

In the name of the most high

Images of Organizations



X

Reading and Shaping

Organizational Life

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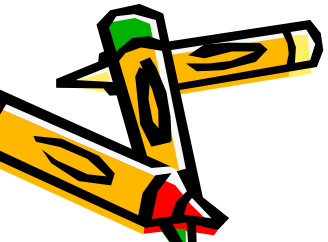
Sharif University of Technology

School of Management and Economics



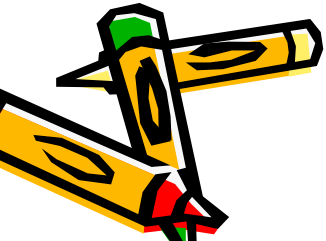
Key words:

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

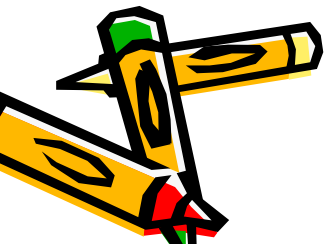


In this session

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

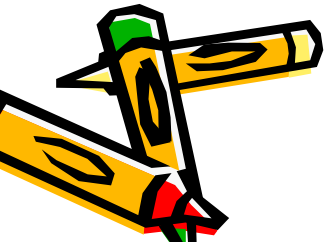


The Multicom case



Interpreting Multicom

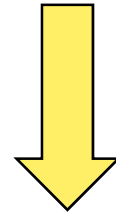
- A **DIAGNOSTIC READING**, where by we strive to gain as comprehensive an understanding as possible, accompanied by
- A **CRITICAL EVALUATION** that integrates key insights.



