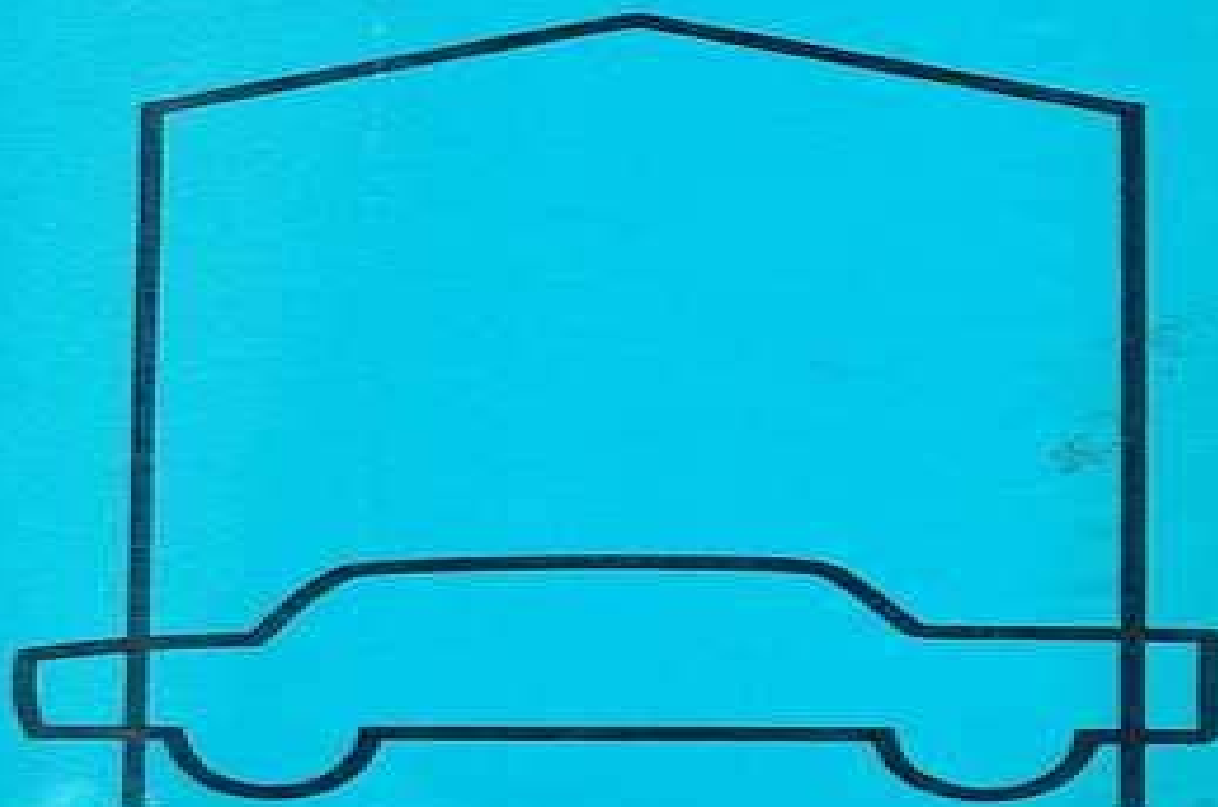


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THE BRITISH BUSINESS ELITE

Its Attitudes to
Class, Status and Power

JOHN FIDLER



British Business Elite Its Attitudes To Class Status And Power

Michael Roper



British Business Elite Its Attitudes To Class Status And Power:

The British Business Elite John Fidler, 2024-11-01 First published in 1981 The British Business Elite is a study of the attitudes to class status and power of top businessmen in Great Britain based upon first hand interviews with chairmen chief executives and other directors of Britain's largest industrial banking and insurance companies men of genuine wealth and power Dr Fidler produces important empirical data in a field of study which has been plagued with problems of access a field in which much of the theory has been based on assumptions The book includes a careful examination of the background and career of those interviewed a discussion of the way in which businessmen see the objectives of their companies particularly relevant to the long standing debate over the ownership and control of corporations their views of class and status and of the power of businessmen in Britain Finally Dr Fidler considers the implications of the research for future theory and investigation

The British Business Elite John E. Fidler, 1981-01-01 **The British Business Elite** John Fidler, 2024-11-01 First published in 1981 The British Business Elite is a study of the attitudes to class status and power of top businessmen in Great Britain based upon first hand interviews with chairmen chief executives and other directors of Britain's largest industrial banking and insurance companies men of genuine wealth and power Dr Fidler produces important empirical data in a field of study which has been plagued with problems of access a field in which much of the theory has been based on assumptions The book includes a careful examination of the background and career of those interviewed a discussion of the way in which businessmen see the objectives of their companies particularly relevant to the long standing debate over the ownership and control of corporations their views of class and status and of the power of businessmen in Britain Finally Dr Fidler considers the implications of the research for future theory and investigation Masculinity and the British Organization Man since 1945 Michael Roper, 1994-01-20 The post war period is often regarded as a time when Britain underwent its managerial revolution the family firm and the gentleman amateur giving way to the large bureaucracy and the trained management expert Yet the conception of modern management as an objective process could hardly be further from the truth Drawing on detailed life history interviews with the post war generation of organization men this study explores the intimacies that operate among men in management It argues that despite the rise of professional management relations between managers continue to function in highly subjective ways The pleasure of technical innovation or of seeing a new product through to the market the mixture of rivalry and patronage that surrounds management succession the hard bargaining of industrial relations at every level managerial functions involve the dramatization of emotions among men By challenging the enduring myth of the rational organization man this book sheds new light on gender segregation in management It argues that the exclusion of women from senior positions cannot be understood simply as the outcome of unprofessional practices A focus on the emotional relations between male managers reveals the psychic dimensions of exclusionary behaviour An emotional economy flourishes among men in management but its workings have been hidden by

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failures and also their potential to add value to organizational performance through involvement in the strategy process and through building relationships with key investors. Despite the importance of these issues not only to organizations but also arguably to national competitiveness the nature of board activity remains largely a black box clouded by prescriptions, prejudices and half truths. This book responds to calls for greater scrutiny of boards of directors with an in depth examination of directors of UK organizations drawing on the accounts of directors themselves as to their roles, influence and the potential and limits to their power. Much work on boards of directors has labelled the board as a rubber stamp for dominant management and non executive directors in particular have been variously described as poodles, pet rocks or parsley on the fish. Such accounts are rooted in assumptions of board activity that are essentially adversarial in nature and that the solution to the problem of reconciling the interests of managers with those of shareholders is to increase the checks and balances available to the board of directors. The findings of this study show that boards in many cases are far more than passive rubber stamps for management and that non executives are encouraged to act as trusted advisers to the executives and the chief executive rather than solely monitors of executive activity. Boards are important mechanisms in maintaining the strategic framework of the organization through setting the boundaries of organizational activity. The potential of the board members in particular the non executives to fulfil such a mandate depends on a number of factors including ability, willingness to engage with the organizational issues and the degree of knowledge they have relevant to the host firm. Above all the degree of trust built between members of the board and between the board and key external constituencies is at the heart of effective board behaviour.

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