Index

Aborigines, 451, 455, 457–460, 465
AC. See Air Canada (AC)
ACA. See Aviation Corporation of America (ACA)
Acker and discourse of family, 340
  creating and conceptualizing social structures, 342
gendering
  cultures, 341
  interactions, 341–342
  practices/structures, 340–341
  internal gender constructions, 342
Acker’s conceptualization of gendered substructure, 306–307
Acker’s framework, improving on, 363–364
Acker’s gendered substructure, re-focusing, 345–346
Acker through looking glass, 331
Acker’s gendering processes, 332–333
  building on Acker, 333–337
  gendering
    cultures, 346–349
    practices/policies/structures, 346
  making sense of data, 337
Acker and discourse of family, 340–342
dominant discourse in (1950s), 339–340
  Pan Am in (1980s), 343–345
Acker’s gendering processes, 332–333
Actants, 95, 157, 161, 163, 166
material, 172
nonhuman, 171
nonmaterial, 158
past as, 160
Activity system, 67
  Blackler and organizations as, 66–69
Actor networks
  interest-driven socio-politics of, 185
  as materially heterogeneous, 185
  socio-politics of, 183, 184
Actor-network theorists, 161
Actor-network theory (ANT), 158, 162–163, 177
Air Canada, 161–162
feminism and, 159–161
  history and organizational culture at Air Canada, 164–168
and intersection with feminism, 168–173
  primer on, 162–164
problem of long-term change, 158–159
Administrative Sciences Quarterly (ASQ), 5, 6
Aerodromes, 103, 452
AFA. See Association of Flight Attendants (AFA)
AFC. See Australian Flying Corp (AFC)
Africanization of West African Airways, 390
AIDS, 257
Air Canada (AC), 93, 113, 122, 132, 137–138, 142, 147, 158,
“authoritative” histories, 165
corporate responses, 136
documents, 12
eyears of, 290–291
masculinity story, 163
newsletters, 134
role of women in, 138
Air force(s), 199, 386
bases, 41
flyers, 198
flying, 261
pilots, 87
policy, 198
ranks, 245
role of, 241
wartime, 251
Air France, 200, 245
Air Steward, 196, 201, 248
Air Transport Auxiliary (ATA), 198, 293, 376
Air Union, 196, 199
Air-mindedness, 201
Airborne “stewards”, 41
Air Transport and Travel Ltd. (AT&T), 40, 372
Airline industry, organizational imagery in, 369–370
Airline(s), 126, 228–229, 268, 397–398
beauty contests, 231
business, 76, 124, 194, 204, 227, 255, 294, 414
and employment of people of color, 380–381, 382
and gendering of organizations “gendered processes” framework, 193
passenger activity and service provision strategies and recruitment, 195–206
sexuality and strategy, 206–207
theoretical framework, 194–195
growth, 217
industry, 47, 205, 206
in Britain, 210–211
British, 209
collection of sexuality in, 205
gender and micropolitics of resistance in Canadian, 121–129
organizational imagery in, 369–370
in United Kingdom, 107
management, 141
steward, 64, 336
stewardess, 233
strategy, 242, 248–249
“Alienation” study, 16, 18
All-male flight crew, 196
emergent and deliberate strategies, 196–198
symbolism and strategy, 198–199
Alternative histories construction, 80
Americanism, 397, 398, 407, 427–428, 432, 440
ANT. See Actor-network theory (ANT)
Anti-glamour policy, 221, 224
and Feminist, 180–182
knowledge of the past, 183
mapping in conversation with feminist scholarship, 182
articulation, 187
epistemological categories, 187
methodology, 183–189
“naturalcultural” categories, 184
punctuated actor-network, 189
punctuated history, 186
relational approach to constitution of social past, 187
voice of actors, 185
See also “History”
Anticategorical complexity approach, 418–419
Applied implications, 155, 327–328
“Archival records”, accessibility of, 96
Archival research, 396–397
and case study strategies, 96–97
Archives, 100–104
working with, 100–102
Archives, 94, 96, 100–104
working with, 102–104
Argentine division, 405, 407
Articulation, 185, 187, 188, 346
Artifacts, 8, 96, 121–122, 171, 346, 368, 445
archaic, 239
cultural, 95, 98, 133, 135–136, 319
physical, 50, 67
ASQ. See Administrative Sciences Quarterly (ASQ)
Association of Flight Attendants (AFA), 254
AT&T. See Aircraft Transport and Travel Ltd. (AT&T)
ATA. See Air Transport Auxiliary (ATA)
Austere atmosphere, 221–222
Austerity, 83, 225, 227, 253
Australian Flying Corp (AFC), 452
“Australian pioneering stock”, 455
Aviation business environment in United States, 294
Aviation Corporation of America (ACA), 403–404
BA. See British Airways (BA)
“Baby stewardesses”, 309, 340
“Baby stewards”, 309, 340
BAT. See Boeing Air Transport (BAT)
“Bathing beauty contests”, 231
BBC rule, 28–29
BEA. See British European Airways (BEA)
Beauty competitions, 203, 321
Belt-tightening, 88
Betty Trippe’s Diary, 411–414
Black pride organizations, 258
Blackler’s work on activity systems, 66
emancipation, 67
processes of mediation, 68
strengthen elements of rules approach, 69
Blacks/Race, 431–432
BOAC. See British Overseas Airways Corporation (BOAC)
Board of Directors (BOD), 38, 81, 162, 165, 357–358
Body, personality to, 230–234
Boeing Air Transport (BAT), 199–200, 202, 473
Boys to men, 122–123
BPR. See Business Process Reengineering (BPR)
“Branded women”, 158
Brazilian Division, 405
British airlines, 194, 199, 201–202
See also Canadian Airlines (CA)
British Airways (BA), 7, 9, 37, 73, 81, 194, 199, 204–206, 209, 240, 267, 289–290, 372
British Airways Newsletters, 387–388
company newsletter and management of images, 389–391
corporate materials in construction of discriminatory images, 370–372
and development of corporate materials, 372–375
gendered subculture making, 39–40
gendered substructure of, 40–41 images
of race and empire, 378–387
of race and ethnicity over time, 387–389
of sexuality, 375–378
masculine archetypes at, 240
airline strategy, 248–249
changing strategy and changing corporate image, 243–246
corporate imaging, 247–248, 249
ground engineer, 246
job characteristics, 249–251
pilot, 240–243
recruitment practices, 246–247
organizational culture, imagery, and leadership, 368–369
organizational imagery in Airline industry, 369–370
See also Pan American Airways (Pan Am); Trans-Canada Air Lines (TCA)
British Airways’ “supergirl” advertising campaign, 205
British and North American airlines, 193, 194
British European Airways (BEA), 64, 74, 201, 209, 216–217, 221, 240n, 250, 270, 371, 372, 464n
Magazine, 232–233
organizational life of, 203
“British Machines. British Pilots” slogan, 375
gendering comparison with TCA and, 270
absence of female employees from, 271–272
BSAA operation with BOAC, 270–271
formative context, gender, and cultures of organizations, 279–284
isomorphic mimicry and gendering of flight attendant role, 276–279
masculine hegemony and absence of female labor, 273–276
method of study, 269–270
Newsletters, 231–232
organizational culture, 267–268
organizational life of, 203
theoretical framework, 268–269
British South American Airways (BSAA), 74, 270
BSAA. See British South American Airways (BSAA)
Bureaucracy, 16, 213, 225–226, 355, 357
Bureaucratization, 45, 225, 227, 245, 355, 378
Bush airman, 122–123
Bush piloting, 297
airline’s bush piloting heritage, 298–299
economics and social context of bush piloting, 297
TCA, 299–300
Women and Aviation in Canada, 300–301
Business history, 75, 447
Business Process Reengineering (BPR), 59, 78
Business research methods, 95

