

INDEX

- Adaptation, 11, 30, 25–26, 30, 130,
141–142, 148, 259–260
- Agent-based model, 83
- Alignment, 56–60
ideological, 90–91, 94
organizational, 56
- Ambidexterity, 54–56
empirical attempts to, 59
mechanistic and organic
terminology, 57–58
structural, 60
- Ambiguity, 5, 57, 170, 253–254
of cause–effect relationships, 7
desirability, 9
evocative, 15
generation, 119
importance, 238
tolerance for, 240
- Appreciation, 3, 12, 238, 284, 288
for student protests, 242
teaching, 15
from technical skills to, 237–239
technology, 240
- Appropriateness, 182 (*see also* Logic
of appropriateness)
- Aspirations levels, 4
- Attention, 3–4, 30
allocation, 188
attention-grabbing public acts, 115
policymaker, 81
sequential, 4, 184
of societal audiences, 107
- Beauty, 8, 13, 161, 163–164
justice and, 171–173
truth and, 168–170
utility of style and sensibility,
173–175
- Behavioral Theory of Firm, 3, 45, 94,
130, 132, 237
- Bemusement, 107–108
- Bounded rationality, 4–7, 14, 45
- Carnegie School, 3–6, 9, 99–100, 174,
204, 293
to California, 5–11
trilogy, 5
- Categorization, 182
- Centralized decision making
(CDM), 65, 81–82, 88–91,
93–94
- Challenging criticism, 256–257
- Chance models, 13, 130
good-to-great-to-mediocre pattern,
145–149
implications of, 149–152
random ideas with nonrandom
motivations, 132–144
V-shaped pattern, 131
variance of variance, 152–153
- Chief executive officers (CEOs),
9, 131
- Choice decisions, 4, 7–10, 115, 130,
140, 167, 173
- Climate change, 85
- Co-author, 3, 250–251
- Cognitive processes of choice, 204
- Cohen, Michael, 5, 7, 80–83, 94, 130,
133–134, 160–161, 170, 174,
193, 202
- Community Game, The, 209
- Contextual ambidexterity, 58
- Contextualization, 183
- Contradictions, 255–256
- Control variables, 66
- Covid-19, 191–193

- Critique of appropriateness, 181
- Cyert, Richard, 3, 6, 22–23, 31, 45, 55, 99, 130, 166, 182, 184, 187, 247, 293
- Dean, 5, 7, 15, 134, 234, 238, 242, 270
- Decision logics, 204, 224–225
- Decision-making processes, 4–6, 9–10, 82
- Decontextualization, 183
- Dependent variables, 62–63
- Dictator Game experiment, 213–214
- Disciplined imagination, 162
- Distant future, 100, 108
- Dominant coalitions, 4
- Don Quixote, 8, 14, 102, 174–175, 203, 234, 239–240
- Dual system, 192
- Duality, 54, 112–113, 260
- Dynamics of logics, 181, 184–186
- Education/educator, 3, 5, 9, 33, 168, 241
- Educator, 14–15, 241, 251
- Evolutionary nature of innovation, 24–26
- Experimental manipulation of decision logic, 204–205, 207, 211
- Exploitation, 54, 56, 102
 - advantages for, 70–71
 - analytic strategy, 66–68
 - contextual ambidexterity, 58
 - control variables, 66
 - dependent variables, 62–63
 - descriptive statistics and pairwise correlations, 69
 - independent variables, 63–66
 - management theory, 55
 - mechanistic management systems, 56, 68, 73
 - OLS regression, 70, 72
 - organizational ambidexterity, 54–55
 - organizational code, 74, 75
- Exploration, 25, 54, 56, 102
 - advantages for, 70–71
 - analytic strategy, 66–68
 - contextual ambidexterity, 58
 - control variables, 66
 - dependent variables, 62–63
 - descriptive statistics and pairwise correlations, 69
 - independent variables, 63–66
 - management theory, 55
 - mechanistic management systems, 56, 68, 73
 - OLS regression, 70, 72
 - organizational ambidexterity, 54–55
 - organizational code, 74, 75
- Explore/exploit project, 63–64
- External dynamic, 107–108
- Fictionality, 108
- Foolishness, 99 (*see also* Technology of foolishness)
 - irrationality and, 101–103
- Formal mathematical models, 162
- Formal structure, 57–58, 106, 184, 186, 195, 224
- Friend, 252–254
- Garbage can model, 7–8, 80, 134
 - coupled issues, fluid participation, random agenda, 88–90
 - coupled issues, static participation, and random agenda, 90–91
 - decentralization to centralization, 93–94
 - decision-making institutions, 88
 - ideological location, 86–87
 - issues, alternatives, and technical quality, 85–86
 - majority rule and ideological coalitions, 92–93
 - model summary, 83–84
 - of policy process, 82
 - policymaker utility, 87
 - policymaker values, 87

