In the name of the most high

CREATIVE ORGANIZATION THEORY, IMAGES OF ORGANIZATION AND METAPHORS

I : introduction

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To help the organizations
adapt to the multiple demands of
an increasingly turbulent world!

the images and assumptions are shaping

YOUR CURRENT THINKING develop
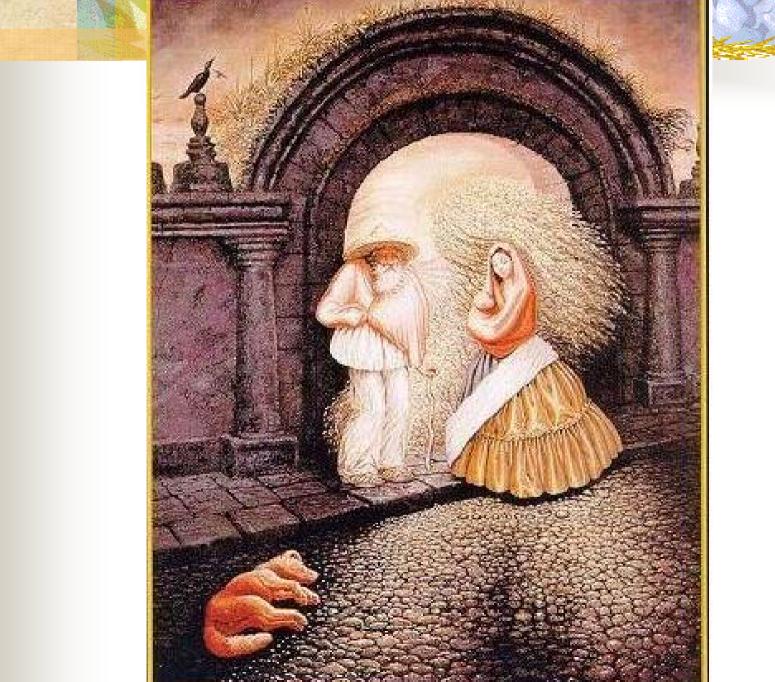
the capacity to use NEW ONE.
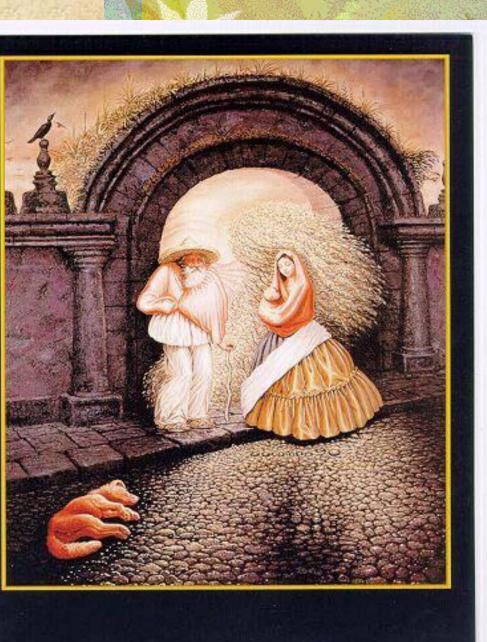
- see

- understand

- shape situation

"In new ways"

We Learn How to See!

We understand many aspects of our world through the tool provided by language and the other learned ways of seeing that form our culture.

Nine People

There are 9 people in the attached picture.

If you find 6, you have ordinary powers of observation.

Find 7, you have above average powers of observation.

Find 8, you are very observant. Congratulate yourself!

