



ARTICLES

Invited article

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THIRTY YEARS: LIFE, READING AND THE WRITTEN WORD WITH RAE

Trintena: Uma trajetória de vida, leitura e escrita com a RAE

Trintena: Una trayectoria de vida, lectura y escritura con la RAE

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ABSTRACT

The article is a report on the researcher's career path and her activities in relation to RAE over the last 30 years. It presents the main works she has published, her interaction with colleagues and the importance of this path. This is a recollection whose aim is to inform and, who knows, to inspire young researchers.

KEYWORDS | Organization studies, career path, editorial work, academic writing, recollection.

RESUMO

O artigo relata a trajetória da pesquisadora e sua atuação a partir da RAE nos últimos 30 anos, apresentando os principais trabalhos publicados, sua interação com colegas e a importância desse percurso, compondo uma memória que tem como objetivo informar e, quem sabe, inspirar, jovens pesquisadores (as).

PALAVRAS-CHAVE | Estudos organizacionais, trajetória profissional, trabalho editorial, escrita acadêmica, memória.

RESUMEN

El artículo relata la trayectoria de la investigadora y su actuación a partir de la RAE, en los últimos 30 años. Al presentar los principales trabajos publicados, su interacción con colegas y la importancia de este camino, compone una memoria que tiene como objetivo informar y, quién sabe, inspirar a los jóvenes investigadores.

PALABRAS CLAVE | Estudios organizacionales, trayectoria profesional, labor editorial, escritura académica, memoria.

My first contact with *RAE-Revista de Administração de Empresas* was during my undergraduate course, around 1991. At the time I was studying Organizational Behavior, which was taught by Professor Cecília Bergamini in the Administration course at School of Economics, Business and Accounting of the University of São Paulo (*Faculdade de Economia, Administração, Contabilidade e Atuária, Universidade de São Paulo [FEA-USP]*), who indicated a piece of her own work *Motivação: mitos, crenças e mal-entendidos* [Motivation: myths, beliefs and misunderstandings] (Bergamini, 1990). From reading this text I became captivated by the issue of subjectivity in organizations, which is something that would run through my entire career and reach its peak in 2016 when I completed my theoretical education in psychoanalysis at the Psychoanalytic Circle of Minas Gerais (CPMG). *RAE* would become a part of my professional life for the next 30 years, which is half of my existence, since the journal is completing 60 years in 2021: its history in this period is entwined with my own story, because I have been a reader, reviewer, author, assessor, associate editor, translator, organizer and participant in forums, and always present when the journal introduced its editorial innovations.

In 1993, as a monitor on the Administration course, I spent hours in the library photocopying indices of journals and reading abstracts, which was our way of doing research at the time. Among these journals was *RAE*: FEA-USP had a complete collection, and I derived a lot of pleasure from immersing myself in those volumes, which were filled with knowledge and new challenges. In 1995, as a recent graduate and studying for my Master's in Public Administration at Business Administration School of São Paulo (*Escola de Administração de Empresas de São Paulo da Fundação Getúlio Vargas [FGV EAESP]*), I used to study the texts of Luiz Carlos Bresser-Pereira (1983, 1992) and the work of my supervisor, Professor Peter Kevin Spink on the Public Management and Citizenship Program (1995-2005); what I read and the experiences I had were the foundation of my Master's dissertation (Paula, 1998a).

That same year, I started my career as a teacher of General Theory of Administration at *Faculdade de Tecnologia (Fatec)*, which was associated with São Paulo State University (*Universidade Estadual Paulista [Unesp]*). When putting together the bibliography for the subjects I was teaching, I systematically explored the pages of *RAE*, from which I selected such classic texts as:

- *A teoria da administração é uma ideologia?* [Is the theory of administration an ideology?] by Maurício Tragtenberg (1971);
- *Fordismo, toyotismo e volvismo: os caminhos da indústria em busca do tempo perdido* [Fordism, Toyotism and Volvoism: the paths of industry in search of lost time], and *Mudança organizacional: uma abordagem preliminar* [Organizational change: a preliminary approach], by Thomaz Wood Jr. (1992a, 1992b);
- *Controle social nas organizações* [Social control in organizations], *O poder disciplinar nas organizações formais* [Disciplinary power in formal organizations], and *As empresas e a transmissão de ideologias* [Companies and the transmission of ideologies], by Fernando Prestes Motta (1979, 1981, 1992).

