CONTENTS

	knowledgements	xi
About the cover		xii
Pre	face: The 'highest law'	xiii
1	Deconstructing the welfare state: undoing 'one of the greatest achievements in history'?	1
2	Deconstructing the NHS: the changing roles of junior and middle managers	13
3	Exploring NHS work: a Critical-Action perspective	28
4	Ready to do business: management and organizational change in an acute trust	42
5	Contested culture: managerial work in an ambulance trust	74
6	Staying afloat: negotiating change at a mental health trust	106
7	When organizations disappear: deconstructing management at a primary care trust	137

x Contents

8	Managing the impossible: the challenges of organizational			
	change in the NHS			176
Aft	erword			
			191	
-	References			193
Ind	ex			205