- uncoupled issues, fluid
 - participation, and random agenda, 91–92
- General Board, 38
- Good-to-great-to-mediocre pattern, 145–149
- Grand challenges, 98, 102, 105
- History inefficiencies, 141–142
- Hot stove effect, 139–140
- Humble/humility, 3, 15, 251
- Humility, 22, 259–260
- Humor, 252
- Humorist, 252
- Identity, 10, 182
 - centers, 10
 - leader's, 223
 - organizational, 12
 - OWIG, 108
- Impossible goals, 12, 98–101, 103, 223
- Independent variables, 63
 - explore/exploit project, 63–64
 - mechanistic management system, 64–66
- Innovation, 12, 280
 - context, 140
 - destructiveness, 25
 - interwar, 23
 - simple recipes for, 24
- Institutional change, 45, 119, 187, 189
- Institutional state model, 189
- Institutional theory, 119, 180
- Institutionalism, 180–181
- Intellectual range, 245–246
- Intelligence, 4, 289
 - organization, 102
 - possibilities for, 5
- Interdisciplinarity, 246
- Internal dynamic, 106–107
- Interpretation, 9, 13, 29
 - decision making as, 6, 9
 - exotic, 241
- Irrational approaches, 97–98
- Irrational drives, 103–106, 111–114
- Irrationality, 99 (*see also* Rationality)
 - and foolishness, 101–103
 - mobilizing, 103–108
- Jim March's scholarship, 11–13
- Justice, 161, 164–166
 - beauty and, 171–173
 - and truth, 167–168
 - utility of style and sensibility, 173–175
- Leadership, 14–15, 24–26, 66, 72, 233–234, 266
- Learning/organizational learning, 3–6, 9, 29, 170, 182, 186
- Legislative reform, 94
- Levinthal, Daniel, 4–5, 7, 26, 31, 85, 94, 100, 130, 161
- Libertarian paternalism, 167–168
- Life, 6, 8
 - forms, 163
 - organizational, 5
 - political, 181
 - social, 8
- Little ideas, 11–12, 22–26, 130
- Logic of action, 99, 103, 106, 108, 111, 185
- Logic of appropriateness, 179–180, 202–203
 - advantages of, 187–188
 - to analyzing public sector, 188–191
 - conceptual clarification, 181–184
 - Covid-19, 191–193
 - critiques and elaborations of, 193–195
 - developing and changing, 186–187
 - Dictator Game experiment, 213–214
 - experimental results, 217–218
 - experimental study, 222–225
 - and logic of consequence, 184–186
 - logics of consequences and, 203–205
 - micro-process behaviors, 207
 - Prisoners' Dilemma experiment, 208–213