Find 9, you are extremely observant, very intuitive, and creative. You can rival the observant powers of Sherlock Holmes!
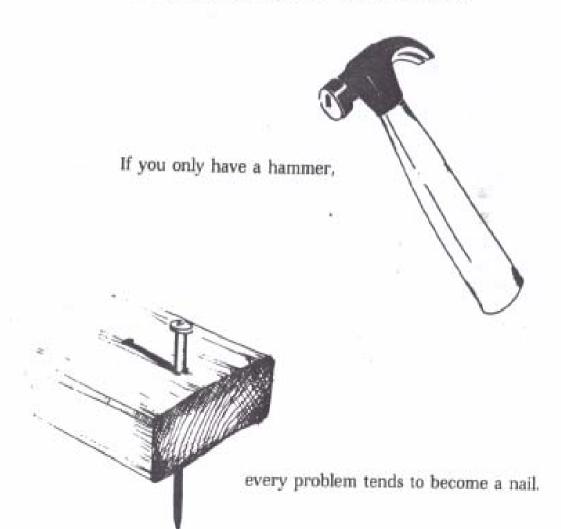
To become skilled in the art of *"reading"* the situations:
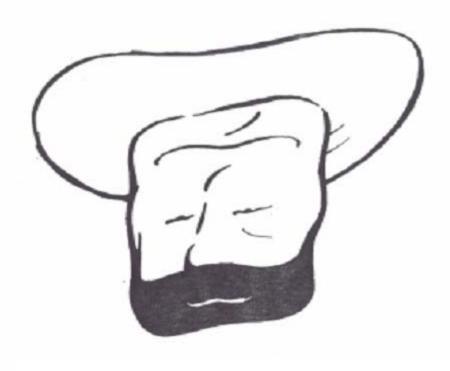
- Intuitive process

- Experience

- Natural ability

The Need for a Tool Chest

If you only have a hammer,

every problem tends to become a nail.

What Is This?
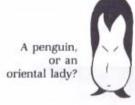
Framing and Reframing

Seeing the Same Situation in Different Ways

Framing and Reframing

Seeing the Same Situation in Different Ways

An embrace,
or a man
washing his face?

A penguin,
or an
oriental lady?

A mouse,
or a
sleeping cat?

Comparative figure
a creative flourish to the way we talk

"life is a game"
"the world is a stage"

Much complex
Much more fundamental

It is a primal force through which humans create meaning by using one element of experience to understand another

To stretch our *thinking*

and

deepen our *understanding*

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Metaphor Becomes

A tool

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METAPHORE

A way of thinking

&

A way of seeing

A FORMATIVE INFLUENCE ON

language

- science
- how we think
- how we see
- how we express ourselves

A is (or is like) B

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Metaphor always produces a one-sided insight

It forces others into a background role

The Man

A Lion

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How would you represent the situation in the following picture:

ALL ORGANIZATION AND MANAGEMENT THEORY AND PRACTICE
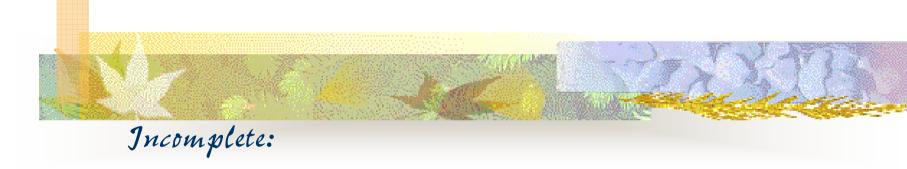
Is based on

- ## Images

- ## Metaphors

Any theory or perspective organization management
while capable of creating valuable in sighs,

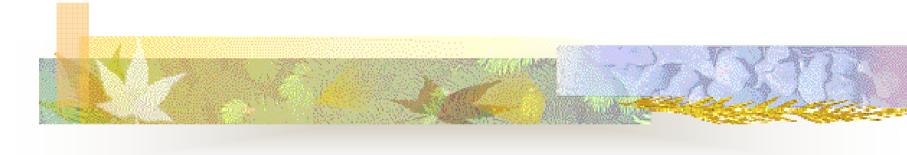# incomplete,
biased,
potentially misleading.

