

# INDEX

- Affordable Care Act (ACA), 120, 129, 134
- Agency, 38, 61, 63, 77, 79, 81–82  
theory, 189–190
- Agency for Health Care Research  
And Quality, 121
- American Hospital Association, 121
- American Management Association  
(AMA), 191
- AT&T, 212<sup>n2</sup>
- Audience segregation, 4, 17, 18, 24, 27
- The Birth of Biopolitics* (Foucault), 5
- Boundaryless careers, 37–38, 45, 47, 49, 52
- Budros, A., 212<sup>n1</sup>
- Callback, 143, 149–151, 154–155, 157–159, 160, 167–169
- Call-centres, 60, 61, 63, 64, 66, 73, 75, 81–83
- CEOs, 194, 195–198, 206, 208–211
- Clinton, H., 22
- “Company of one”, 36, 44, 52
- Context collapse, 18, 29<sup>n7</sup>
- Continuous improvement, 88, 99, 101
- Corporate governance, 187–191, 208–211
- Crew Resource Management, 128
- Crossing the Quality Chasm* (Institute of Medicine), 119
- Decoupling, 89, 90, 102, 106, 110–112
- Digital inequality, 4
- Digital technologies, 2–4, 19
- Disciplinary power, 5
- Dividend per share, 198
- Downsizing, dealing with, 34–35  
boundaryless careers and, 37–38, 45, 47, 49, 52  
co-management of career paths and, 47–48  
data and methods, 39–43  
discussion, 51–53  
financial service careers and, 39  
large financial firms becoming precarious and, 43–44  
new organizational careers and, 38–39  
in financial services, 44–46  
variation in, 48–51  
precarious work and insecurity and, 35–37
- Facebook, 8–9, 11, 17, 22
- Flexible working, 118, 119, 133
- Foucault, M., 5, 20, 26–28, 28<sup>n1</sup>, 29<sup>n9</sup>
- Gawande, A., 118
- Goffman, 16–18, 28<sup>n1</sup>
- Great Recession, 143, 145–146, 148, 150, 151, 153, 170
- Health care industry, 118, 119, 122, 123, 129, 134  
*See also* Lean production in healthcare, deployment of
- Herfindahl index, 199
- Hiring, 142–144, 146–149, 151, 152, 154, 159, 167, 170–172, 173<sup>n5</sup>

- Homosocial reproduction, 144
- Human resources, 2, 101
- HyperRESEARCH, 125
- Insecurity, 34–35, 38–39, 43–44, 52–54
  - precarious work and, 35–37
- Institute for Healthcare Improvement, 121
- Institute of Medicine, 119, 121
- Institutional entrepreneurs, 91–92
- Institutional investors, 198
- Institutional Review Board (IRB), 124
- Institutional theory, 193
- Institutional translation, 88, 91
- Intensive care, 118–120
  - discussion, 133–136
  - hospital restructuring and, 129
    - ICU expansion, 133
    - rationalizing labor, 131–132
    - service lines, 130
  - medical authority and rise of
    - teamwork and, 120–121
  - methods and settings, 123–124
    - analytic process, 125
    - interviews, 124–125
    - observations, 124
  - and teamwork
    - as culture, 127–129
    - in ICU, 125–127
    - meaning, 121–123
- Internet, 2, 4, 22, 23, 27, 29*n*8
- Job search and digital intermediaries, 3–6
- Joint Commission, 121
- Labor queues, 143, 144, 146–148, 167, 169–171
- Labour process theory (LPT), 60
- Lakeview Associates, 89–90, 93, 102–103
  - frame alignment, 104
  - implementation, 104–111
  - Lean’s deployment organizing, 103–104
- Lane, C. M., 35
- Layoff, 186, 188, 191–193, 195–197, 199, 200, 203, 206, 209–211
- Lean production in healthcare,
  - deployment of, 87–90
  - cases and methods, 92–94
- Lakeview Associates and, 102–103
  - frame alignment, 104
  - implementation, 104–111
  - lean’s deployment organizing, 103–104
- lean medicine and, 90
- management models and divergent change, 91–92
- Riverside Hospital and, 94–95
  - frame alignment, 96–100
  - implementation, 100–102
  - Lean’s deployment organizing, 95–96
- LinkedIn, 8–11, 14, 15, 17–18, 29*n*4
  - membership rise of, 9
- Managing for Excellence (ME), 105, 109–110
- Mass-customized services, 60, 61, 63, 66, 82, 83
- Mass-services, 60, 63, 82
- Microsoft OneNote, 125
- Model attenuation, 89, 111
- Model entrepreneurs, 89–90, 94, 96, 97, 101, 102, 104, 107, 108, 111, 112
- Model translations, 89, 92
- Monster.com, 2
- National Longitudinal Survey of Youth 1997 (NLSY97), 143, 153

