management is to promote the values of Quality, Sharing and Caring. He says "when you are able to put into or REALLY <u>practise the core values of quality, sharing and caring then we can really move forward</u>. <u>The company can move forward</u>" (line 105-107).

Excerpt 158:   Text 9: line 101-108

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                                        I think everyone of you should really remember why we have to go through the core values campaign (….) there have been a lot of sharing sessions that we put together (.) the value on quality was presented by most of our senior staff and also you have heard

105   the previous talk about caring (….) so when you are able to put into or REALLY <u>practise the core values of quality, sharing and caring then we can really move forward</u>. <u>The company can move forward</u>. <u>EVERYONE moves in the same direction</u> (...) right?

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In Article 2, the Managing Director says that the core values have been "carefully chosen" and are in line with the "8 Quality Management Principles" as well as the "8 Knowledge Management's Focus Areas" (Excerpt 159). This shows that much thought and research has been done to come up with the organisation's core values. In making this point, the Managing Director indirectly stresses that it is mandatory for members to embrace these values.

Excerpt 159:   Article 2: line 60-69

60	As such, let me now dwell a little bit on our core values. If I may say it again, we want to transform our corporate culture to one which stresses only one vision and one team. Our core values have been carefully chosen so that they are compatible not only with the 8 Quality Management Principles, namely customer focus, leadership, people involvement, process approach, continual improvement, factual basis in
65	decision making and mutually beneficial supplier relationship. The values are also in line with the 8 Knowledge Management's Focus Areas of K-Identification, K-Acquisition, K-Application, K-Sharing, K-Development, K-Creation, K-Preservation and K-Measurement. This is crucial for the organization to take advantage of the knowledge-based economy.

In Memo 1 (Appendix 20), the HR manager refers to the importance of having the right set of values as seen in the excerpt below.

Excerpt 160:   Memo 1: line 6-9

In order for organisations to grow we must be in unison in our values. Thus having the right set of values, having set our direction in time to come we will be prepared to set ourselves among the top players in the world.

Having the right set of values will spur the organisation's growth, but in order for this to happen members must "be in unison in our values". Everyone has to embrace the same set of values. To illustrate the importance of values, she explains that its manifestation among members will be measured in the new appraisal system as seen in the excerpt as follows.

Excerpt 161:   Memo 1: line 10-22

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10    Values and behaviours are as much as 80 per cent unconscious. When the values are
      measured and certain educational processes are utilised the values become explicit. This
      is our first step in moving our organisation through the levels of development in order to
      cope better with growing business demands in an expanding global economy.
      What was discovered by years of research is that human values are embedded in the
15    language, motivating and driving people's behaviour. This in turn has led to a cross-
      cultural phenomenon that measuring values will have a significant impact on business
      success. To illustrate the seriousness in the importance of core values, PS has
      incorporated them in the new e-appraisal system.
      It is hoped that this effort will further boost employees' involvement towards attaining
20    the desired values. Quality, Strength, Success and possessing excellent human qualities
      are the most desired and respected traits of any human beings – thus our core values are
      carefully chosen to reflect this
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She explains that through the incorporation of the measurement of the core values in the appraisal system, "It is hoped that this effort will further boost employees' involvement towards attaining the desired values" (line 19-20). Thus, in this way the organisation stresses the fact that it wants its members to embrace the values which have been "carefully chosen" (line 22) and show manifestations of the values in the work environment.

Thus, it can be seen that the promotion of the core values can be manipulative. The core values have been chosen by the management and the organisational members are 'forced' or coerced into accepting these values and emulating them for the good of the organisation.

Further references to having the right values are seen in Text 7. The speaker in Text 7 elaborates at great length the lessons that can be learnt from geese flying in formation.

He outlines the lessons as follows:

- the importance of achieving common goals

- the importance of teamwork

- the importance of sharing leadership

- the importance of empathy and understanding

- the importance of encouragement

He summarises these lessons in line 140-142 as follows:

Excerpt 162:   Text 7: line 140-142

140   this example from the geese is a very powerful lesson for all of us (…) it's all about sharing and caring (…) our core values (…)

8.4.3   'Seven habits'

Steven Covey's book, the '*Seven Habits of Highly Effective People*" is referred to by the speaker in Text 7 to inculcate the right values, attitudes and behaviour of organisational members. This is discussed under discourse of personal effectiveness in Chapter 6 (see section 6.5). The seven habits are to be proactive, to begin with the end in mind, to put first things first, think win-win, seek first to understand then to be understood, synergise, and sharpen the saw. The seven habits are extended to include the organisation's core values of Quality, Sharing and Caring as they are similar in intent.

