English abstract

Meaningful details. Abduction, Learning, and Rationality in Organizations
di *Luca Lanzalaco*

Abduction is a form of logical inference which, even if less known than deduction and induction, is relevant as process as them. By means of abduction a signal or clue is deciphered by means of a new rule. Abduction is based on conjectures or hypotheses and is the basis of scientific and clinic reasoning. The aim of the article is to shown the importance of abductive processes not only for HRO, but in general for the analysis of all the organizations operating in contexts characterized by radical or genuine uncertainty. Four forms of abduction are distinguished on the basis of their increasing creative content: rule linking, rule selecting, rule seeking and rule generating. The article shows that a contradiction exists between the imperative of semantic (or substantive) rationality which, in front of new signals, leads organizations to explore new strategies and those of syntactic (or formal) rationality which is much prone to react to clues by means of cognitive precaution and behavioral rigidities. Then, article analyzes the implications of this dilemma for organization design in social, economic and technological environments becoming more and more uncertain.

The two dimensions of stress and well-being
di *Matteo Togni*

The aim of this work is to analyze the Classical theoretical models based on the relationship between stress and well-being with a special focus on some limits of interpretation, concerning short and long term learning processes. Furthermore, this study underlines the possibility that stress and well-being coexist.

Classical theories, are based on monodimensional models which set reality along a continuum from stress to well-being. This work suggests that stress and well-being are independent of each other, for this reason a bidimensinal model is argued. Each dimension may be located in a bipolar scale (eustress vs. distress; well-being vs. malaise). Interaction between the two creates a new interpretative map of their relationship.

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Only in exceptional situations interaction between stress and well being may follow ways mentioned in Classical studies. In normal situation the two coexist alternating in time and social space.

As suggested in many studies, between stress and well-being there is a low correlation. Bidimensional model gives a theoretical frame to understand this relationship and help to explain events and situation of life as individual, group or organization.

Design, creativity and innovation in business network of Made in Italy
di *Laura Lucia Parolin*

This article aims to contribute at the flourishing debate on innovation networks and focuses the attention on the interaction work among designer, enterprises and handicraft suppliers. The central argument is that product innovation, within manufactory networks, is emergent from the relation among knots of the same network. Innovation takes shape in craftsmen's practices and is embedded in collaboration practices among firms, designers and craftsmen suppliers. It is in these collaboration practices that new material articulations emerge and the new object takes the final configuration. The new object articulation is a recursive process made by experimentation and exploration that involve practical manipulations, reflexive thought (Sennett, 2008; Yaneva, 2004) and aesthetical judgment (Strati, 1999; Parolin, 2010). This process implies: an active involvement on the "object of work"; the use of the "project" as "thing" (Brown 2001; 2005); the use of artefacts that compose the "project" as reference to evaluate new solutions; the circulation of temporary objects and the face-to-face interactions among actors of the network.

Reconsidering social reporting processes: an analysis of critical issues and opportunities
di *Paolo Rossi*

The article tackles the issue of the meaning attached by organizations and their stakeholders to social reporting practices. Though social accountability may be thought of as a mainstream and institutional phenomenon in many sectors, a variety of organizations and their stakeholders are acknowledging some growing difficulties in defining the possible and effective uses of social reports: these difficulties may be related to the complexity of sense-making and sense-giving dimensions of social accountability processes. A theoretical reflection is proposed for identifying the factors which lead to these difficulties, that implies a reconfiguration of social reporting practices. Six elements emerge as critical points of social reporting activities: their controversial ethical and idelogical background; the unclear definition of institutional and normative requirements; some excessive expectations about the potentialities of social report for the improvement of the relationships between organizations and stakeholders; the difficult sustainability of reporting processes (especially in the perspective of stakeholder engagement); the risks of auto-communication embodied in communicative processes of disclosure; the technical and methodological complexity of reporting processes as outlined by reporting guidelines. Some suggestions to overcome these difficulties and developing alternative configurations (in methodological and semantic terms) are then proposed.

Pyrotecnichs: Wildfire as work practice
di *Silvia Bruzzone*

Knowledge is a core element of public policies on risks. Risks and knowledge are strictly bidden mainly through information systems tracing the characteristics of the risk at stake, its dynamics and as support to built interventions. The knowledge of risk is reformulated in this work not as aprioristic knowledge provided by the instrument but as knowledge produced in its situated use with other elements of the contexts. Based on a wildfire forecast system, the author's analysis focuses on how these dispositives are used by contextual users in the daily practice of risk prevention and management. It is through daily practices of use of the instrument that the risk becomes visible, accountable and workable. Risks would be then analyzed not as given but rather as emerging from contextual work practices.

Keywords: knowledge, risks, work practices, wildfire

If my boss only…what one needs from the boss
di *Renato Tagiuri, Alessandro Sinatra*

How should people be guided so that they can perform at their best? It seems to us that the problem is not how to motivate people to work better, but to manage to lead the whole person so that he/she does better work. This involves more than "motivation" such as an understanding of the job, of its purpose, of the situation, skills, trust. The effectiveness of personnel depends largely on how it is "managed" or on how it is "guided." These two modes refer to a deep difference in the relationship between superior and subordinate. To manage or "to lead by hand" places the manager in a superior position to the managed. This means obedience rather than initiative, following the rules rather than responding creatively to problems. To guide means to show the way to an objective and let the individual proceed in his/her own way. No single formula or style can guarantee effective management of people, yet according to our subjects there is a set of behaviors that lead to the best performance. The behaviours described, while basic, can be expressed in a variety of styles appropriate to specific situations. The adoption of the essential behaviours cannot occur quickly, as it requires not only a particular mindset by managers but also the willingness, capacity, tolerance. Utilization by the collaborators also may require time to learn to benefit of such behaviors on the part of their superiors. Finally this paper is not on "good" leadership of men and women; its only aim to describe what subordinates regard as essential behavior by their boss to enable them to do their best work. We make no attempt to relate our results to performance, although there may be one.