One of the textbooks I used in the subjects I taught was *Introdução à Organização Burocrática* [An Introduction to Bureaucratic Organization] (Motta & Bresser-Pereira, 1986), so I can say that Maurício Tragtenberg, Fernando Prestes Motta, Peter Kevin Spink and Luiz Carlos Bresser-Pereira had great influence on my early career as a researcher and teacher.

In the midst of so much reading, in 1996 I still found the opportunity to write. The a small announcement on the pages of *RAE*, indicating that the journal was recruiting reviewers, caught my eye, and I volunteered to do this work. The editorial board sent me a book to review entitled "Third age careers: meeting the corporate

challenge”, by [Burnow and Fox \(1994\)](#). I prepared my review, which resulted in the pleasure of seeing my own work published for the first time in the pages of an academic journal - and I was starting in the prestigious *RAE* (Paula, 1996)! What I did not suspect at the time was that this would be the beginning of a series of reviews that I would write for the journal:

- *The End of Work*, by [Jeremy Rifkin \(1996\)](#) (Paula, 1998b);
- *The Corrosion of Character*, by [Richard Sennett \(1999\)](#) (Paula, 2000);
- *Runaway world*, by [Antony Giddens \(2000\)](#), and *Por uma outra globalização* [For another globalization], by [Milton Santos \(2000\)](#) (Paula, 2001a);
- *Vida psíquica e organização* [Psychic Life and Organization], by [Fernando Prestes Motta & Maria Ester de Freitas \(2000\)](#), and *Gestão com pessoas e subjetividade* [Managing with people and subjectivity], by [Eduardo Davel & Sylvia Constant Vergara \(2001\)](#) (Paula, 2001b).

These last two are double critical reviews, which were the result of challenges posed by *RAE*'s editorial board. A little later, I would review books by colleagues in the field, such as [José Henrique de Faria \(2004\)](#) (Paula, 2004a), [Martin Parker \(2002\)](#) (Paula, 2004b) and [Keinert, Rosa, Meneguzzo \(2006\)](#) (Paula, 2007).

I finished my Master's degree at FGV EAESP in 1998 and started my PhD in Social Sciences at Institute of Philosophy and Human Sciences of the University of Campinas (*Instituto de Filosofia e Ciências Humanas, Universidade Estadual de Campinas [IFCH-Unicamp]*) in that same year, when I continued exploring the Organizational Theory and Public Administration areas. A little earlier, in 1997, I had returned from a trip to California with a copy of the Handbook of Organization Studies ([Clegg, Hardy, & Nord, 1996](#)), which I purchased in the Stanford University bookstore. In that same year I took part in the meeting of the National Association of Post-Graduation & Research in Administration (*Encontro da Associação Nacional de Pós-Graduação em Administração [EnANPAD]*), for the first time, and came across Professor Miguel Caldas from FGV EAESP, and other colleagues who were arranging to have this book translated, including Brazilian texts with comments, which would be released in three volumes ([Caldas, Fachin, & Fischer, 1998, 2001, 2004](#)). My interest in the Organizational Studies field and in critical studies increased a lot during the period, and some of the texts published by *RAE* helped me with this:

- *Antropofagia organizacional* [Organizational cannibalism] ([Wood & Caldas, 1998](#)), which was my first contact with the thinking of [Alberto Guerreiro Ramos](#);
- *Organizações de simbolismo intencional* [Intensively symbolic organizations] ([Wood, 2000](#)), which provided me with references by Guy Debord and other authors who would leave their mark on critical management studies ([Mats Alvesson, Gibson Burrell & John Hassard](#));
- Fads and fashions in management ([Wood & Caldas, 2000](#)), which introduced me to the notion of managerial fads, which was explored by [Eric Abrahamson](#).

In 2000 I was living in Rio de Janeiro and attended Brazilian School of Public and Business Administration (FGV EBAPE), where I took a course given by Professor Fernando Tenório in the graduate program on critical theory, when I had the opportunity to systematically read the work of [Maurício Tragtenberg](#) and [Alberto Guerreiro Ramos](#), as well as classic texts from the Frankfurt School. As my final work of this course, I wrote an essay entitled “*Tragtenberg revisitado: as inexoráveis harmonias administrativas* [Tragtenberg revisited: inexorable administrative

harmonies], which was presented at the ANPAD meeting in that same year, and published a little later in the Brazilian Journal of Public Administration (*Revista de Administração Pública [RAP]*) (Paula, 2002a).