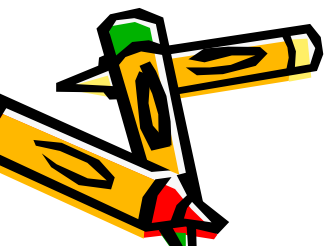
Interpreting Multicom

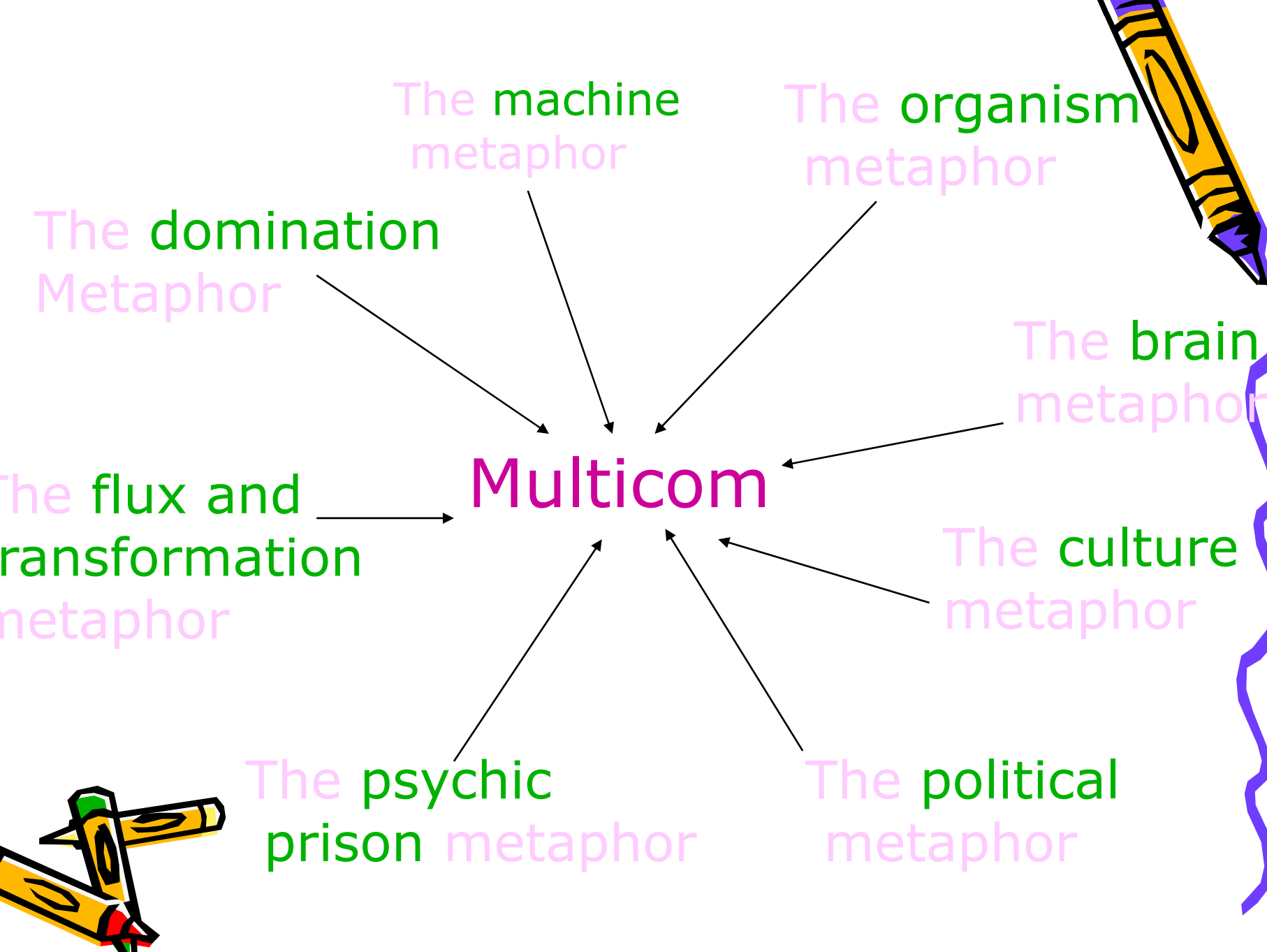
→ Diagnostic reading

→ Critical evaluation



storyline

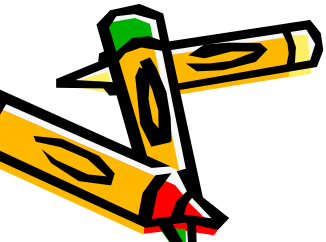




The **organismic** metaphor

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

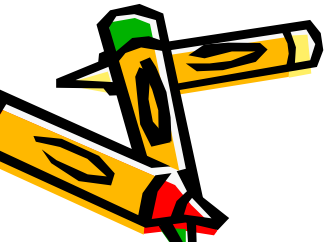
A diagnostic reading



The **brain** metaphor:

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

A diagnostic reading

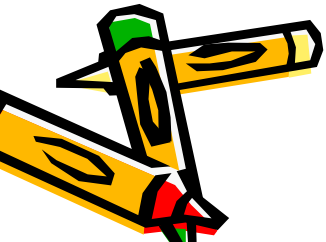


The **culture** metaphor:

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 politicized organization that has been factionalized and been transformed in pursuit of the competing **interest** of the four principle.

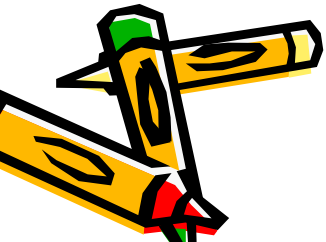
A diagnostic reading



The **psychic prison** metaphor:

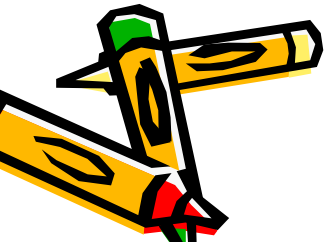
An organization that has been shaped by conflicting ideologies of what it means to “get organized” and by **unconscious needs** to control and reduce uncertainty.

A diagnostic reading



Developing a storyline:

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



Dominant Frame:

The **organismic** metaphor

Supporting Frames:

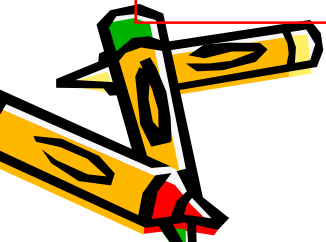
The **holographic**
metaphor

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:

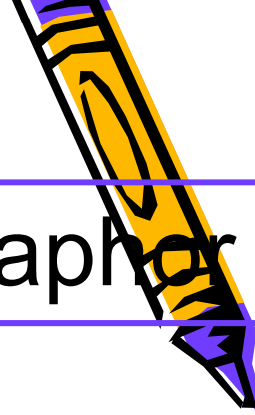
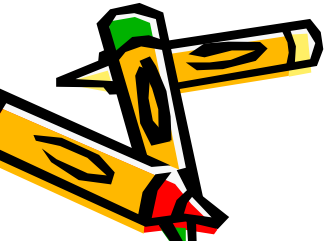
The **Domination** metaphor

Supporting Frames:

The
Political
metaphor

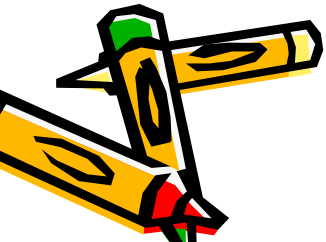
The **Flux and**
transformation
metaphor

A social critic 's storyline



Developing a storyline:

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



Dominant Frame:

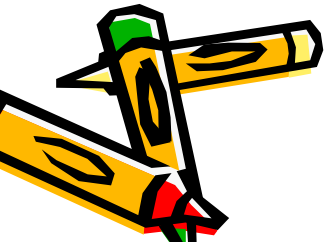
The Flux and Transformation metaphor

Supporting Frames:

The Political metaphor

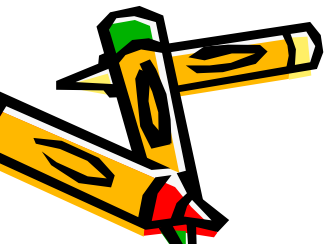
The Domination metaphor

A policy analyst 's storyline



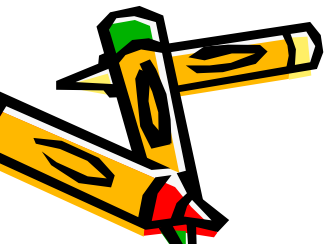
Reading:

- ▶ 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

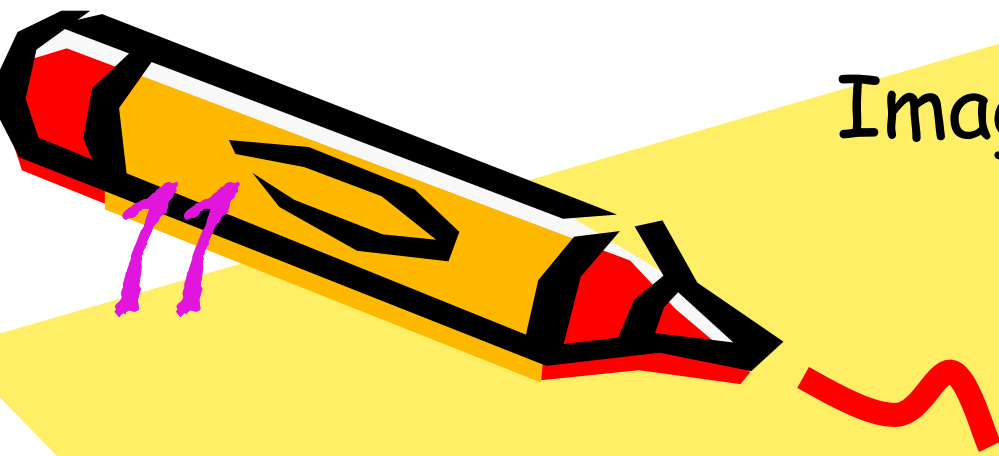


By **being open** to frames and concepts generated by different metaphors

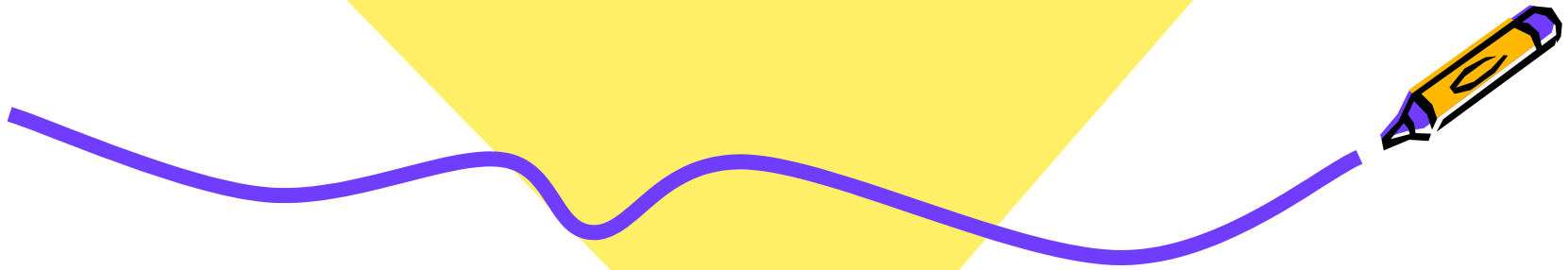
- 4) Use different frames and subframes
- 5) Relationship between figure and ground
- 6) New horizons and deepen understanding
- 7) Learn to keep open