The 'Seven Habits' are also emphasised by the Managing Director in his address. To be proactive is not to wait to be directed as seen in Article 2 (Appendix 11), which is the speech of the Managing Director:

Excerpt 163:   Article 2: line 36-39

> let there be no doubt that we want to shift from a culture of commanding, chasing and directing people which is the norm in a production-based economy, to one propelled by self-driven, proactive, collaborative and innovative mindsets to deliver performance.

The organisation needs "self-driven, proactive, collaborative and innovative mindsets to deliver performance" (line 38-39). The speaker wants to discard the culture of "commanding, chasing and directing people" as he wants members to be proactive.

To begin with the end in mind is to focus on the ultimate goal and not on the obstacles or pitfalls that are in the way. The ultimate goal is for the company to be independent as the Managing Director says:

Excerpt 164:   Article 2: line 110-112

> 110   overcoming our dependency on concessions. After all, our business is not just to survive, but with opportunities locally and abroad, prosper as a centre of excellence for total infrastructure solutions

To begin with the end in mind therefore rationalises all the change initiatives that the management has put into place. To synergise is to be able to work together for the common good of the organisation as seen in team membership (see Section 7.3,

Chapter 7), to 'sharpen the saw' is continuous improvement to keep renewing, and "continuously learn, unlearn and relearn" (line 79-80; Article 2).

So all in all, the seven habits outline the values and mindsets the organisation wishes the members to possess through the change management process. The construction of identity through the discourse of personal effectiveness focuses on the characteristics of the discourse that allow it to make up managers and employees (du Gay, 1996; du Gay, et al, 1996). The values espoused by Steven Covey's '*The 7 Habits of Highly Effective People'* can be considered as consistent with good business, a shaper of identity, and subsequently as a mechanism of control.

This discourse of effectiveness is deliberately referred to because of its appeal to the senses to shape identities in certain ways. It reveals the general and specific nature of value-based identity discourse, blurs internal and external discursive boundaries, is multi-contextual and is a 'mandate' that must be acted on.

8.4.4   Summary

Thus, promoting the right values or the right value system is important for an organisation to achieve its goals. The core values of an organisation are its essential and enduring tenets – the set of guiding principles that have a profound impact on how members in the organisation think and act. They have intrinsic value and are of significant importance as management seeks to promote them.

The promotion of member identification with an organisation's values is a powerful form of control. When members identify with the organisational values, then the boundaries of personal and organisational goals are blurred and members will act and behave in ways that are congruent with those expected of them. This can lead to over-identification, which is the "dark side of unobtrusive control" (Chan, 2008).

8.5 Knowledge worker

Another member identity that can be gleaned from the data set is that of a knowledge worker or someone who acquires the required knowledge and shares this knowledge for the good of the organisation. This is a proactive attitude.

In Text 7, the speaker explicitly refers to the management of knowledge and the benefits of sharing knowledge.

Excerpt 165:   Text 7: line 165-172

165	what is knowledge management? (…) we had a programme two or three years ago (…) I don't know if we need to revisit it again (...) knowledge management or KM is the process through which organisations generate value from their intellectual and knowledge-based assets (...) most often generating value from such assets involves
170	codifying what employees (..) partners and customers know and sharing that information among employees (.) departments and even with other companies in an effort to advise best practices (…) basically KM is the use of knowledge (….)

The speaker defines knowledge management as "the process through which organisations generate value from their intellectual and knowledge-based assets" and then sharing that information "among employees (.) departments and even with other

companies in an effort to advise best practices" (Excerpt 165). So knowledge management is beneficial to share "best practices".

The speaker differentiates between explicit and tacit knowledge. He stresses that "if we can leverage this knowledge we can become a strong learning organisation". In other words, if knowledge is shared, then it can be a guiding principle to eliminate practices which are not beneficial. Only the good practices will be emulated and this is very useful for an organisation.