- survey results
    - between-group differences, 165–166
    - main effects and difference-in-difference, 159–165
  - variables and statistical analyses, 153–154
- Neo-normative control and value discretion, in interactive service work, 60–62, 68, 72–73
- case study and methods, 66–67
- control and discretion at work, 62–66
- discussion, 80–83
- management approach, 70–72
- recruitment and selection and, 68–70
- task discretion and, 77–78
  - range and degree of performance offered and, 79–80
  - range and degree of service offered and, 78–79
- value discretion and, 73–77, 80–83
- New organizational careers, 38–39, 48, 52
  - in financial services, 44
    - internal movement as evidence, 44–45
    - loyalty as evidence, 45–46
  - variation in, 48–49
    - serial monogamy model, 49–50
    - spiral staircase model, 50–51
- One-profile dilemma, 16–21
- One Stop center, 7–8, 29*n*3
- One-way honor system, 36, 52
- Outside director, 199
- Patient Safety Curriculum Guide, 121
- Practice managers, 102–104, 106–111
- Precarity, 27–28
- Professionalism, 120
- Pugh, A. J., 36
- Race, recession, and social closure, in low-wage labor market, 142–143
  - discussion, 169–172
  - field experiment results
    - between-group differences, 157–159
    - main effects and difference-in-difference, 154–157
  - limitations and strengths, 166–169
  - methods
    - field experiment, 150
    - sampling and experimental procedures, 150–151
    - survey data, 153–154
    - variables, 151–152
- NLSY97 survey results
  - between-group differences, 165–166
  - main effects and difference-in-difference, 159–165
- theoretical background, 143
  - great recession effect on individuals, 145–146
  - inequality durability, 148–150
  - labor queues and social closure, 146–148
  - racial discrimination and employment disadvantage sources, 143–144
- Racial inequality. *See* Race, recession, and social closure, in low-wage labor market
- Recession. *See* Race, recession, and social closure, in low-wage labor market

- Reciprocity, virtue of, 70, 72
- Responsible autonomy, 62, 71, 82
- Return on assets (ROA), 196, 208
- Return on equity (ROE), 196, 208
- Reverse networking, 9, 24
- Riverside Hospital, 89, 92–95
  - frame alignment, 96–100
  - implementation, 100–102
  - Lean’s deployment organizing, 95–96
- Robert Wood Johnson Foundation, 121
- Search engine optimization (SEO), 14
- Serial monogamy career, 48, 53
  - of new organizational careers, 49–50
- Shareholder value and workforce downsizing, 190–194
  - orientation among U.S. corporations and, 189–190
- Social closure, 142, 143, 146–149, 167, 169–171
- Social networking sites and labor market, 2–3
  - data and methodology, 6–7
  - double-edged exposure of, 10–11
  - exposure and one-profile dilemma and, 16–21
  - exposure of one’s image and, 11–16
  - implications, 24–28
  - job search and digital intermediaries and, 3–6
  - lure and benefits of, 7–10
  - social-political self exposure and, 21–24
- Society for Human Resource Management (SHRM), 2, 25
- Spiral staircase model, 50–51, 53
- Stakeholder perspective, 192
- Stock repurchase, 198
- Street level bureaucrats, 65
- Task discretion, 77–78
  - range and degree of performance offered and, 79–80
  - range and degree of service offered and, 78–79
- Taylor, F. W., 62
- TeamSTEPPS, 121
- Team work. *See* Intensive care
- To Err is Human* (Institute of Medicine), 119
- Trust and care, as virtue, 62, 65, 70–72, 74, 78, 80
- Twitter, 21
- U.S. Bureau of Labor Statistics, 153, 174*n*10
- U.S. Census Region, 153
- U.S. Department of Labor, 153
- U.S. National Bureau of Economic Research (NBER), 151
- Valorization process, 81
- Value discretion, 65–66, 73–77, 80–83
- Wall Street Journal*, 195
- Weberian closure theory, 142
- Workforce downsizing, 186–189
  - data and methods, 194–200
  - discussion, 209–211
  - results, 200–209
  - shareholder value and, 190–194
    - orientation among U.S. corporations and, 189–190
- “Workforce 2015: Strategy Trumps Shortage” (American Hospital Association), 121
- YouTube, 14, 21