“Cabin boys”, 41, 197, 200, 248, 276, 473
Canadian Airlines (CA), 267, 271
Air Canada’s acquisition of, 165
blue uniforms of, 166
micropolitics of resistance in, 121–129
Canadian aviation, 297
Bush piloting in Canada, 297
TCA, 299–300
Winnipeg operation of Western Canada Airways, 298
Women and Aviation in Canada, 300–301
Canadian National Railroad (CNR), 161–162, 275, 291
Canadian Pacific Railway (CPR), 292
Canadian Royal Commission on Equity in Employment, 288
Canal Zone Sub Division, 405
Caribbean Division, 405
Categorical approach. See Intersectional complexity approach
CDA. See Critical discourse analysis (CDA)
Centrality, 86, 87, 258, 262, 375, 376

Chatelaine, Canadian magazine, 128, 165
Chief executive officers (CEOs), 159
Chief financial officers (CFOs), 159
Children, 126, 293, 309, 342, 462, 465
“Chinaman cook”, 457, 465
Civilizing, 455, 458, 464
influence, 406, 410
local savages, 454
Class, 25, 385
divisions development, 23
relations, 464
Closed-system perspective, 212
CNR. See Canadian National Railroad (CNR)
“Code share” ticketing arrangements, 60
Colin Marshall, 47, 199, 204–205
Colombian law, 405
Commercial aviation, 58, 274
Australian, 456
dawn of, 196
emergent and deliberate strategies, 196–198
symbolism and strategy, 198–199
in United States, (1918–1930), 293–296
Company materials, 210, 217, 369, 387, 390
Company newsletters, 135, 138, 237
and management of images, 389–391
Competition, 219
discourse of, 310–312, 343
and strategic management, 228–229
Complex organization, 16
Comprehensive planning process, 140
Conflicting imagery, 222–225
Conformity, 56, 120, 121, 230
Index

Connotation, 87, 141, 144–148
Conscious decision-making process, 195
Constant
  friction, 128–129
  smiling, 53
Constitutes resistance, 113–114
Constructivism, 171
Content analysis, 105, 194, 347, 382
Context
  gender in, 87–88
  “men” in, 238–239
studying gender in, 87–88
Contradictions, 19, 23, 31–32, 67, 172, 229
Conventional aspects, 142
  connotation, 144–148
  denotation, 142–144
Corporate
  British Airways and
development of, 372–375
culture approach, 20
  Gender Gap Report, 146
histories, 77, 89
images, 90, 210–211, 247–248, 249, 369
  image-making, 372
uniformed female staff and,
  221–222
leadership, 372
materials role in construction of
discriminatory images,
  370–372
memories, 89
CPR. See Canadian Pacific Railway (CPR)
Critical discourse analysis (CDA), 447, 450
Critical hermeneutics, 353–354, 396–397
  approach, 133, 135, 148
  circle, 133–134
Critical organizational
  historiography, 180
Critical sensemaking approach,
  115, 119–121
discourse, 117–118
  formative contexts, 115–116
organizational rules, 116–117
  sensemaking, 118–119
Criticisms, 115
Cultural/culture, 146, 155–156, 160
  artifacts, 135–136
  forms, 16
  leadership, 370
  maintenance strategies, 30
  traces, 88–90
Darkest Africa, 383, 431
Decision-making
  conscious and rational, 195
employee participation in, 18
  of organizational leaders, 369
  strategic, 206–207
Deliberate strategy, 371
dawn of commercial aviation
  and all-male flight crew,
  196–198
passenger service and female
  flight attendant, 199–202
Democracy, 119, 390, 414, 435
Denotation, 141, 142–144
Department of National Defence (DND), 293, 300–301
Desexualization, 278
  organizational, 213–214
  as organizational discourse,
    220–225
organizational discourse and,
  227–228
policy, 65, 68, 209–210
  process, 250
as sexual discourse, 230
  social discourse and, 225–226
strategy, 202