Popular idea:

Organization is machine

Incomplete:

It ignores the human aspects

No single theory

- ❖ *Perfect*

- ❖ *All-purpose point of view*

No single theory or Metaphor

There can be no one
"correct theory"
for structuring everything we do

Challenge is to become skilled

in the *art of using metaphor*

to find fresh ways of

- seeing

- understanding

- shaping the situations

Understanding Different Viewpoints

The reality of organizational life usually comprises numerous different realities!
To illustrate, consider the following picture:

Now describe the situation represented here as you see it, and then as you think it may be seen from the viewpoints of the different people involved:

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- ➢ The same situation in different ways

- ➢ The insights not just theoretical
  They are incredibly practical

- ➢ Metaphors lead to new metaphors, creating a mosaic of competing and complementary insights

Skills

Identifying and Using

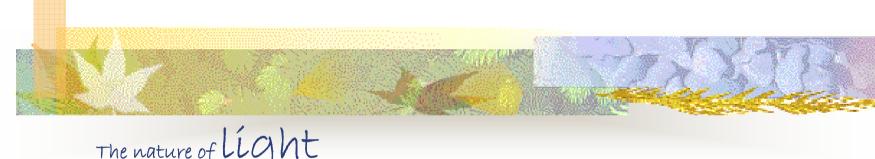## **different approaches** to organization

"READING" organizations

from

Different Perspectives

Some complement others
Some contradict

This view of organizational reality is completely consistent with what natural scientists have demonstrated in relation to the physical and biological worlds

The nature of light

As a wave   or   As a particle

These latent tendencies shapes what he or she sees

Think "structure" and you'll see structure

Think "culture" and you'll see all kinds of cultural dimension

Think "politics" and you'll find politics

Think in terms of system patterns and loops and you'll find a whole range them

We tent to *find* and *realize* what we are *looking for*

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What Is Truth?

Reality has a tendency to reveal itself in accordance with the perspectives through which it is approached

Albert Einstein:

"it is the theory through which we observe a situation that decides what we can observe"

Paradox of metaphor

Machine
our designs undermined
by a changing environment
 or by the human beings

''learning organizations''
 brain like way
the political realities that block effective learning

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Inherent

    the nature of

       metaphor

       theories

       ideas

  if generates

 Reality presents

much more complicated

All theories of organization and management are based on implicit metaphors that persuade us to see, understand, and act on situations in partial ways:

ways of seeing and Acting

Tend to create ways of

not seeing and acting

2. Organizations as **Machines**,

3. Organizations as **Organisms**,

4. Organizations as **Brains**,

5. Organizations as **Cultures**,

6. **Political** metaphor for organizations.

7. Organizations as *Psychic prisons.*

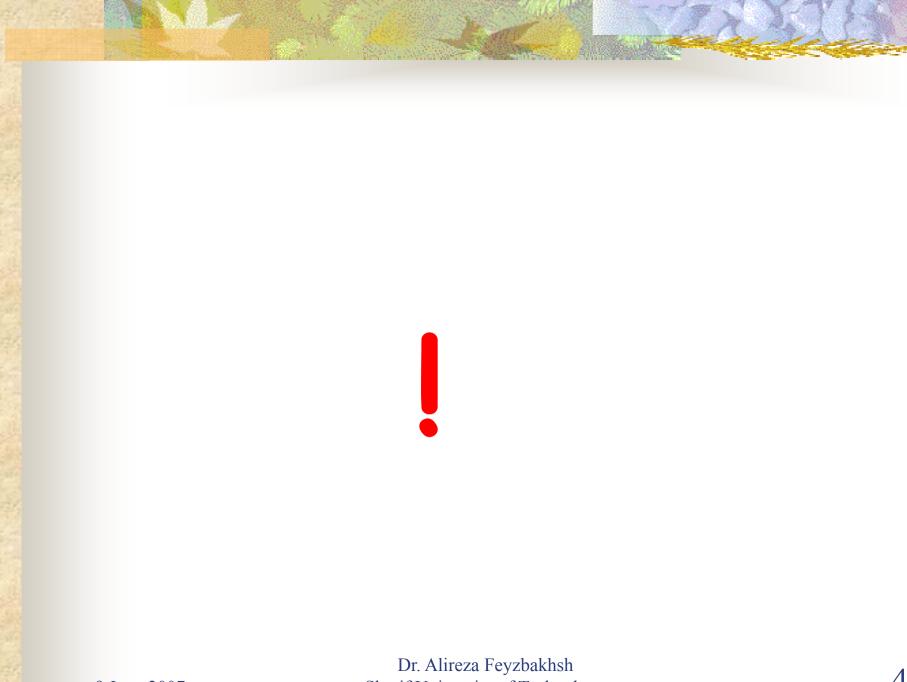8. Organizations as *Flux & Transformation.*

