

# Images of organization

by: Gareth Morgan

10

Reading and shaping  
life organizational

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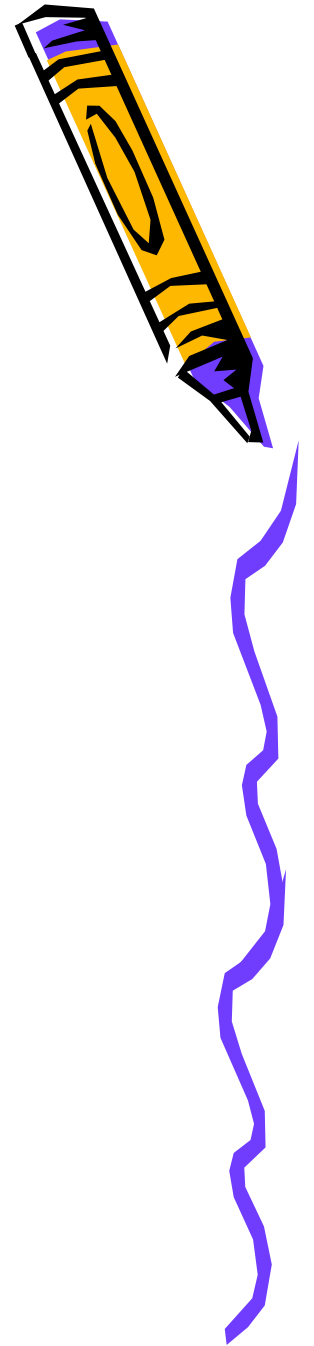
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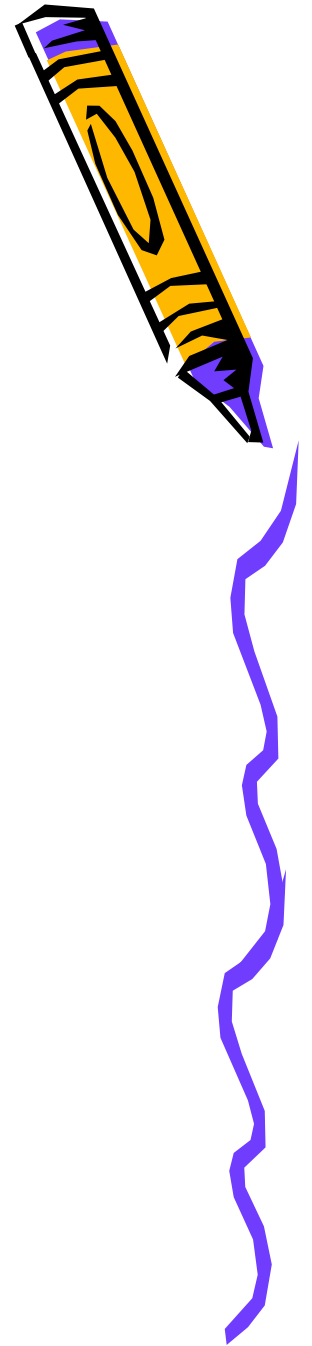
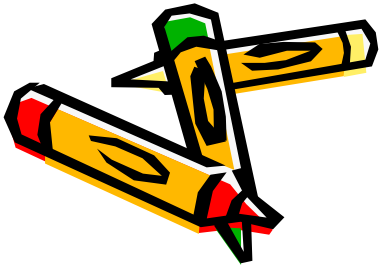
## Key words:

- Diagnostic reading
- Critical evaluation
- Creating a storyline
- Dominant frame
- Supporting frame