See also Sexuality

Desexualized steward, 253

Dialectical materialism, 21

Digging archeology, 93

archival research and case study strategies, 96–97

archives, 94

Archives and Archives, 100–104

case study on gendering of airline cultures over time, 97–100

methods of analysis, 104–107

research strategy, 95

rule sets, 97

Disciplinary convention, 95, 107

Discourse, 117–118, 165

analysis, 105, 106

of competition, 343

of women’s liberation, 344–345

Discriminatory practices, 3, 9, 80, 85, 98, 143, 160, 285, 440

construction, 58

generation, 59

material and innumerable examples, 475

social character, 116

study of, 49

Discursive practices, 63, 106, 118, 121, 217, 386

Diverse social practices, 56, 194, 217

DND. See Department of National Defence (DND)

“Domestic idyll”, discourse of, 44, 45, 103, 275

“Domestic” factors of human existence, 24

“Domestic” routes, 279

Dominant discourse, 106, 288, 308, 310, 326, 339–340

Double indemnity, 123–129

Dualistic accounts, 114

Duelling discourses, 343

Acker’s conceptualization of
gendered substructure, 306–307

application of Acker’s notion of
gendered substructure, 307

applied implications, 327–328

BOAC and BEA, 216–217

contributions to scholarship, 327

creating and conceptualizing
social structures, 325–326

desexualization as organizational discourse, 220–225

discourse analysis, 308

of competition, 343

of women’s liberation, 344–345

dominant discourse, 326

erotization as organizational discourse, 228–234

gendering cultures, 319–321, 343–344

interactions, 321–323, 344

practices/structures, 315–319, 343

In-House Newsletter and rise of female employment, 217–219

internal gender constructions, 323–325, 344

limitations and future research directions, 328

organizational discourse
and desexualization, 227–228

Pan Am in (1950s), 308–310

Pan Am in (1980s), 310–314

policy of desexualization, 209–210

popular culture and images of sexuality, 226
social discourse and
desimalization, 225–226
theoretical debates and issues,
211–215

EEOC. See Equal Employment
Opportunities
Commission (EEOC)

Emancipation, 67

“Emergent” strategy, 206, 371
dawn of commercial aviation
and all-male flight crew,
196–198
passenger service and female
flight attendant, 199–202

“Empirical data corpus”, 96

Employment
airlines and employment of
people of color, 380–381,
382
equity, 139
practices, 257
rules, 102–103

Employment Equity Act, 148

“Enacted cues”, 65, 66

Enacted sense of organization, 120,
349

Enactment of sensemaking, 120

Engineered revolution, 403

Entrepreneur, 122–123, 204, 292

Epistemological categories, 187

Equal Employment Opportunities
Commission (EEOC),
254

Equal Opportunity, 137, 142–143,
152, 313, 320, 442

Equality
of sexes, 223

“Steering Group”, 240

Erotic images, 229–231

Eroticism
and organizational discourse,
229
desimalization as sexual
discourse, 230
gender, fashion, and
conformity, 230
from personality to body,
230–234

Erotization
as organizational discourse, 228
competition and strategic
management, 228–229
eroticism and organizational
discourse, 229
permissive society, 229
period (1950–1975), 253–254

Esprit de corps, 242, 296, 299

Ethnicity over time, images of race
and, 387–389

Ethnographic methods, 164

ex-RAF officers, 199

Exotic, images of, 381, 383

Extra-organizational
influences, 212
rules, 6, 27, 268–269

Family
Acker and discourse of, 340–342
commitments, 18
socialization processes, 24