Images of organization

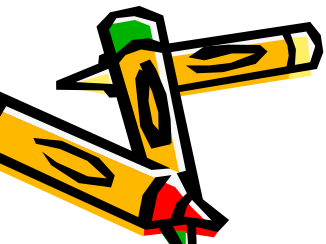


Using metaphor to manage in
a Turbulent world



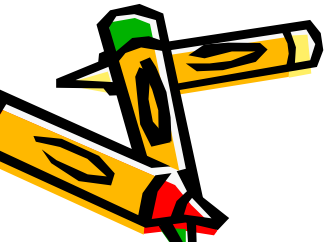
Key words:

- Turbulent world
- Imaginize

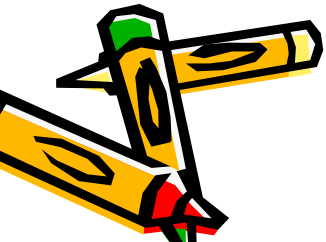


This session:

- ✓ Major implication for management
- ✓ termites



Our theories are just like
metaphors



Major implications for management:

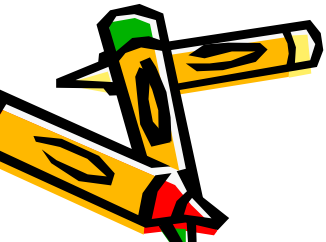
1. Mobilize new ways of seeing.

Be aware of the constant link between theory and practice.



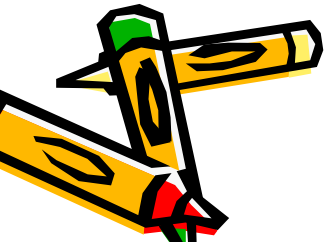
Major implications for management:

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



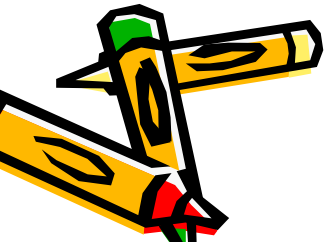
Major implications for management:

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



Major implications for management:

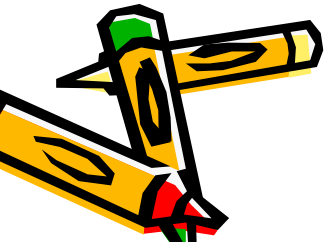
4. *Imaginize!!!* Don't just organize.

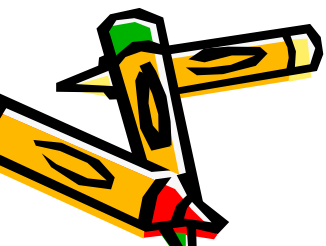
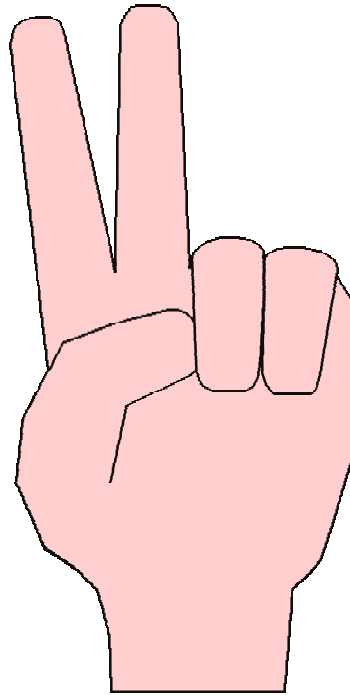


TERMITES

ARE MASTER BUILDERS

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





Be successful!