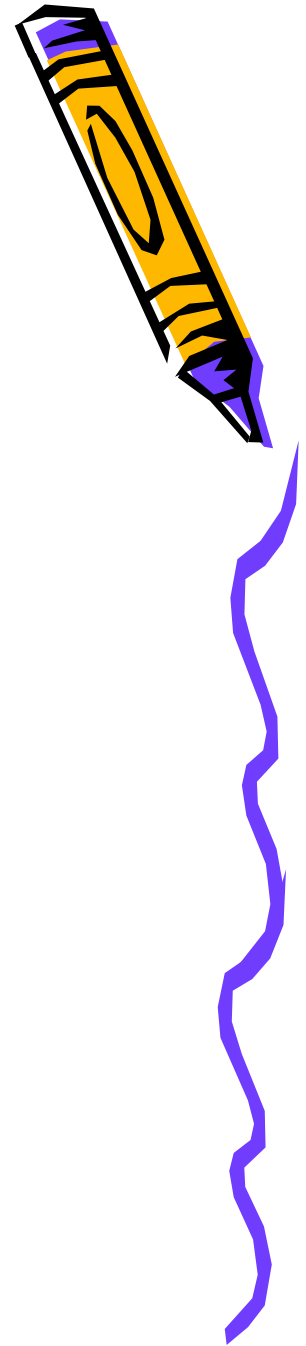


## In this chapter

- Multicom case
- Interpreting Multicom
  - Diagnostic reading
  - Developing a storyline by 3 perspective
- Interpreting the reading

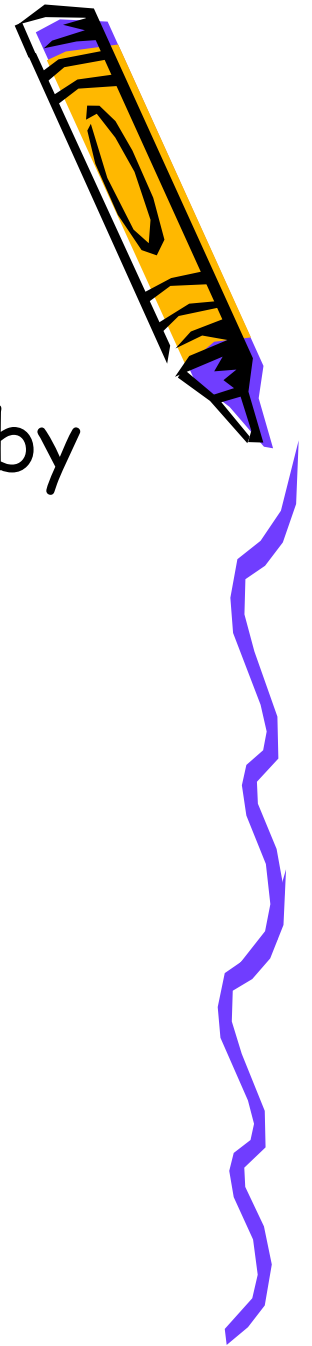


# The Multicom case



# Interpreting Multicom

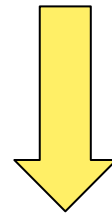
- A **DIAGNOSTIC READING**, where by we strive to gain as possible, accompanied by
- A **CRITICAL EVALUATION** that integrates key insights.