- profit and ethics conflict, 205–207
- qualitative data, 219–222
- Trust Game experiment, 215–217
- Ultimatum Game experiment, 214–215
- Logics of consequences, 184–186
 - and appropriateness, 203–205
 - profit and ethics conflict, 205–207
- Luck, 143
- Management practices, 54
- Management theory, 55
- March's Office, 260
- Marine Corps, 26, 30
- Meaning, 9, 11–12, 101, 180, 192
- Mechanical explanation, 235
- Mechanical Turk (MTurk), 207
- Mechanistic management system, 56, 64–66
- Mentors, 245–248
- Mentorship, 246
- Mobilizing irrationality
 - and foolishness, 103–108
- Model building, 15, 162, 237, 271
- Modeling, 236
- Models, 161
 - art of, 234–235
 - scaffolding, 256
- Modesty, 246
- Naval War College (NWC), 32–33
- NK* model, 85
- Olsen, Johann, 5–7, 10, 80, 130, 134, 179–180, 184–185, 187–189
- Organic management systems, 56
- Organic systems, 57
- Organization studies, 22
- Organization theory, 249
- Organizational ambidexterity, 54–55
- Organizational behavior, 257–258
- Organizational change, 26
 - competency traps, 28–31
 - impetus for change, 27–28
 - superstitious learning, 28–31
- Organizational codes, 32–36
- Organizational foundation for exploration, 31
 - evolutionary nature of change, 43–44
 - importance of ordinary individuals, 32–36
 - organizational codes, 32–36
 - preparing for war, 36–39
 - problemistic search, 32–36
 - samples, 39–43
 - updating code, 36–39
- Organizational learning, 6–7, 100, 139–140
- Organizational processes, 58
- Organizational theory, 55, 80–81, 95
- Organizations with impossible goals (OWIGs), 99
 - challenges facing, 99–101
 - mobilizing irrationality and foolishness, 103–109
- Paradox of skill, 136
- People for Ethical Treatment of Animals (PETA), 99, 108
 - form of action, 114–117
 - human bodies in PETA Campaigns, 127–128
 - kneeling animals, 125
 - logic of action, 111–114
 - as OWIG, 110–111
- Playful, 257
- Playfulness
 - art of models, 234–235
 - football players, 235–237
 - interplay of bold speculation, 237
 - rigor and, 234
- Political science, 12–13, 134, 269
- Preferences, 5–8, 10, 291
 - idiosyncratic, 180
 - individual, 165
 - variable risk, 140
- Prisoners' Dilemma
 - experiment, 208–213
 - game, 209
- Problemistic search, 4, 23, 31–36
- Psychological explanation, 235

- Rational decision process, 6
- Rationality, 4–5, 103
 - alternatives to, 4
 - bounded, 4–5, 45
 - decision-making process, 7
 - technology, 10
- Research and development (R&D), 61–62
- Rigor, 14, 105, 234, 250
- Risk taking, 138–139
- Rules of appropriateness, 183, 188

- Satisficing, 4, 184
- Scholar, 3, 5, 22, 74, 101, 141, 173, 206, 245
- Sense-making, 9
- Sequential attention to goals, 4, 184
- Sevón, G., 6, 9, 202
- Simon, Herbert, 3, 11, 23, 120, 165, 169, 184, 293
- Situation, 8, 10, 65, 100, 102, 150, 174, 184, 194
- Social action, 160
- Spanish–American War, 37–38
- Speculation, 164
- Standard operating procedures, 4, 189
- Structural ambidexterity, 60
- Subjectivist explanation, 235
- Superstitious learning, 7, 28–31, 182, 237

- Teaching, 239–242
- TechCo, 61–62
 - R&D organization, 62
- Technical skills
 - to appreciation, 237–239
- Technology of foolishness, 8–9, 98
 - challenges facing OWIGs, 99–101
 - data to, 126
 - General Motors, 119
 - human bodies in PETA
 - Campaigns, 127–128
 - irrationality and foolishness, 101–103
 - mobilizing irrationality and foolishness, 103–109
 - PETA, 108–117
 - technology of rationality, 118
 - theory of organizational intelligence, 117–118
- Technology of rationality, 118
- Truth, 161–163
 - beauty and, 168–170
 - justice and, 167–168
 - utility of style and sensibility, 173–175

- UC Irvine, 5, 13, 80
- US amphibious operations
 - Marchian themes in, 23
- US Congress, 80–81

- Variance of variance, 152–153

- Wall Street Game, The, 209
- War and Peace*, 14, 22, 174, 239
- “Winner-take-it-all” model, 150
- Writer, 251–253