

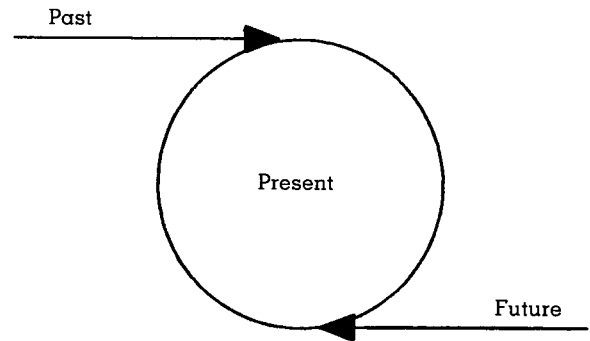
DIALOGUE

"Taking Time to Integrate Temporal Research": Some Comments

Ancona, Okhuysen, and Perlow (2001) present a very good overview of the current state of temporal research. The authors indeed "create a common understanding of temporal research based on the work of key scholars" (2001: 527). They divide time into five categories: (1) clock time, (2) cyclical time, (3) event time—unpredictable, (4) life cycle, and (5) event time—predictable. My comments extend the cyclical time by introducing "makimono time" (Hayashi, 1990). The makimono is a picture story rolled into a scroll. According to Hayashi (1990: 9), the present time can be represented as a circle in which both the past and the future are headed like two streams converging from opposite directions (Figure 1).

In my opinion, this pattern is interesting because it shows that the past and the future *simultaneously* exist in the present. The present time is the result of our past thinking, feeling, and acting *and* our anticipation of future events. Since action is possible only in present time, the makimono time perception pattern considers past and future only in relation to this action insofar as past and future are useful for action. This decision sets limits to the density of time. Time is defined in relation to human consciousness, representing a density or duration corre-

FIGURE 1
 The Makimono Time Perception Pattern



Source: Hayashi (1990: 9).

sponding to the attention of our conscious being. Concentrating on the present time as simultaneously determined by both the past and the future characterizes not only Eastern thinking but also our Western way of life.

REFERENCES

- Ancona, D. G., Okhuysen, G. A., & Perlow, L. A. 2001. Taking time to integrate temporal research. *Academy of Management Review*, 26: 512-529.
- Hayashi, S. 1990. *Culture and management in Japan*. Tokyo: University of Tokyo Press.

Hans H. Hinterhuber
 University of Innsbruck