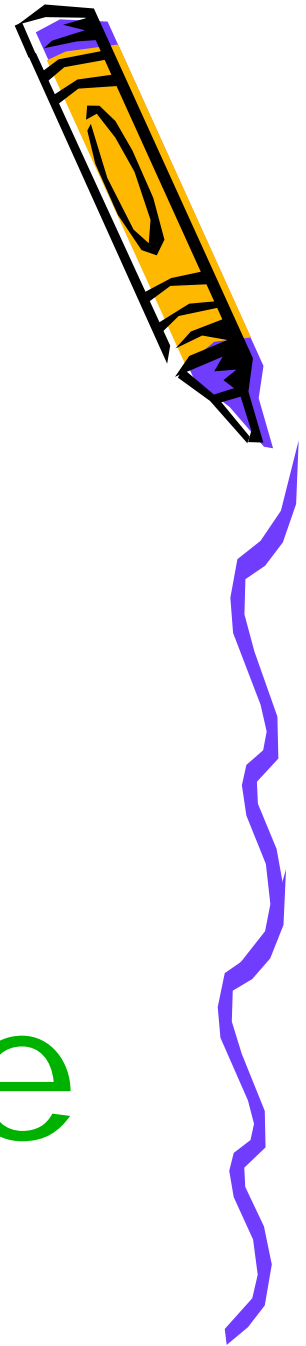
# Interpreting Multicom

→ Diagnostic reading

→ Critical evaluation



storyline



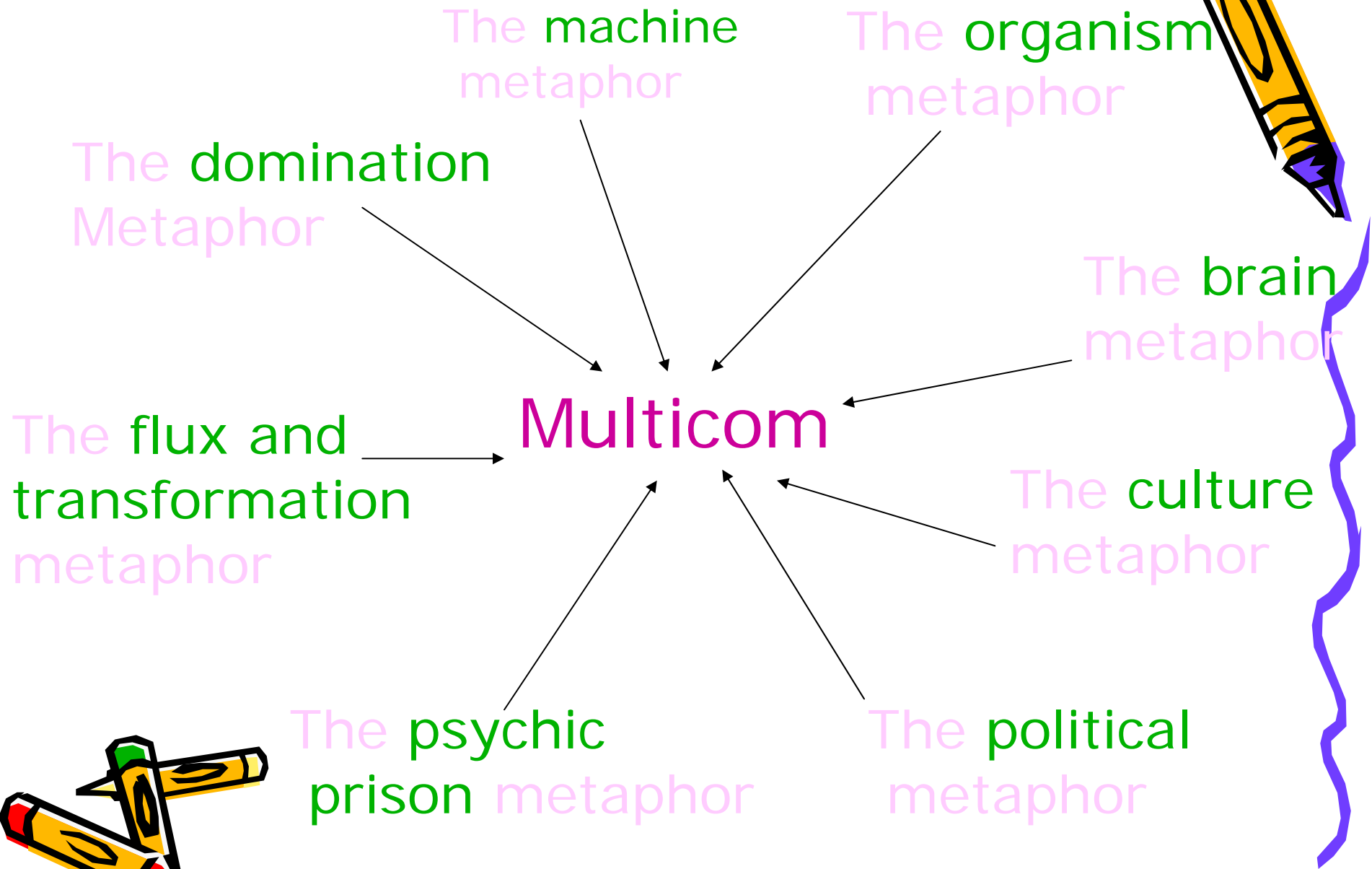


Exhibit 10.1. "Reading Multicom"



# The **organismic** metaphor

An organization drifting out of **alignment** with the challenge of the external environment.



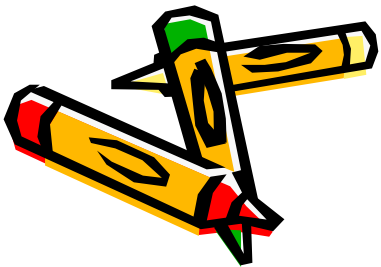
*A diagnostic reading*





The **brain** metaphor:

A **holographic**, team based,  
learning organization that is being  
bureaucratized.