Excerpt 166:   Text 7: line 173-177

	knowledge (…) there are two types (…) one is explicit knowledge (…) easy to codify (...) the difficult one is tacit knowledge (…) it's our experiences (..) our intuition (…) and is more difficult to codify and manage (...) so for a learning organisation if we can leverage this knowledge we can become a strong learning organisation (…) so it's all about sharing (…) sharing information for best practices (…)
175	

Use of example

The speaker uses the example of a good golf caddy who gives advice to golfers in addition to carrying clubs and tracking down wayward balls. Sharing good advice with golfers can have a positive backwash effect as golfers "may be more likely to play that course again (…) and because of the good caddy" they will come back again (Excerpt 167). This is good for business.

Excerpt 167:   Text 7: line 178-188

	(…) let me give you a simple example (…) a simple case study for this (…) think of a golf caddy (…) as a simplified example of a knowledge worker (…) good caddies
180	do more than carry clubs and track down wayward balls (…) when asked (…) a good caddie will give advice to golfers such as "the wind makes the ninth hole play 15 yards longer (…) accurate advice may lead to a bigger tip at the end of the day (…) on the flip side the golfer (.) having derived a benefit from the caddie's advice may be more likely to play that course again (…) because of the good caddy he may
185	come back again (…) if a good caddy is willing to share what he knows with other caddies then (…) they all may eventually earn bigger tips (…) so if a caddy shares what he knows with his friends (..) <u>EVERYONE</u> benefits (…) so you see teamwork playing here

Sharing knowledge benefits everyone. So an organisation needs members who are willing to share knowledge so that the "leveraging of knowledge' can bring benefits to the organisation as the speaker sums up in the following excerpt.

Excerpt 168:   Text 7: line 196-206

	the end result of a well-managed KM programme is that EVERYONE WINS BY SHARING (...) so <u>leveraging knowledge</u> can make people gain benefits (…) in this case caddies get bigger tips and deals on merchandise (..) golfers play better because they benefit from the collective experiences of caddies
200	and the course owners win because better scores lead to more repeat business (…) so you see the effect of sharing (…) what it can do for businesses in the long run (…) even in golf (...) everyone wins in the end because EVERYONE is willing to share (…) it's the same for organisations (...) <u>everyone must share</u> for the betterment of the company (…) we can become a better organisation if we leverage on knowledge (…)
205	err (…) sharing knowledge (…) you can't always think of your own self but the others as well (…) everyone should benefit at the end

Thus, sharing of knowledge:

- is sharing information of best practices

- is for the betterment of the company

- ensures that everyone benefits at the end

8.5.1 Summary

A member identity of that of a knowledge worker is promoted for the good of the organisation. Members are asked not to be selfish and keep knowledge to themselves but to share it for the good of all. Thus, best practices can be put in place to reduce errors, wastefulness of resources, and redundancy of practices. Instead, more effective and efficient practices can be utilised.

8.6   Chapter conclusion

The analysis of the identity of organisational members that spans two chapters, Chapters 7 and 8, is concluded in this section. A total of seven identities, the strategies employed to construct them, and their implication to organisational control have been discussed in the two chapters.

These seven identity themes are by no means exhaustive or represent the complete constitution of the organisational members. In the words of Bucholtz and Hall (2005, p. 586) identity is "the social positioning of self and others" and Fairclough (2004) explains identity as expressions of ways of being. Thus, there must be myriad ways in which one can position oneself in relation to the world around us so there can never be a finite description of any identity. In the analysis, nine 'Sharing Sessions', ten articles in the newsletters and two memoranda are analysed in terms of the identities they construct for members. The identities that are asserted, promoted, and

alluded to, are identified and described and their significance to organisational control is explained.

From the analysis of the texts, a particular individual that is portrayed as the 'ideal' member of the organisation is constructed. The 'ideal' member identities that are constructed are that of a participative member, a team member, an adaptable member, an innovative member, a single-minded member, a member having the right values and a member who is a knowledge worker or knowledge sharer.

The construction of the identity of the 'ideal' member is ultimately for the expressed benefit of the organisation as the discourse of transformation sets out to change members' values, norms, and attitudes so that they make the 'right' and necessary contribution to the success of the organisation. These contributions include qualities—such as self-reliance, involvement, responsibility, inventiveness, boldness and a willingness to take risks in the pursuit of organisational goals. In prescribing these identities as 'ideal' or 'preferred', other alternative versions of identities are thus negated.

The identification of the member to the organisation is deemed as crucial to the survival of the organisation. This was explained by Ashforth and Mael (1996, p. 45) in that "the more a member identifies with the organisation, … the more he or she will think, act, and feel in ways consistent with that identity". The member identities that are constructed serve to accomplish the goals and objectives of the organisation.