

# Interpersonal Networks in Organizations

## *Cognition, Personality, Dynamics, and Culture*

This book brings a social network perspective to bear on topics of leadership, decision making, turnover, organizational crises, organizational culture, and other major organizational behavior topics. It offers a new direction for organizational behavior theory and research by drawing from social network ideas. Across diverse research topics, the authors pursue an integrated focus on social ties both as they are represented in the cognitions of individuals and as they operate as constraints and opportunities in organizational settings. The authors bring their twenty years' worth of research experience together to provide a programmatic social network approach to understanding the internal functioning of organizations. By focusing a distinctive research lens on interpersonal networks, they attempt to discover the keys to the whole realm of organizational behavior through the social network approach.

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Mark Granovetter, editor

The series Structural Analysis in the Social Sciences presents approaches that explain social behavior and institutions by reference to relations among such concrete entities as persons and organizations. This contrasts with at least four other popular strategies: (a) reductionist attempts to explain by a focus on individuals alone; (b) explanations stressing the causal primacy of such abstract concepts as ideas, values, mental harmonies, and cognitive maps (thus, “structuralism” on the Continent should be distinguished from structural analysis in the present sense); (c) technological and material determination; and (d) explanations using “variables” as the main analytic concepts (as in the “structural equation” models that dominated much of the sociology of the 1970s), where structure is that connecting variables rather than actual social entities.

The social network approach is an important example of the strategy of structural analysis; the series also draws on social science theory and research that is not framed explicitly in network terms but stresses the importance of relations rather than the atomization of reduction or the determination of ideas, technology, or material conditions. Though the structural perspective has become extremely popular and influential in all the social sciences, it does not have a coherent identity, and no series yet pulls together such work under a single rubric. By bringing the achievements of structurally oriented scholars to a wider public, the Structural Analysis series hopes to encourage the use of this very fruitful approach.

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