Fashion, 230, 321
patriarchal, 308
tribal-like, 165–166

Female employees, 221, 344

Female employment, rise of,
217–219
images of sexuality, 218
war years, 218–219

Female flight attendant, 199
emergent and deliberate
strategies, 199–202
hiring of, 221
professionalization, 204
symbolism and changing
strategies, 202–204
Femininity, 238, 336–337
Feminism, 163, 177–182
and ANT, 159
  gender, “past,” and ANT, 160–161
  past as actant, 160
ANT and intersection with, 168–173
and historiography, 180–182
and re/writing of history, 77–78
Feminist, 176
ANTi-History and, 180–182
mapping ANTi-History, 182–183
notion, 114
poststructuralism, 307, 336, 448–449
Feminist materialism and organizational analysis, 25
contradictions and resistance, 31–32
culture, 26
extraorganizational rules, 27
reproduction rules, 29
sexuality, 28, 29
social regulative rules, 30–31
state rules, 29
strategic rules, 30
technical rules, 29
Feminist organization analysis, 50
gendered sub-structure, 355
gender divisions, 355–356
identity work, 358
interactions, 357–358
organizational logic, 359–360
symbols, 356–357
Feminist poststructuralist, 448–449
account
  Bush Piloting, 297–301
  Canadian Aviation, 297–301
Commercial Aviation in United States, (1918–1930), 293–296
  modifying gender gestalt, 301–303
  organizational culture over time, 288–291
TCA (1937–1941), 291–293
  approach, 289, 420–421
First World War, 241, 385
First-class service, 42, 43, 199–200
First-class transportation industry, 199
Flight crews recruitment
dawn of commercial aviation and all-male flight crew, 196–199
  passenger service and female flight attendant, 199–204
  professionalization of female flight attendant, 204–206
Flight stewardesses, 309, 339–340
Florence Nightingale to Venus di Milo, 123
  atmosphere of family picnic, 126
  constant friction, 128–129
  emphasis on charm and efficiency, 129
  evidence of mimetic isomorphic influences, 124
  male organizational audiences, 125
  TCA stewardesses, 127–128
  “Flying-Ace”, 197
Foreign domination, 257
Formal moment, 141
Formal rules, 54–55, 58–61, 116
Formative context, 115–116, 279, 398, 401
  of Canadian aviation, 123–124
clerical work, 280
government attitudes, 281
organizational culture, 281–282
wartime contingencies, 282–284
Formative contexts, 280
Fortune magazine, 404–405
Foucauldian analysis, 97, 114
notion of discourse, 370
Foucault and discourse, 63–64
Frequent flyer programs, 204
Functionalist treatments of gender, 18–19
Gender, 16, 119–121, 158, 177, 179, 184, 185, 230, 268, 279, 287–288
AC, 122
analysis, 19–21
boys to men, 122–123
clerical work, 280
in context, 87–88
differentiation, 16
dimension, 86
divisions, 195, 355–356
double indemnity, 123–129
focus on, 85–87
gender-based research, 422
gestalt modification, 301–303
government attitudes, 281
neglect within organizational studies, 17–19
organizational culture, 281–282
past, and ANT, 160–161
studying in context, 87–88
systems, 85
wartime contingencies, 282–284
Gendered cultures, 62–63
Gendered formal rules, 59
Gendered processes, 193, 194, 215
Gendered subculture making, 39–40
Gendered substructure, 334, 345–346
Acker’s conceptualization of, 306–307
of feminist organization, 355
gender divisions, 355–356
identity work, 358
interactions, 357–358
organizational logic, 359–360
symbols, 356–357
Gendering, 178
of Air Canada airline management, 141
applied implications, 155
contributions to scholarship, 154–155
conventional and structural aspects, 142–148
critical hermeneutic approach, 133–134
critical hermeneutics, 153
cultural artifacts, 135–136
formal moment, 141
information content, 149–150
intentional aspect, 140
interpretation—reinterpretation, 148–149
interpretive frame, 150–153
limitations and future research directions, 155–156
methodological approach, 134–135
power, 132
power and social relationship, 153–154
referential aspect, 140–141
social-historical moment, 137–140
“World of Women” article, 136–137
of airline cultures over time, 97
case study on, 97–100
of airlines, 46–47
cultures, 319–321, 332, 341, 343–344, 346
Index 529