That year I met Professor Thomaz Wood Jr. from FGV EAESP. I was going to the ANPAD meeting and I had a stopover in São Paulo. I boarded my flight for Florianópolis and totally by chance I sat next to Professor Wood, whom I already knew because of his articles in *RAE*. To my surprise, he had read my text and was going to be one of the speakers in the session in which I was going to take part. This meeting started a partnership that lasted for some years and that was based on research we did on management fads, known as pop-management. Also at this ANPAD meeting, I had my first contact with Professor José Henrique de Faria, who watched my presentation, and with Professor Rafael Alcadipani, who started his academic career working in the field of critical studies in Administration, in an intense cooperation with Professor Fernando Prestes Motta.

The article on Tragtenberg was very well received by the community at this ANPAD meeting, and by chance, Professor Thomaz Wood Jr. was just starting out as Editor-in-Chief of *RAE*. My summarization of Tragtenberg's thinking was timely, because *RAE* was organizing some posthumous tributes to him, and a forum to discuss his academic contribution. So I was invited to write a reflection for *RAE Documento*, which was published in Volume 41, Number 3, "Tragtenberg and the resistance of criticism: research and teaching in Administration today" (Paula, 2001c), alongside texts by Antonio José Romera Valverde, Fernando Prestes Motta and José Henrique de Faria. I believe that in 2001 we also had the opportunity to welcome Professor Fernando Prestes Motta to FGV EBAPE for a lecture on Maurício Tragtenberg, which was a great honor for me, since he made several references to the article I had presented at the ANPAD meeting in 2000.

If I remember correctly, it was also in 2001 or 2002 that I became an assessor and associate editor of *RAE*. In this position, and in partnership with Peter Pelzer, I organized the Theater, Cinema and Organizations Forum (Pelzer & Paula, 2002), with invited articles. I also translated two texts into Portuguese that went to make up this collection (Höpl, 2002; Pelzer, 2002), something I would do on other occasions (Ford et al., 2003; McKinley, Mone, & Moon, 2003). As an assessor, I helped many authors find ways of improving their texts and, in fact, I received the *RAE* Assessor of the Year award in 2003.

The year 2002 also marked the first appearance of *RAE-Eletrônica*, an independent edition that published issues for nine years until 2010, when the trend of digital editions became predominant and most journals stopped producing printed editions. To encourage the initiative of electronic editions, I submitted an article that dealt with moral harassment and the view of Herbert Marcuse, "Eros and narcissism in organizations" (Paula, 2003a), which was approved and published in the second volume of the journal. In 2004, Professor Rafael Alcadipani and I (Paula & Alcadipani, 2004) were invited by *RAE-Eletrônica* to organize the invitation to submit articles for the Critical Studies in Administration Forum, which complemented a spirited debate in the field of Organizational Studies at the time.

In 2002, *GV-Executivo* also appeared for the first time, and is still being published today. As an associate editor of *RAE* I was also encouraged to help with the publication, using language that was more appropriate for a business audience. I participated as an author in the first issue of the journal, with the text "Globalization questioned", a new review of the book by Milton Santos, *Por uma outra globalização* [For another globalization] (Paula, 2002b). I also collaborated with the text *Entre o desencanto e a rebeldia* [Between disenchantment and rebellion], when I addressed the dilemmas of training administrators (Paula, 2003b), and after with a review of the book by Richard Sennett (2003), Respect (Paula, 2003c).

I finished my doctorate in Social Sciences at IFCH-Unicamp in 2003, where I was supervised by Professor Reginaldo Moraes, and started a post-doctoral course at FGV EAESP under Professor Fernando Prestes Motta. At that time I was preparing the original texts of my thesis for a book that was going to be published by the FGV publishing house: *Por uma nova gestão pública* [For a new public management] (Paula, 2005a). I was also finishing a cycle of research on pop-management with Professor Thomaz Wood Jr., which led to several publications, including a text on Brazilian professional MBAs, which was accepted by RAE (Wood & Paula, 2004). I was also starting post-doctoral research on production in critical Brazilian and international Organizational Studies, as well as on critical Brazilian thinkers, with a particular emphasis on Maurício Tragtenberg and Alberto Guerreiro Ramos.