9. Organizations as *Instruments of domination.*

10. Case study.

11. Possibility of developing an approach to organization.

Wish to add ones of
your own

!

No right or Wrong Theories in management

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Every metaphor has

Limitations

As well as

Strengths

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while capable of creating valuable in sighs,

incomplete,
biased,
potentially misleading.

- **Mechanistic:** structure and rationalize everything we do

- **Organic:** a focus on adaptation and the satisfaction

- **Brain:** issues of organizational learning

- **Psychic prison:** ways out of conscious and unconscious traps

- **Autopoiesis:** challenge and rethink our identities

Process of _reading_ organizational life   ⟷   **organizational _analysis_**

Some kind of theory   ⟹   _The interpretations of reality_

Formulate images & explanations

Exploring & Developing the art of **_reading_** & **_understanding organizations_**

- How many of our conventional ideas about organization & management.

- How we can create new ways of thinking about organization.

- How diagnose organizational problems & manage & design organizations

  by these methods.

- Explore the implications raised by this kind of analysis.

2. Organizations as *Machines.*

3. Organizations as *Organisms.*

4. Organizations as *Brains.*

5. Organizations as *Cultures.*

6. *Political* metaphor for organizations.

7. Organizations as *Psychic prisons.*
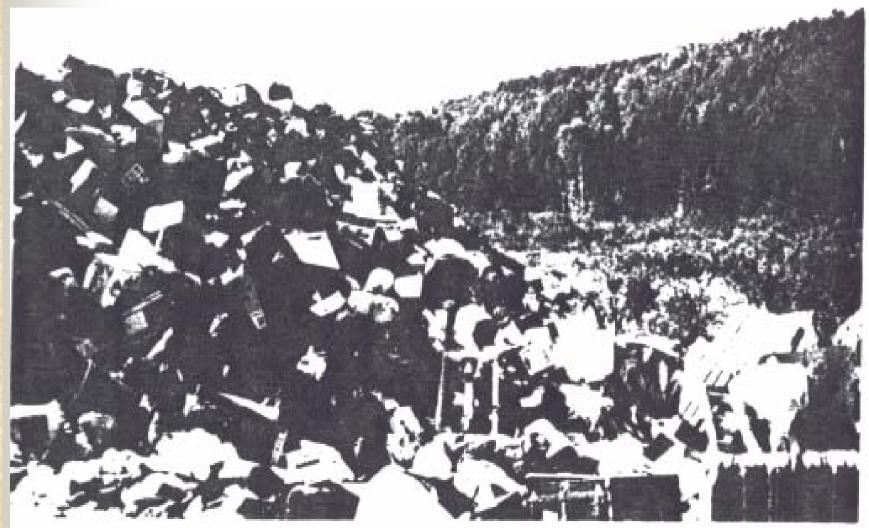
8. Organizations as *Flux & Transformation.*