gendering interactions, 348–349
internal gender constructions, 349
organizational logic, 347–348
of flight attendant role, 276
revisioning gender, 278–279
practices/structures, 315–319, 332, 340–341, 343
over time, 9–11, 12
Gendering of organizational culture, 37, 49
applying rules approach to, 57–63
BA, 37
gendered subculture making, 39–40
gendered substructure of, 40–41
concerns, issues, and strategies, 79
change vs. progress, 82–85
focus on gender, 85–87
history as discourse, 79–82
studying gender in context, 87–88
culture as metaphor for understanding, 50–51
key organizational discourses, 41–43
militarization of space, 45–46
organizational rules as cultural framework, 51–57
over time, 6–8, 38, 72, 73
airline business, 76
business history, 75
corporate histories, 77
cultural traces, 88–90
feminism and re/writing of history, 77–78
number of unique problems, 74
organizational boundaries, 74
rules and social psychological processes, 63–69
sexuality, 44–45
social discourse and gendering of airlines, 46–47
and practices, 43
General Gomez, 413
German Ideology, The, 22
‘Gin’, 460
Glamour and female sexuality, 222
girls, 129, 253
glamorous role of airline stewardess, 233
hostess, 88, 202
and moral concern, 228
Globalization, 395, 414
Globalized environment, 416
Government attitudes, 281
Government policy, 219
Great Depression, 424–425
“Half-caste”, 457, 465
Handley Page Transport (HPT), 40, 372
Hawthorne Studies, 16, 17–18, 55–56
Hegemonic masculinity, 238, 239, 263–264, 266–267, 273, 285
Hegemonic themes imaging heterosexual organization, 251–257
imaging white British organization, 257–259
masculinity and, 251
Hermeneutic circle, 133–134, 353
Hermeneutic interpretation, 354
“Heroic pilot”, 8, 98, 288, 335, 375
Heterosexual masculinity, 251–252
Heterosexual organization desexualized steward, 253
Eroticization period (1950–1975), 253–254
imaging, 251
man the warrior, 252–253
one of boys, 251–252
resistance and advent of gay flight attendant, 254–257
Historical materialism, 21, 22
Historiography, 180
Historiography, feminism and, 178–179
“History”, 177, 180, 183, 185
as discourse, 79
alternative histories, 80
BA, 79, 81
hybrid entrepreneurial-military organization, 82
new images of masculinity and femininity, 81
UK National Health Service Trust, 80
See also ANTi-History
Home, sexuality, 44
Homosexuals, 257
Horizons, 140
“Hostess”, 202, 221
HPT. See Handley Page Transport (HPT)
Hudson Bay Company, 289–290
Hudson Fysh, 453–454
Human agency, 217
Human Resources Puts Employee Development, 320
“Human resources” practices, 54–55
Hybrid entrepreneurial-military organization, 47, 82
ICAN. See International Commission for Air Navigation (ICAN)
ICAO. See International Civil Aviation Organization (ICAO)
Identity construction, 119
Imagery, 368–369
Images/imaging
company newsletter and management of, 389–391
of exotic, 381, 383
heterosexual organization, 251–257
from outposts, 384–385
of race and empire, 378–387
of race and ethnicity over time, 387–389
of sexuality, 375–378
of superiority, 383–384
white British organization, 257–259, 260
Imperial Airways, 124, 243, 244, 380, 459, 463
Imperial Airways Gazette, 372, 383
Imperial Airways Monthly Bulletin, 372
Imperial heritages, 381, 387
images from outposts, 384–385
images of exotic, 381, 383
images of superiority, 383–384
Imperialism as social and organizational discourse, 385–387
In-flight nurse to flighty flight attendant, 199
In-house
journals, 203
newsletter, 140, 217
images of sexuality, 218
war years, 218–219
Informal social networks, 31
Information content, 149–150
Institutionalization and goal displacement model, 355
Instone Air Lines, 197, 199
“Integrationist”, 181–182
Intentional aspect, 140
Internal mental work, 41, 195, 274, 323
Internal newsletters, 140
International business, 394, 395
International Civil Aviation Organization (ICAO), 60, 103, 196, 242
International Commission for Air Navigation (ICAN), 60, 196, 242
International Women’s Year (1957), 136, 139
Interorganizational linkages, 60
Interpretation, 133
interpretation—reinterpretation, 148–149
Interpretive accounts, 18–19, 20, 21
Interpretive frame, 150–153
Intersectional complexity approach, 419
Intersectionality, 421, 423–424, 464–468
at margins, 449–450
and theoretical categories, 418–419
Intracategorical complexity approach, 419
Isomorphic mimicry, 276
revisioning gender, 278–279
Joan Acker’s framework, 353
Juan Trippe, 413–414
Juncture(s), 9, 38, 104, 105, 423–424, 426–427
Americanism, 433, 435
as heuristic for understanding intersectionality, 421
intersectionality, 423–424
Pan American Airways, 423–424
of intersectionality, 417
Pan Am, 419–421, 427–433
retrospective study, 418
and theoretical categories, 418–419
masculinity, 435–436, 440
“Orders From A Woman”, 434–435
organizational culture over time as series of, 40
organizations and laws, 442–443
“Return of Martin Guerre”, 436–440
social movements and legal advancement, 441–442
whiteness, 440
Knight of British Empire (KBE), 465
Knowledge, 63, 159
notion of discourse, 118
of past, 183
Latin America, 397, 401–403, 430
image of, 409–411
imagining, 407
Obama to, 415–416
Law, John, 158
Leaders, 132
Leadership, 368–369, 386
experience, 28
metaphors of, 227–228
Legal rules, 60
Library search, 8n
“Long Service in Tokyo”, 388
“Looking-glass” effect, 370
Macrosociology, 212
Macrostrategies, 172
Male employees, 9, 126, 221, 227, 341, 437
Male-only flight crews, 137, 201
“Maleness”, 16, 164, 211, 261, 332, 375, 376, 428, 461
Management and Organization Studies (MOS), 447–448
Managerial realist, 53
“Manliness”, 257, 286
Marxist theory, 9
Masculine
archetypes, 240–251
hegemony and absence of female labor, 273–276
Masculinist processes, 78