Unfortunately, Professor Fernando Prestes Motta died in 2003, a few months after our partnership began, and I finished my post-doctoral work being supervised by Professor Peter Kevin Spink. In 2005, I had the opportunity to pay a posthumous tribute to Professor Motta in the journal, *Organizações & Sociedade* (O&S), with a brief text that discussed his attempt at adopting a psychoanalytic approach to organizations (Paula, 2005b), and publish a co-authored work on middle age, individuation and organizations, based on Jung (Motta & Paula, 2005).

In 2005, with the publication of the book *Por uma nova gestão pública* (Paula, 2005a), I submitted a summary text of the work to RAE, *Administração Pública brasileira entre o gerencialismo e a gestão social* [Brazilian Public Administration between managerialism and social management] (Paula, 2005c), which, when approved, was accompanied by a proposal to hold a debate, with Professor Luiz Carlos Bresser-Pereira (2005) as opposer, and with my rejoinder (Paula, 2005d). This, is, perhaps, one of the most cited articles of my academic career, and it was an honor to have this exchange with Bresser-Pereira, who over the years has held a position that is very similar to the one I was arguing at the time: the fundamental importance of social participation in public management.

It was also in 2005 that, after passing a public admission examination, I became an Associate Professor in the School of Economic Sciences (FACE) of the Federal University of Minas Gerais (*Universidade Federal de Minas Gerais [UFMG]*), where I remain until today. I would also work in the Center for Research & Graduate Studies in Business Administration (*Centro de Pós-Graduação e Pesquisas em Administração [Cepead]*), after spending ten years teaching at *Fatec* and other private universities, such as *Universidade Paulista* (UNIP) and the Pontifical Catholic University of Campinas (*Pontifícia Universidade Católica de Campinas [PucCamp]*). In 2006 the third special edition of RAE - Minas Gerais was being organized, and I had the opportunity to contribute with the text *Pedagogia crítica no ensino em Administração: desafios e possibilidades* [Critical teaching in Administration education: challenges and possibilities] (Paula & Rodrigues, 2006), the result of a partnership with Professor Marco Aurélio Rodrigues in research we carried out with the Specialization Course in Strategic Management (CEGE), which had been awarded in that same year with the award for Best Work in the Administration Research Education Division at ANPAD.

Between 2003 and 2006 I worked on my postdoctoral research, which resulted in various articles being published in Brazilian journals and also a book, *Teoria crítica nas organizações* [Critical Theory in Organizations] (Paula, 2008). Another result of this research was my last publication in RAE, which was carried out with the team I was working with at the time, *A tradição e a autonomia dos Estudos Organizacionais críticos no Brasil* [Tradition and autonomy in critical Organizational Studies in Brazil] (Paula, Maranhão, Barreto, & Klechen, 2010), which complemented the work of Professors Eduardo Davel and Rafael Alcadipani, *Os estudos críticos em Administração nos anos 90* [Critical Studies in Administration in the 1990s] (Davel & Alcadipani, 2003), by including a survey of articles that were also published in the 1980s, outlining the influence of authors such as Maurício Tragtenberg and Alberto Guerreiro Ramos on production in Brazil.

Between 2003 and 2012 I continued to make a statement about the need for epistemological heterodoxy in critical Organizational Studies and for valuing Brazilian thinkers (Paula, 2009). Based on a productivity survey for CNPQ about Administration courses in Brazil, I also published one of my favorite books, based on the thinking of Walter Benjamin: *Estilhaços do real: o ensino da Administração na perspectiva benjaminiana* (Paula, 2012). My career continued being linked to RAE because it was thanks to the RAE Classics series, which was organized by Professor Miguel Caldas and that addressed the issue of paradigms in the organization field, that I was able to analyze the influence of Sociological Paradigms and Organizational Analysis (Burrell & Morgan, 1979) in Brazil, while the area was being consolidated as a division in ANPAD, with the National Meeting of Organizational Studies (ENEO), which was created in 2000, and the Brazilian Society of Organizational Studies (*Sociedade Brasileira de Estudos Organizacionais [SBEO]*) in 2011.