A diagnostic reading



The **culture** metaphor:



A corporate **culture in transition**:

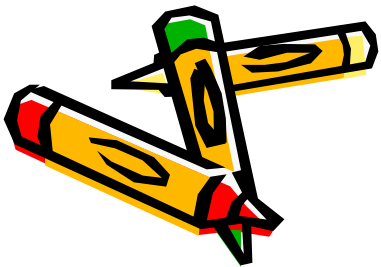
The flexible and dynamic essence of “old Multicom” is being reproduced in Media 2000.



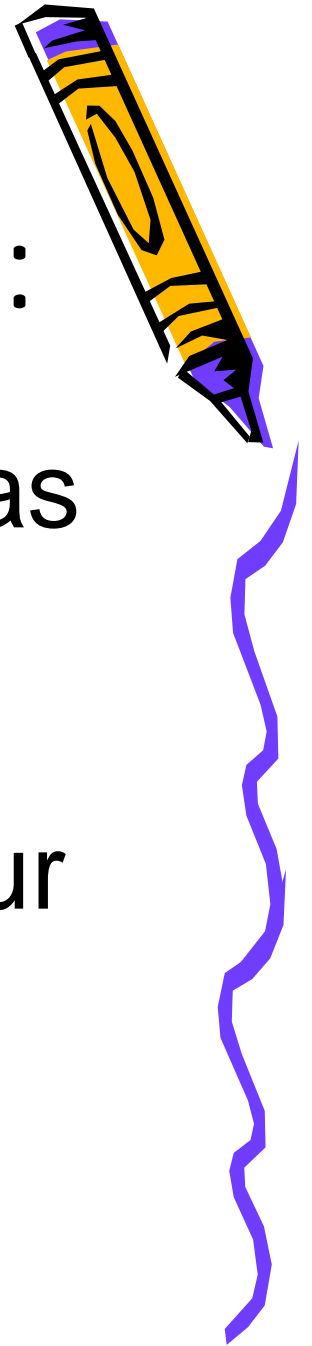
A diagnostic reading

# The **political** metaphor:

A political organization that has been factionalized and been transformed in pursuit of the Competing **interest** of the four principle.



A diagnostic reading





The **psychic prison** metaphor:

An organization that has been shaped by conflicting ideologies of what it means to “get organized” and by **unconscious needs** to control and reduce uncertainty.

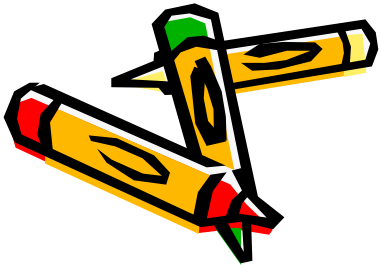
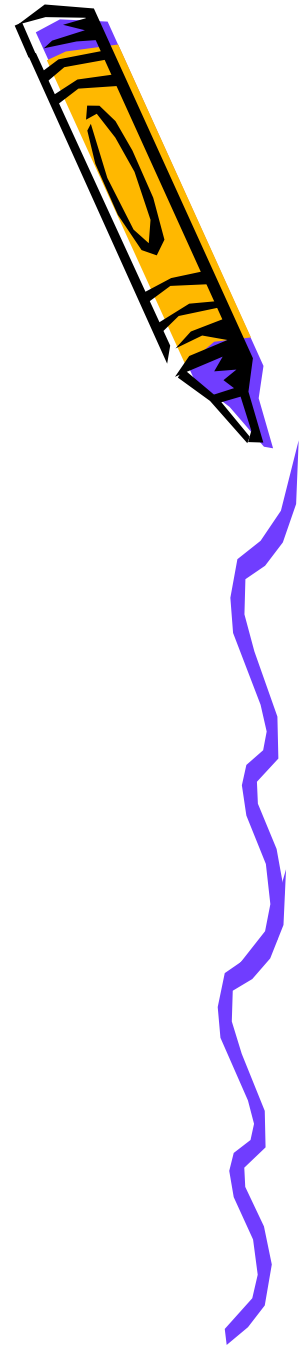


A diagnostic reading



## Developing a storyline:

1. A **manager-consultant** 's perspective





Dominant Frame:

The **organismic** metaphor

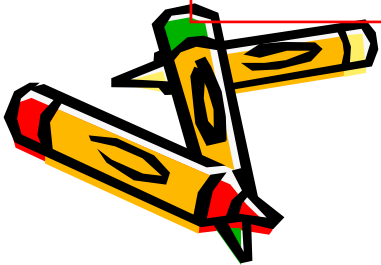
Supporting Frames:

The **holographic**  
metaphor

The **culture**  
metaphor

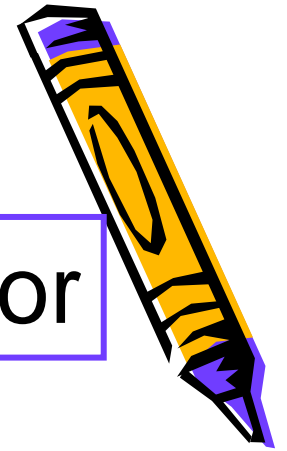
The **political**  
metaphor

The **psychic**  
**prison** metaphor



Storylines prioritize the insights of  
different metaphors





Dominant Frame:

The **political** metaphor

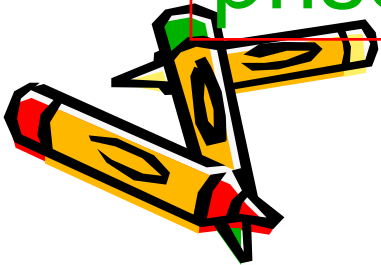
Supporting Frames:

The **holographic**  
metaphor

The **culture**  
metaphor

The **psychic**  
**prison** metaphor

The **organismic**  
metaphor



A political storyline

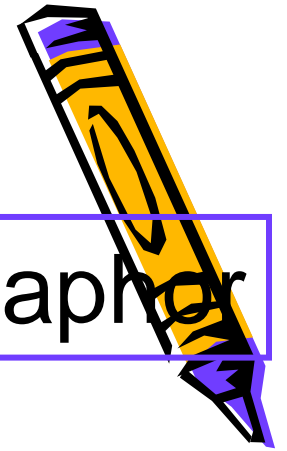


Developing a storyline:

2.A **social critic** 's perspective







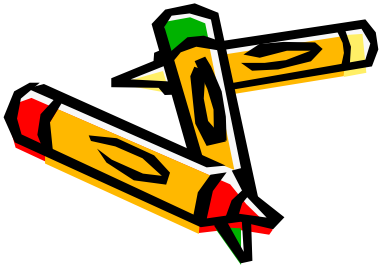
Dominant Frame:

The **Domination** metaphor

Supporting Frames:

The  
**Political**  
metaphor

The **Flux and**  
transformation  
metaphor



A social critic 's storyline



Developing a storyline:

3.A **policy analyst** 's perspective





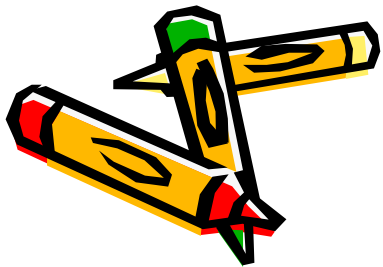
Dominant Frame:

The Flux and  
Transformation  
metaphor

Supporting Frames:

The Political  
metaphor

The Domination  
metaphor



A policy analyst 's storyline



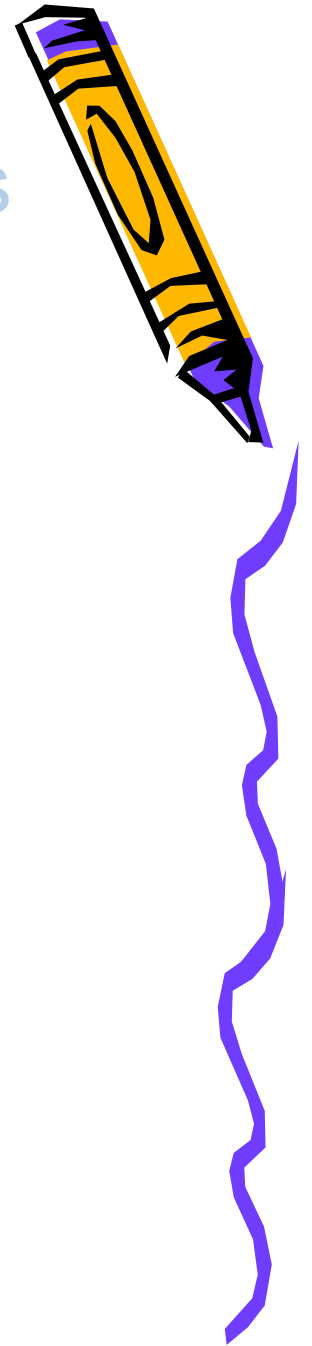
# Reading:

- ▶ Reading and *emergent intelligent*
- ▶ The process of reading is *organic*
- ▶ The reading *is not an end* in it itself
- ▶ The process of reading a situation is always *two-way*



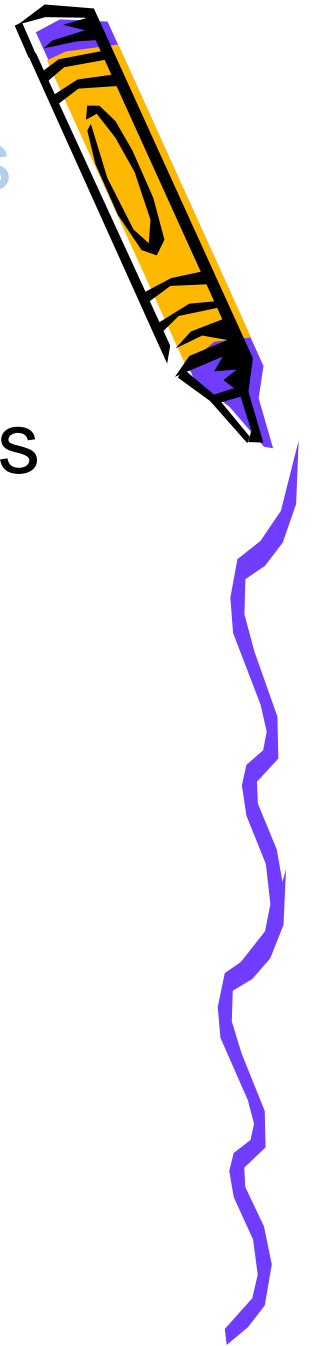
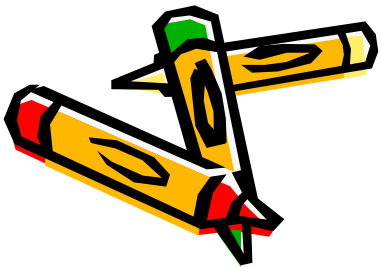
By **being open** to frames and concepts generated by different metaphors

- 1) be sensitive to the dimension of a situation
- 2) Take account of **this** point of view
- 3) Variety of insights



By **being open** to frames and concepts generated by different metaphors

- 4) Use different frames and subframes
- 5) Relationship between figure and ground
- 6) New horizons and deepen understanding
- 7) Learn to keep open





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# Using metaphor to manage in a Turbulent world

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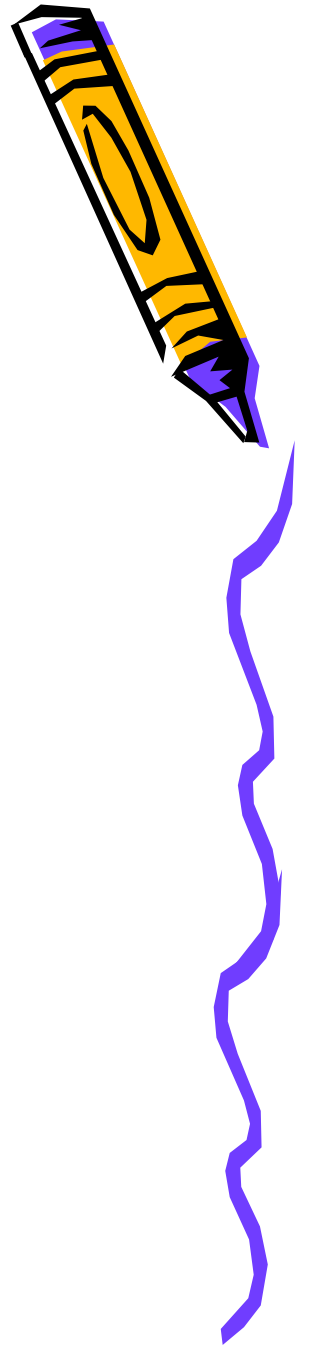
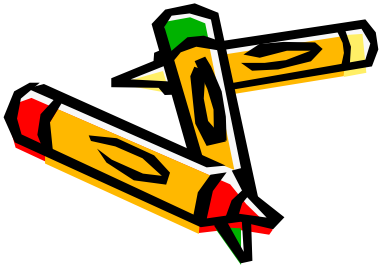
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# Key words:

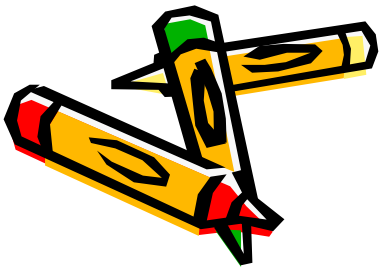
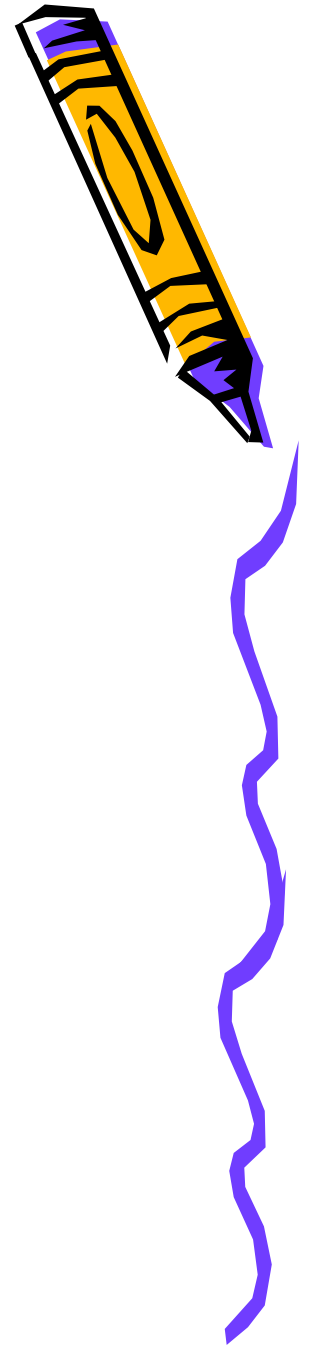
- Turbulent world
- Imaginize



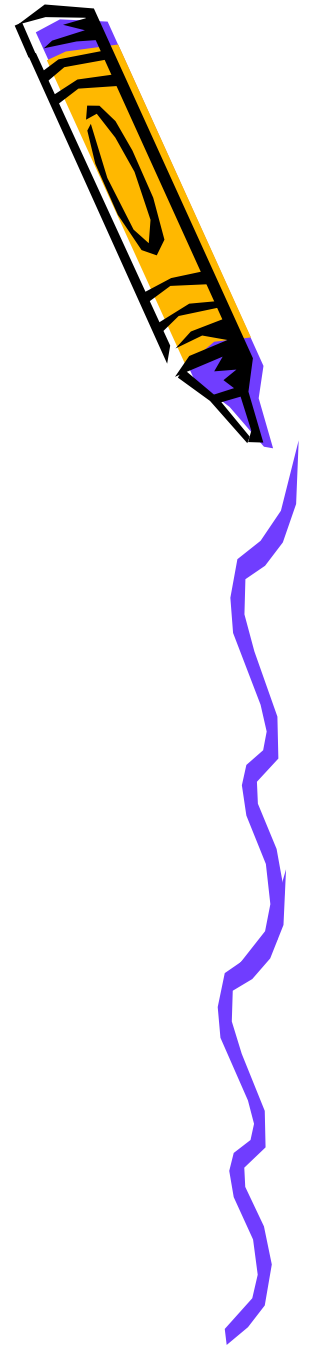


# This chapter:

- ✓ Major implication for management
- ✓ termites



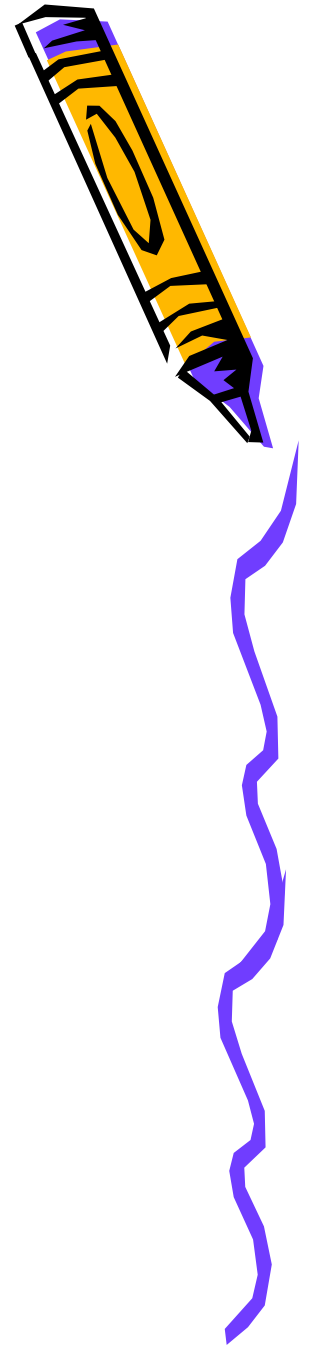
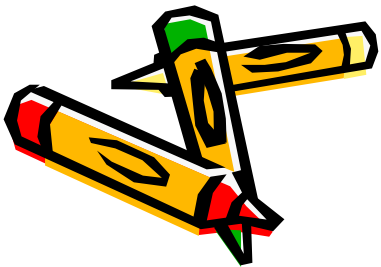
Our theories are just like  
metaphors