and hegemonic themes, 251–259
masculine archetypes at BA, 240–251
“men” in context, 238–239
multiple masculinities at work, 259–263
Materialist
alternative, 21
class divisions development, 23
“domestic” factors of human existence, 24
German Ideology, The, 22
organizational
desexualization, 25
approach, 17
Matrix of domination, 426
“Men”, 238–239, 388–389
Merger, 40, 165–166, 322
Metaphors, 57
of leadership, 227–228
of masculinity, 347
Mexican Division, 405
Micropolitics of resistance in
Canadian airline industry, 121
AC, 122
boys to men, 122–123
double indemnity, 123–129
Militarization of space, 45–46
Military aviator, 122–123
Mixed-blood, 403
Modern European imperialism, 378
Modernity, 455
MOS. See Management and Organization Studies (MOS)
Multiple masculinities, 86, 259
exploring, 238–239
gender and organizations, 259–260
gendered discourse, 262–263
maleness, 261–262
piloting, 260–261
short-lived desexualization strategy, 263
Multiplicity of discursive practices, 117
Myth, connotation, 146–148
National Air Transport (NAT), 295
National identities, 401, 402
Nationality, 385, 454
“Naturalcultural” categories, 184
Network, 163
hierarchical, 169
informal social, 31
Neutral look, 230
New World, 401, 402
New York, Rio and Buenos Aires Line (NYRBA), 406
Newsletters, 135
Air Canada’s newsletters, 133–134
British Airways In-House Newsletters, 373–374
British Airways Newsletters, 382
“British Airways” newsletters over time, 375
<table>
<thead>
<tr>
<th>Term</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>in-house corporate newsletters</td>
<td>101</td>
</tr>
<tr>
<td>internal newsletters</td>
<td>140</td>
</tr>
<tr>
<td>internal newsletters at Pan Am</td>
<td>311</td>
</tr>
<tr>
<td>PAA newsletters</td>
<td>321</td>
</tr>
<tr>
<td>Non-bureaucratic organizations</td>
<td>360–361</td>
</tr>
<tr>
<td>“Non-white” images</td>
<td>381</td>
</tr>
<tr>
<td>“Non-whites”, superiority of</td>
<td>385</td>
</tr>
<tr>
<td>North American airlines</td>
<td>128, 343</td>
</tr>
<tr>
<td>NYRBA. See New York, Rio and Buenos Aires Line (NYRBA)</td>
<td></td>
</tr>
<tr>
<td>Obama, Barack</td>
<td>394, 395</td>
</tr>
<tr>
<td>to Latin America</td>
<td>415–416</td>
</tr>
<tr>
<td>On-going sense</td>
<td>120, 121</td>
</tr>
<tr>
<td>Ontological security</td>
<td>120</td>
</tr>
<tr>
<td>Opportunity 2000 program</td>
<td>10, 37, 38, 81, 389, 392</td>
</tr>
<tr>
<td>Opportunity structure</td>
<td>61, 212</td>
</tr>
<tr>
<td>Organization, Gender, and Culture</td>
<td>5–6, 15</td>
</tr>
<tr>
<td>feminist materialism and organizational analysis</td>
<td>25–31</td>
</tr>
<tr>
<td>gender differentiation</td>
<td>16</td>
</tr>
<tr>
<td>gender neglect within organizational studies</td>
<td>17–19</td>
</tr>
<tr>
<td>gendering of organizational culture over time</td>
<td>6–8</td>
</tr>
<tr>
<td>gendering over time</td>
<td>12</td>
</tr>
<tr>
<td>towards intersectionality in time</td>
<td>13–14</td>
</tr>
<tr>
<td>mapping out culture and gendering over time</td>
<td>9–11</td>
</tr>
<tr>
<td>materialist alternative</td>
<td>21–25</td>
</tr>
<tr>
<td>materialist approach</td>
<td>17</td>
</tr>
<tr>
<td>organizational culture and analysis of gender</td>
<td>19–21</td>
</tr>
<tr>
<td>researching past</td>
<td>11–12</td>
</tr>
<tr>
<td>Organizational actors</td>
<td>56, 62–63</td>
</tr>
<tr>
<td>Organizational analysis</td>
<td>17, 18, 212, 287–288</td>
</tr>
<tr>
<td>Organizational behavior</td>
<td>18, 20</td>
</tr>
<tr>
<td>Organizational boundaries</td>
<td>74</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>19–21, 123, 132, 132, 267, 268–269, 279, 287–288, 368–369</td>
</tr>
<tr>
<td>rules as, 56–57</td>
<td></td>
</tr>
<tr>
<td>studying over time</td>
<td>57</td>
</tr>
<tr>
<td>clerical work</td>
<td>280</td>
</tr>
<tr>
<td>government attitudes</td>
<td>281</td>
</tr>
<tr>
<td>organizational culture</td>
<td>281–282</td>
</tr>
<tr>
<td>wartime contingencies</td>
<td>282–284</td>
</tr>
<tr>
<td>gendering over time</td>
<td>6–8</td>
</tr>
<tr>
<td>mapping out, 9–11</td>
<td></td>
</tr>
<tr>
<td>over time, 38, 288</td>
<td></td>
</tr>
<tr>
<td>junctures, 38, 40</td>
<td></td>
</tr>
<tr>
<td>layers of influence on development of gendered substructure, 39</td>
<td></td>
</tr>
<tr>
<td>multiple masculinities and early years of Air Canada, 290–291</td>
<td></td>
</tr>
<tr>
<td>from theory to method</td>
<td>289–290</td>
</tr>
<tr>
<td>Organizational desexualization</td>
<td>25, 213</td>
</tr>
<tr>
<td>and desexualization</td>
<td>227</td>
</tr>
<tr>
<td>conflicting imagery</td>
<td>222–225</td>
</tr>
<tr>
<td>glamour and moral concern</td>
<td>228</td>
</tr>
<tr>
<td>metaphors of leadership</td>
<td>227–228</td>
</tr>
<tr>
<td>restructuring and bureaucratization</td>
<td>227</td>
</tr>
<tr>
<td>staffing, 220</td>
<td></td>
</tr>
<tr>
<td>uniformed female staff and corporate image</td>
<td>221–222</td>
</tr>
</tbody>
</table>
eroticization as, 228–234
safety, 42
service, 42–43
Organizational factors, 212
Organizational imagery in Airline industry, 369–370
Organizational logic, 331, 347–348, 359–360
Organizational practices, 17, 44, 195, 442
in discriminatory outcomes for women, 266–267
ordinary organizational practices, 332
in social construction of gender, 262
Organizational processes, 368
Organizational rules, 51, 116–117
formal rules, 54–55
 informal rules, 55–56
managerial realist, 53
rules and organizational actors, 56
rules as organizational culture, 56–57
shared meanings, 52
studying organizational cultures over time, 57
Organizational sense-making processes, 20–21
Organizational shocks, 84
Organizational structuring, 211
Organizational studies, 18
Organizations, 148, 216
“Organizing logics”, 306
Orientalism, 379