This RAE Classics series was composed of presentation texts, which introduced classic articles about the “paradigm” in question:

- *Paradigmas nos Estudos Organizacionais: uma introdução à série* [Paradigms in Organizational Studies: an introduction to the series] (Caldas, 2005);
- *Paradigma funcionalista: desenvolvimento de teorias e institucionalismo nos anos 1980 e 1990* [The Functionalist Paradigm: theory development and institutionalism in the 1980s and 1990s] (Caldas & Fachin, 2005);
- *Paradigma interpretativista: a busca da superação do objetivismo funcionalista nos anos 1980 e 1990* [The Interpretativist Paradigm: the search to overcome functionalist objectivity in the 1980s and 1990s] (Vergara & Caldas, 2005);
- *Teoria crítica e pós-modernismo: principais alternativas à hegemonia funcionalista* [Critical theory and post-modernism: alternative principles and functionalist hegemony] (Vieira & Caldas, 2006).

This material offered me what I needed for the reflections that would result in my book *Repensando os Estudos Organizacionais: por uma nova teoria do conhecimento* [Rethinking Organizational Studies: for a new theory of knowledge] (Paula, 2015), which was published by FGV’s publishing house, and which resulted from the thesis I wrote for the public employment entrance exam for my full professorship at FACE-UFMG in 2012. In the book I undertake a critique of Burrell and Morgan’s (1979) diagram of paradigms and present a circle of epistemic matrices as an alternative. Influences drawn from the course in psychoanalysis I took at CPMG, an approach that has influenced my career since 1991, were also very present, and generated the Freudian-Frankfurtian approach that I discuss in the book.

At the same time, a search for the resignification of management and a retrieval of its centrality in the field of Organizational Studies were the result of the seminar I also presented in this entrance exam, and which resulted in the book *Gestão dialógica e tecnologias colaborativas* [Dialogical management and collaborative technologies], which I wrote in partnership with Professor Mariana Mayumi (Paula & Mayumi, 2018). Along the same line as the recommendations I make with the circle on epistemic matrices, interlocutions between different epistemologies, I rectify my interlocution with post-structuralism in my most recent article: *Aproximações entre Michael Foucault e a Escola de Frankfurt: por uma abordagem pós-crítica radical para os Estudos Organizacionais* [Approximations between Michael Foucault and the Frankfurt School: for a radical post-critical approach to Organizational Studies] (Paula, 2020).

With the permission of the reader, this look at in my own professional life was necessary for understanding what *RAE* represented in my career as a young researcher. Reader, reviewer, author, assessor, translator and associate editor, as I have already mentioned, my roles were many, and I was always present at times when this journal was innovating. In these thirty years, the last ten have been a hiatus in my collaboration with *RAE*, because I have only been an assessor for it. The structural changes in Brazilian journals because of internationalization and the acceleration in the flow of submissions, have created more barriers to publications and significantly increased the number of articles rejected via the desk review, so that despite the pressures of the productivist environment, I have felt encouraged to dedicate myself to writing the books I mentioned here. My return to the pages of *RAE* in 2021 was marked by an invitation from the Editor-in-Chief, Professor Maria José Tonelli, to contribute to this commemorative edition of 60 years in order to inspire young researchers, in recognition of my constant collaboration with *RAE*. It was an invitation I was delighted to accept.

RAE has undoubtedly made all the difference in my professional life, because it is where I learned to read, write and edit critically. I am immensely grateful for the opportunities I had and for recognition of my merits, which made it possible for me to see my name placed alongside researchers for whom I have great respect and admiration, and to move from being a reader to a co-author, debater and partner. I really hope that not only *RAE*, but all Brazilian journals will find a way to resist in the face of the new scenario in Brazil for producing scientific articles, as it will be a victory to continue seeing innovation and editorial boldness being perpetuated, as well as seeing texts by talented young researchers become classics, as they develop over time and give us news of their intellectual and academic improvement.

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AUTHOR'S CONTRIBUTION

The author states that she undertook all stages in the study's development, from its conceptualization and theoretical-methodological approach, and the theoretical review (of the literature) to the writing and final wording of the article.