# Major implications for management:

## 1. Mobilize new ways of seeing.

Be aware of the constant link between theory and practice.



# Major implications for management:

2. **Develop capacities** that will help you evolve with new challenges.



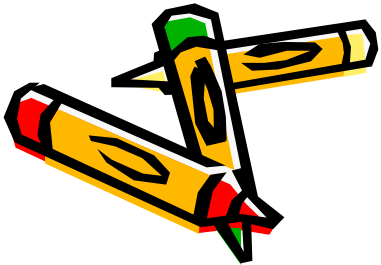
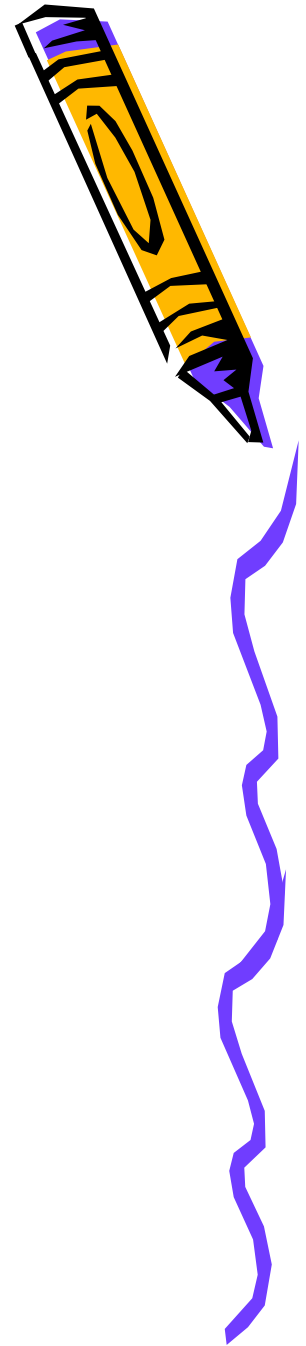
## Major implications for management:

3. Remember that **you are an "author"** as well as a "reader" of organizational life.



# Major implications for management:

4. *Imaginize!!!* Don't just organize.

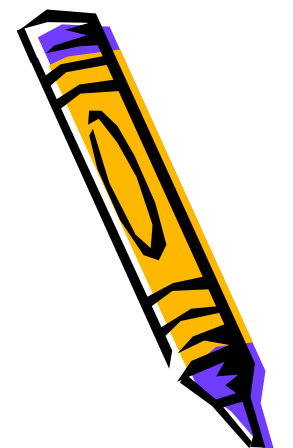
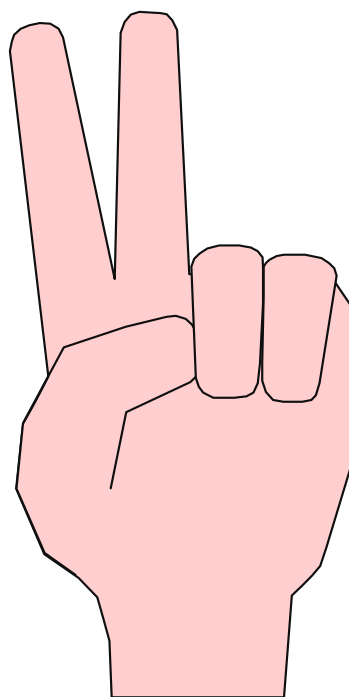


# TERMITES

# ARE MASTER BULDERS

Termite nets are product of random, self-organization activity whereby structure emerge and unfold in a piecemeal, unplanned way.





Be successful!