Table of Contents

Acknowledgements 11

A word of thanks 12

Introduction 15
An anthropological perspective 17
A closed community 17
Tension and contrast 18
A linguistic perspective 18
An interdisciplinary perspective 18
Notes 19

Dramatis Personae 21

Chapter 1 Entering the field 23
1.1 Introduction 24
1.2 From the perspective of the participants 26
1.2.1 Frame analysis: introduction 26
1.2.2 Frame analysis: the e-mail message 28
1.2.2.1 Mind your language 28
1.2.2.2 Native speaker 28
1.2.3 Frame analysis: an initial instance of interaction 33
1.2.3.1 Humor and incongruity 35
1.2.3.2 Pleased to meet you 36
1.2.3.3 Well, nothing really 37
1.2.4 Conclusion 39
1.3 From the perspective of the researcher 40
1.3.1 Introduction 40

1.3.2 Preconceptions about participation 40
1.3.3 Confronting context 42
1.3.4 The decisiveness of the field 43
1.3.5 Conclusion 48
Notes 49

Chapter 2 The ritual role of the meeting 53
2.1 A two-dimensional perspective 54
2.2 Ritual regularity 55
2.3 Standards of seating 58
2.3.1 Introduction 59
2.3.2 Ritual initiation 60
2.3.3 Status contest 62
2.3.4 Cross-cultural perspective 66
2.3.5 Spatial arrangement of offices 67
2.3.6 The meeting table 69
2.3.7 Seating strategies 69
2.3.8 Areas of central importance 72
2.3.9 Semi-peripheral positions 73
2.3.10 Peripheral positions 75
2.4 Connectedness and cohesion 77
2.5 Conclusion 80
Notes 81

Chapter 3 Legitimizing power through ritual 87
3.1 Introduction: controlling the social system through ritual 88
3.2 Enacting power: constructing and legitimizing a position of authority 89
3.2.1 Anthropology and Appraisal allied: a two-pronged approach to power and political performance 89
3.2.2 Tracing the anthropological roots of SFL 93
3.2.3 Appraisal: a brief outline 95
3.2.3.1 Introduction 95
3.2.3.2 Attitudinal positioning 95
3.2.3.3 Dialogical positioning 97
3.2.3.4 Graduation 100
3.2.4 Linguistic-descriptive analysis of the interview 101
3.2.4.1 Introduction 101
3.2.4.2 Analysis 103
3.2.5 Content analysis of the interview 108
3.2.6 Conclusion 111
3.3 Acting upon power: validating the norms 112
3.3.1 Introduction 113

3.3.2 Divergent evaluations 113
3.3.3 Echoes of the projected ideology 114
3.3.4 The truth of the performance 115
3.3.4.1 Cohesion versus competition 115
3.3.4.2 Opportunity versus obligation 116
3.3.4.3 Two monologues do not make a dialogue 118
3.3.4.4 Our meeting versus *his* meeting 119
3.3.5 Cover-up operation 119
3.3.6 Conclusion 122
Notes 123

Chapter 4 Staging a team performance 127
4.1 Introduction 128
4.2 Goffman's dramaturgic metaphor 129
4.2.1 Introduction 129
4.2.2 Front 129
4.2.3 Idealization 131
4.2.4 Back region and front region 131
4.2.5 Team performance 131
4.3 Rule as role: the Ambassador's differentiated role playing 132
4.3.1 Director of the performance 132
4.3.1.1 Introduction 132
4.3.1.2 Announcing the team's line 133
4.3.1.3 Collective address 136
4.3.1.4 Sanctioning 137
4.3.1.5 Rewarding 139
4.3.2 Central player 141
4.3.2.1 An acclaimed soloist 141
4.3.2.2 Enacting a central position in a network of relations 141
4.3.2.3 An actor and comedian 142
4.3.2.4 Protagonist versus antagonist 145
4.3.3 Conclusion 146
4.4 Role allocation, role negotiation and status contest 147
4.4.1 Allocating the parts 148
4.4.2 Vying for status 153
4.4.3 Conclusion 155
Notes 156

Chapter 5 Conclusion 159
Ethnography: a method or a mode of knowing? 162
Participant observer or observer as participant? 163

A text-oriented or a participant-oriented approach to discourse analysis? 163
An instrumental or a symbolic purpose of meetings? 164
A "solidarity-based system" or a "power-based system"? 165
Backstage or frontstage? 167
Notes 168

Appendices 171

Appendix 1: Official request for permission 172

Appendix 2: Transcription glossary 174

Appendix 3: Organisation chart 175

Appendix 4: List of figures 177

References 179