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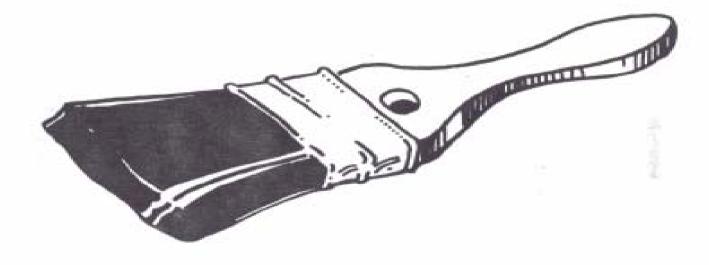11. Possibility of developing an approach to *organization.*
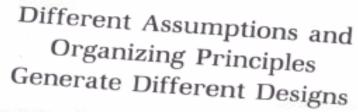
What Is This?

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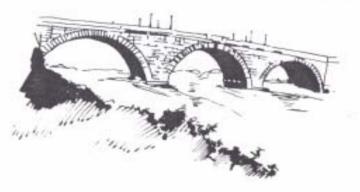# What Is a Paintbrush?

Yes, it's a picture of a paintbrush!

But what is a paintbrush?

A clue: . . . Ask yourself,

How does it work?

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Different Assumptions and Organizing Principles Generate Different Designs
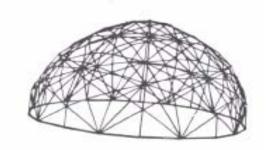
Examples of architecture based on the principle of compression:

Examples of architecture based on the principle of tension:

developing Multiple Interpretations

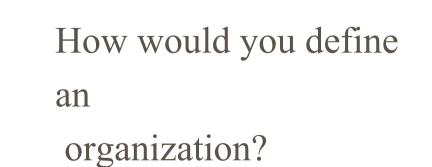1. The Grave-Diggers' Strike

2. The Gold Banana Award

Escaping from Domination Ideas

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Interpreting Patterns ,Boundaries,and Constraints

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Link all six dots shown below using five straight lines, without raising your pencil from the paper.

.   .   .

.   .   .

Link the following points to form a star:

.   .

.   .

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What is an Organization?

How would you define
an
 organization?

Where's the Customer?

Ken Bird is the newly appointed president of a large bank. He's thinking about organization, and has just sketched the following chart:

Ken wants to make his employees more conscious of the importance of the bank's customers.

He thinks: "How can I change the organization chart to symbolize the importance of the customer?
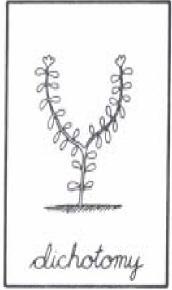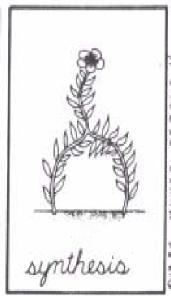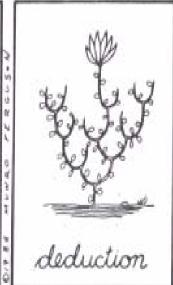
Can you help him?

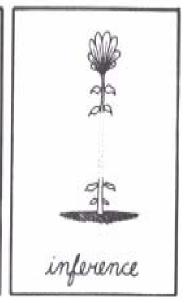# Viewing Your Organization as if You Were a Visitor from a Foreign Land

- ❖ On first joining …
- ❖ Think of another organization with which you are familiar…
- ❖ That's absolutely typical of us!…
- ❖ Heroes ,villains and fools!…
- ❖ On returning to your organization from a new management course…
- ❖ How others see you…

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Some Thought Patterns[+]

dichotomy   synthesis   deduction   inference

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Today's Solutions Shape Tomorrow's Problems!

There was an old lady who swallowed a fly

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The Evolution of Organization Theory

The short and glorious history of organization theory

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The rise and fall of scientific management

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Enter humane relations

Bureaucracy's comeback

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Enter power ,conflict,and decisions

The technological qualification

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Enter goals ,environments,and systems

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Eagle Smelting