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**David M. Boje (Edt.), *Organizational Change and Global Standardization - Solutions to Standards and Norms Overwhelming Organizations*, Routledge, 2015, 314 pp. \$93 Hardcover.**

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## Book Review

**M**ultitude of attempts to create a universal standard by generating new set of regulation or extending existing standard forms fractal-standard series that involves firms' adjustment to turbulent environments. Although norms and standards are produced by a system of linear equations the exorbitant increase of standards and norms leaves organizations in chaos of conflicting rules and regulations that cannot be solved through linear relationships. Fractal-standards series build rhizome of centrifugal erratic fractals that interfere with organization's normal functionality and engender change fatigue.

"*Organizational Change and Global Standardization*" uses fractal theory and analytics to probe the fractal patterns of normalizing and standardizing process in four wings of Tetra normalizing including Economy and Accounting, Trade, Ecology and Quality, and Social and Cultural practices. It surpasses the metaphorical and simulation modeling application of fractals and employs Tetra normalizing and fractal storytelling to suggest a position of analysis beyond the linear system that generates norms and standard.

In response to the problem of fractal-standard series "*Organizational Change and Global Standardization*" introduces the concepts of *normalizing-fractal* and *Tetra normalizing*. *Normalizing*, in this book, is described as a process of inspecting and resolving power and conflict relationship spirals. Accordingly, *Tetra normalizing* is described "*as the in-between stage of negotiations*" of power and conflict spirals in four wings of EA, T, EQ, and SC. *Normalizing-fractals* are also introduced to oppugn the virus of universal standard seeking fractal-standards. *Normalizing-fractals* are series of normalizing processes of negotiation and change among stakeholders that remain unfinalized and unfinished episodes of power and conflict spirals. Centrifugal forces of *normalizing-fractals* interact and intra-act in four wings of *Tetra normalizing*. Fractal storytelling processes analyze intermingling fractals and illuminate the unfinalized interaction.

Boje and his colleagues develop a distinct methodology to answer the recondite problem of organizational change and global standardization in sixteen chapters that address change fractals in economy and accounting, trade, social and cultural responsibility, and ecology and quality discourses. A broad spectrum of examples from simple analogy of movies and novels to intricate cases of global institutions

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and legislator committees, from Neo in Matrix movie to ISO and IRB standard-setting bodies, is provided to illuminate these abstruse constructs and novel methodology.

*“Organizational Change and Global Standardization”* is a noble book that proposes unique insights to the study of change management. It initiates distinctive methodologies that study the dynamic system of constant change in-between-ness of transforming spiral and interacting fractals, offers a comprehensive set of examples across multiple functions, manifold standards, and various countries of origins, and applies qualitative contextualize methods of analysis to areas such as accounting that is formerly considered purely quantitative subject. These contributions envision that change management discourse experience a dialogism of different modes of inquiry in near future.



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