In the name of the most high

CREATIVE ORGANIZATION

THEORY, IMAGES OF ORGANIZATION AND METAPHORS

1: 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 and developing 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
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
Metaphor always produces a one-sided insight. It forces others into a background role.
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 insights is incomplete, biased, potentially misleading.
Popular idea:

Organization is a 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, and 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:
The same situation in different ways

The insights are 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 dimensions
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
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
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

ted to create ways of

not seeing and acting
2. Organizations as **Machines**

3. Organizations as **Organisms**

4. Organizations as **Brain**

5. Organizations as **Culture**

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
Every metaphor has **Limitations** as well as **Strengths**.
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  \(\rightarrow\)  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*.

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*.
What Is This?
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
Interpreting Patterns, Boundaries, and Constraints
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:

```
  .  .  
  
  .  .  
  
  .  .  
```
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
Today’s Solutions Shape Tomorrow’s Problems!

There was an old lady who swallowed a fly
The Evolution of Organization Theory
The short and glorious history of organization theory
The rise and fall of scientific management
Enter humane relations
Bureaucracy’s comeback
Enter power, conflict, and decisions
The technological qualification
Enter goals, environments, and systems
Eagle Smelting