

ONLINE COUNTERPOINT 2.9

Recall from Chapter 1 that goals are not given but are established and maintained through a process of political contestation and multiple parties or 'stakeholders' struggle to pursue their priorities and to ensure that these become institutionalized in organizational goals.

ONLINE COUNTERPOINT 2.10

It is worth emphasizing that goals are not only multiple and conflicting but also often ill-defined and indeed difficult to define in any coherent or meaningful way. How goals are defined and prioritized is then a matter of negotiation between people who are in a position to exert more or less influence over what is measured and how it is measured. For example, there may be resistance by top managers to the measurement of employee job satisfaction if it is anticipated that it will be detrimental for corporate image and ultimately for recruitment and retention. The fact that it is usually the top management that identifies and prioritises the goals, often with their credibility in the eyes of investors in mind, is suggestive of what goals will be emphasized.