PAA. See Pan American Airways (Pan Am)
Pacific Western Airlines (PWA), 194
Pan American Airways (Pan Am), 124, 267, 289–290, 306,
327, 331, 393, 395, 397, 423–424, 438
acquisitions, 399
Betty Trippe’s Diary, 411–414
chosen instrument, 403
employment practices, 407
Pam Am’s Southern Empire, 405
Pan Am in practice, 406–407
US State Department, 404
formative context, 398, 401
framework of analysis, 396
archival research, 396–397
critical hermeneutics, 396–397
idea of Latin America, 401–403
Latin America, 403
Pan Am, 397–401
US Interests, 403
globalization, 395
image of, 407–409
imagining, 407
international business, 394, 395
Latin America
image of, 409–411
imagining, 407
matrix of domination, 427
Americanism, 427–428
Blacks/Race, 431–432
Latin Americans, 430
masculinity, 428–429
whiteness and European heritage, 428
women, 432–433
in (1950s), 308–310, 339
in (1980s), 310, 343
discourse of competition, 310–312, 343
discourse of women’s liberation, 344–345
gendering cultures, 343–344
gendering interactions, 344
Index 535

gendering practices/structures, 343
internal gender constructions, 344
other discursive spaces, 312–314
Obama to Latin America, 415–416
Pan Am—postpositive case study, 419–421
postcoloniality and reading, 414–415
postpositive case study, 419–421
professional secretaries, 315
system, 400
US State Department, 397–398
See also British Airways (BA); Trans-Canada Air Lines (TCA)
Passenger activity and service provision strategies
dawn of commercial aviation and all-male flight crew, 196–199
passenger service and female flight attendant, 199–204
professionalization of female flight attendant, 204–206
Passenger demographics, 219
Passenger service, 199
emergent and deliberate strategies, 199–202
strategies, 197
symbolism and changing strategies, 202–204
“Past”, 183
as actant, 160
gender, “past,” and ANT, 160–161
Permissive society, 229
Personality to body, 230–234
Pilot, 240–243
female pilot, 389–390
heroic pilot, 375
Piloting, 260–261
See also Bush Piloting
Pioneering, 42, 45, 292, 409, 410, 454, 464
Plausibility, 66, 121
failure, 115
analysis and discussion, 129–130
critical sensemaking, gender, and resistance, 119–121
critical sensemaking approach, 115–119
gender and micropolitics of resistance in Canadian airline industry, 121–129
Polish Worker’s Defence Committee, 119
Post hoc sensemaking, 120
Post-war anti-colonialism movements, 258–259
Postcoloniality, 396, 414–415
Postmodernist analysis of organization, 369–370
Postpositivism, 94, 95
Postpositivist orientation, 99
Poststructural feminism, 114
Poststructuralism, 95
Poststructuralist feminism, 114, 214–215
theory, 9
Power, 114, 132, 379
air power, 425
dimensions of, 21
of organizational rules, 117
and social relationship, 153–154
in Weick’s theory of sensemaking, 65
Pre-war social hierarchy, 201
Price wars, 204
“Primary domestic responsibility” of women, 29
Primer on ANT, 162–164
Professionalism, 53, 63, 127, 205, 222, 223, 226, 228, 244, 250, 263, 360, 436
Professionalization of female flight attendant, 204
symbolism and strategy, 205—206
“Psychic prisons” notion, 370
“Psychological punch”, 200
Pudney’s account, 82
PWA. See Pacific Western Airlines (PWA)

Qantas, 445
central actors, 456
aborigines, 457–460
intersectionality, 464–468
success of airline, 457
women, 460–464
historiography approach, 446
methodology, 450
critical discourse analysis, 450
materials and methods, 451–452
partial sense of, 452
themes, 453
civilizing, 455
modernity, 455
nationality, 454
pioneering, 454
theoretical background, 447
feminist poststructuralist, 448–449
intersectionality at margins, 449–450
traversing historic turn in MOS, 447–448

Qantas at War, 451, 459, 467
Qantas Rising, 451, 454, 457, 461
Qantas: Wings to the World, 451

RAAF. See Royal Australian Air Force (RAAF)

Race, 385
images of race and empire, 378
airlines and employment of people of color, 380–381, 382
imperial heritage, 381, 383–385
imperialism as social and organizational discourse, 385–387
orientalism, 379
images of race and ethnicity over time, 387
men, 388–389
women, 387–388
race-based research, 422
Race Relations Act (1977), 380–381
Racial equality, 258
Racial stereotypes, 251, 258
Racist stereotypes, 370
Radical humanism, 19
Radical structuralism, 19
RAF. See Reserve, or new Auxiliary Air Force (RAF); Royal Air Force (RAF)
Rational decision-making process, 195
“Reactive meaning-makers”, 117
Realism, 165
Realist historical practices, 165
Referential aspect, 140–141
Registered Nursing qualifications (RN qualifications), 124
Reorientationalist approach, 181–182
Reproduction
advertising in, 370
of air forces, 199
approach, 115
rules, 29
“Reproductive rules”, 268–269
Research strategy, 95
Reserve, or new Auxiliary Air Force, 242
Retrospective sense, 120
“Return of Martin Guerre”, 427, 436–440
Revisioning gender, 278–279
RFC. See Royal Flying Corp (RFC)
RN qualifications. See Registered Nursing qualifications (RN qualifications)
Royal Air Force (RAF), 42, 47, 103, 242, 386
Royal Australian Air Force (RAAF), 453
Royal Commission on the Status of Women, 138–140
Royal commissions, 162
Royal Flying Corp (RFC), 45, 241
“Rugged” imposition of rules, 123
“Rugged” resistance, 123
“Ruggedness” process, 123
Rule(s), 116
approach to gendering of organizational culture, 57
formal rules and gendering of organizational culture, 58–61
informal rules and gendering of organizational culture, 61–62
organizational actors and gendered cultures, 62–63
concept, 53
interpretation, 116
makers, 116
and organizational actors, 56
as organizational culture, 56–57
ruling class ideas, 22
sets, 97
and social psychological processes, 63
Blackler’s work on activity systems, 66–69
Foucault and discourse, 63–64
Weick’s theory of sensemaking, 64–66
Safety, 42, 196–197
SAS. See Scandinavian Airlines System (SAS)
SCADTA. See Sociedad Columbo-Alemana de Transportes Aereos (SCADTA)
Scandinavian Airlines System (SAS), 204–205
Scholarship, contributions to, 154–155, 327
Science and technology studies (STS), 163
Scientific management, 29
Second World War (WWII), 45, 198, 201, 376, 380
Sensemaking, 115, 118–119
Sensemaking, properties of, 64
Service, 42–43
Sex, 16
differences, 211
power differentials, 18
role spillover, 61
sex-selling strategies, 203
structuring of sex roles, 212
Sexist stereotypes, 370
Sexual attractiveness, 28
Sexual discourse, 230
Sexual expressions, 25
Sexual identity, 212
Sexual relations, 213
Sexual revolution, 88
construction of, 205
home, 44
images, 218
images of, 375–378
localized sites, 216–217
popular culture and images, 226
and strategy, 206–207
work, 45
See also Desexualization
Sexy stewardess, 377
SFWR. See Stewardesses for Women’s Rights (SFWR)
Short-lived desexualization strategy, 263
Simplistic accounts, 114
Sintes, Yvonne, 75n2
Social actors, 115
Social construction, 215, 216
Social discourse(s), 225–226, 385
austerity, 225
bureaucracy, sexuality, and rise of welfare state, 225–226
and gendering of airlines, 46–47
and practices, 43
“Social forces”, 262
Social psychological factors, 120
Social psychological properties, 118
Social reality, 187
Social regulative rules, 30–31, 268–269
Social relations, 215
Social Sciences and Humanities Research Council (SSHRC), 6–7
Social sensemaking, 121, 125
Social structures, creating and conceptualizing, 325–326, 333, 338, 342
Social-historical moment, 137–140
Sociedad Columbo-Alemana de Transportes Aereos (SCADTA), 405
Sociohistorical moment, 134
Sociological frame of analysis, 211
Sociological Paradigms and Organizational Analysis, 5
Sociopolitical attitudes, 219
Socio-past, mapping, 185
Socio-political conditions of creation of history, 185
Socio-politics of actor-networks, 185
SSHRC. See Social Sciences and Humanities Research Council (SSHRC)
Staff News, 383
Staffing, 220
State rules, 29, 268–269
State-owned airlines, 227
Stewardesses, 278
Stewardesses for Women’s Rights (SFWR), 352, 360
gendered sub-structure of feminist organization, 355–360
improving on Acker’s framework, 363–364
Joan Acker’s framework, 353
members, 361–362
methodology, 353–355
non-bureaucratic organizations, 360–361
organization, 363
organization for issues of stewardesses, 362
stewardesses to, 360
Stewarding, 371
Strategy, 195
for change, 473–475
sexuality and, 206–207
strategic actions, 206
strategic management, 193
strategic rules, 30, 268–269
for study, 475–477
symbolism and
dawn of commercial aviation and all-male flight crew, 198–199
professionalization of female flight attendant, 205–206
Structural feminism, 115
STS. See Science and technology studies (STS)
Superiority, images of, 383–384
“Supplementarist”, 181
“Surplus labour”, 22
Symbol, 133
Symbolism, 241
and changing strategies, 202–204
and strategy
dawn of commercial aviation and all-male flight crew, 198–199
professionalization of female flight attendant, 205–206
“Systemic approach”, 50, 51
Systemic discrimination, 51
TCA. See Trans-Canada Air Lines (TCA)
Technical knowledge, 87, 203, 233, 453–454
Technical rules, 29, 56, 59, 268–269
Textual analysis, 164, 211
Third World, 13, 258, 379
Total Quality Management (TQM), 55, 59, 78
“Toughness” process, 123
“Traces”, 7, 8
Trans World Airways (TWA), 194, 254, 289–290, 312
Trans-Canada Air Lines (TCA), 115, 122, 126, 137, 161, 266, 288, 464n
employees, 299
and Employment of Women, (1938–1940), 301–303
gendering comparison with BOAC and, 270
absence of female employees from, 271–272
crown-owned corporation, 271
formative context, gender, and cultures of organizations, 279–284
isomorphic mimicry and gendering of flight attendant role, 276–279
masculine hegemony and absence of female labor, 273–276
method of study, 269–270
organizational culture, 267–268
TCA (1937–1941), 291
Board and Canadian Railwayman, 292–293
theoretical framework, 268–269
See also British Airways (BA); Pan American Airways (Pan Am)
“Tried-and-true” labour, 42
TWA. See Trans World Airways (TWA)
Two-way process, 216
UK National Health Service Trust, 80
Uniformed female staff and corporate image, 221–222
Unionization, 310, 313, 343
United Air Lines (UAL), 64, 124, 267, 276, 294
United States, 293–296
Commercial Aviation in, (1918–1930)
US airline business, 221
US airlines, 199–200, 201–202
US Interests, 403
US State Department, 404
“Unproductive prejudices”, 354–355
“Upper-crust” form of masculinity, 45

Value systems development, 20

War years, 218–219, 271, 336, 425, 443

Wartime contingencies, 282–284
Wartime military, 41, 274
Weick’s sensemaking approach, 119
Weick’s theory of sensemaking, 64–66

See also Blackler’s work on activity systems

Welfare State, 225–226

Western Canadian Airways and Canadian Air Lines, 298–299

White British organization, 257–259, 260

Whiteness and European heritage, 428

WIM. See Women in management (WIM)

Womanhood, 44, 46, 50, 78, 80–81, 122, 211, 290–291, 303, 389–390, 425

Women, 122, 124, 212, 226, 229, 352

control mechanisms for, 359
discourse of women’s liberation, 344–345

history, 78
identities for women of SFWR, 358
issues, 360
Qantas, 460–464
with SFWR, 362

Women’s Opportunities Council, 314, 317

Women and Aviation in Canada, 300–301

Women in management (WIM), 77

Women’s Royal Air Force (WRAF), 43, 102, 103, 198, 241, 273

Women’s Royal Naval Service (WRNS), 88

Work, 45

clerical, 280
identity, 358
internal mental, 41, 195, 274, 323

multiple masculinities at, 259–263

Workplace discrimination, 50

“World of Women” article, 136–137

WRAF. See Women’s Royal Air Force (WRAF)

WRNS. See Women’s Royal Naval Service (WRNS)

WWII. See Second World War (WWII)