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IMAGES OF ORGANIZATION



Updated Edition of the International Bestseller

- <http://www.youtube.com/watch?v=GLp7Y4TxXSA>

Course Outline



Specific Course Learning Objectives

1. To provide an understanding of ways of seeing and reading organizations.
2. To critically review approaches to organizational analysis and diagnosis.
3. To understand ways of intervening in organizations to facilitate change and development.
4. To develop the capability to see organizational issues from a number of perspectives with many possible 'resolutions'.

Oxford English Dictionary defines 'metaphor' as

- ▣ a figure of speech in which a word or phrase is applied to something to which it is not literally applicable (e.g. food for thought).

Types of Metaphors

- ▣ Absolute metaphor: Separated subject and vehicle.
- ▣ Active metaphor: New and not established.
- ▣ Complex metaphor: Multi-layered.
- ▣ Compound metaphor: With many parts.
- ▣ Mixed metaphor: Mismatched combination of metaphors.
- ▣ Pataphor: Extreme form of metaphor.
- ▣ Root metaphor: Unrealized basic driver.
- ▣ **Simple metaphor: Single meaning and linkage.**

Premise of Text

- ▣ Simple metaphor $A=B$ (basis of text)
- ▣ All theory is biased and incomplete
- ▣ No theory will give us an all encompassing view
- ▣ Metaphor invites similarities but we need to consider the differences
- ▣ Lots of theories – need to consider your own point of view
- ▣ Management theories are all metaphors and competing theories are competing metaphors

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“I don’t suppose I need to remind anyone that when I use the term ‘bite the bullet,’ I mean it metaphorically.”

Central Message of Author

- ❑ Different metaphors give rise to different theories of organization and management.
- ❑ How an understanding of the process can help us master the strengths and limitations of each theory.
- ❑ How can we use this knowledge to become more effective?



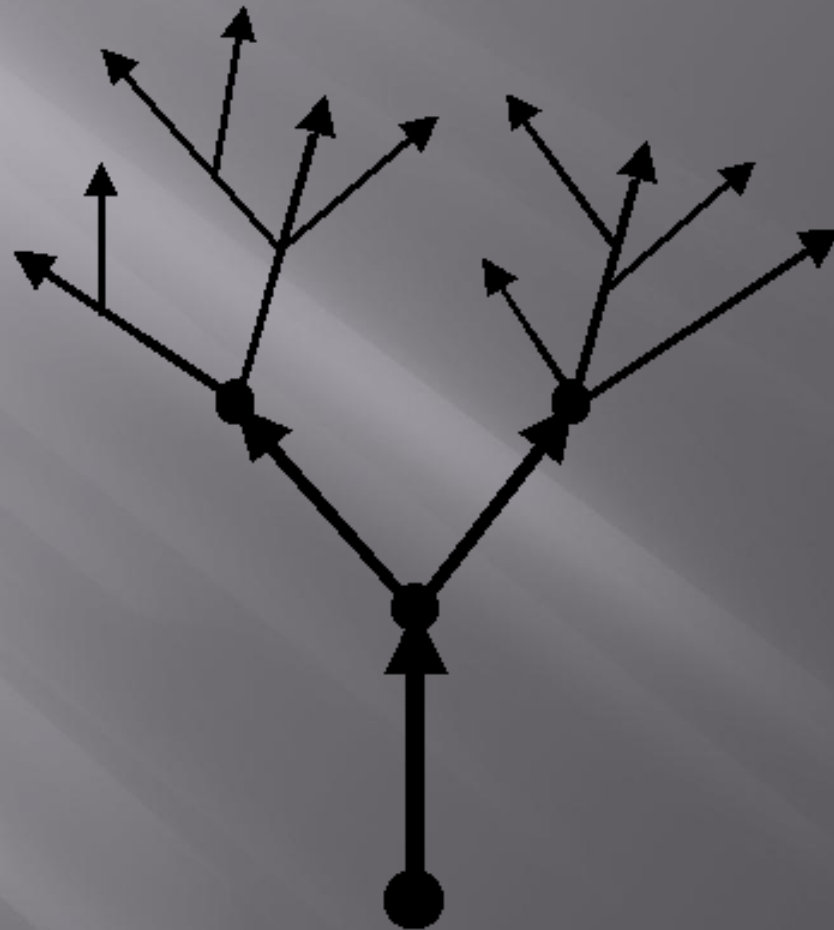
Value of a Metaphor

- ▣ The value of a metaphor is in the meaning that it can create.
- ▣ Meaning happens inside the mind and as such is an individual experience.
- ▣ Metaphors are representations, in that they represent an idea but are not the idea in itself. All words are also representations, and in this sense all words are metaphors.

So what?

- ▣ To change minds is to change meaning. If you can change how people create meaning then you will have a significant effect on other people.
- ▣ Understand the meaning they have in their lives, what is significant for that meaning and what is not significant. Find out what gives positive and negative meaning. In particular, discover the process by which people make meaning.





Older Definition of OD

- ▣ ***Organization Development*** is a planned, organization-wide effort, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge.

Appreciative Inquiry - exercise

- ▣ Discover – people talk to one another
- ▣ Dream – envision the peak moments
- ▣ Design – go away and design ways of creating the dream
- ▣ Destiny – implement the changes

New definitions are evolving

- ▣ To increase an organizations effectiveness through planned interventions related to the organizations processes resulting in improvements in productivity, return on investment and employee satisfaction.
- ▣ The assumption behind OD is that when people pursue both of the above simultaneously, they are more likely to discover new ways of working together and achieve their own and their shared organizational goals.

OD Profession – A Brief History

- ▣ Started largely in social laboratories (T-groups, in 1940s)
- ▣ Then focus on survey research/feedback
- ▣ Then action research (research to action)
- ▣ Then Quality of Work Life (socio-technical, work design, efficiency studies, motivation, quality circles, etc.)
- ▣ Then strategic change (planned change at org'l level, open-systems planning)

3 levels of OD

- ▣ Philosophy/paradigm/values
- ▣ Theories/models
- ▣ Tools and techniques

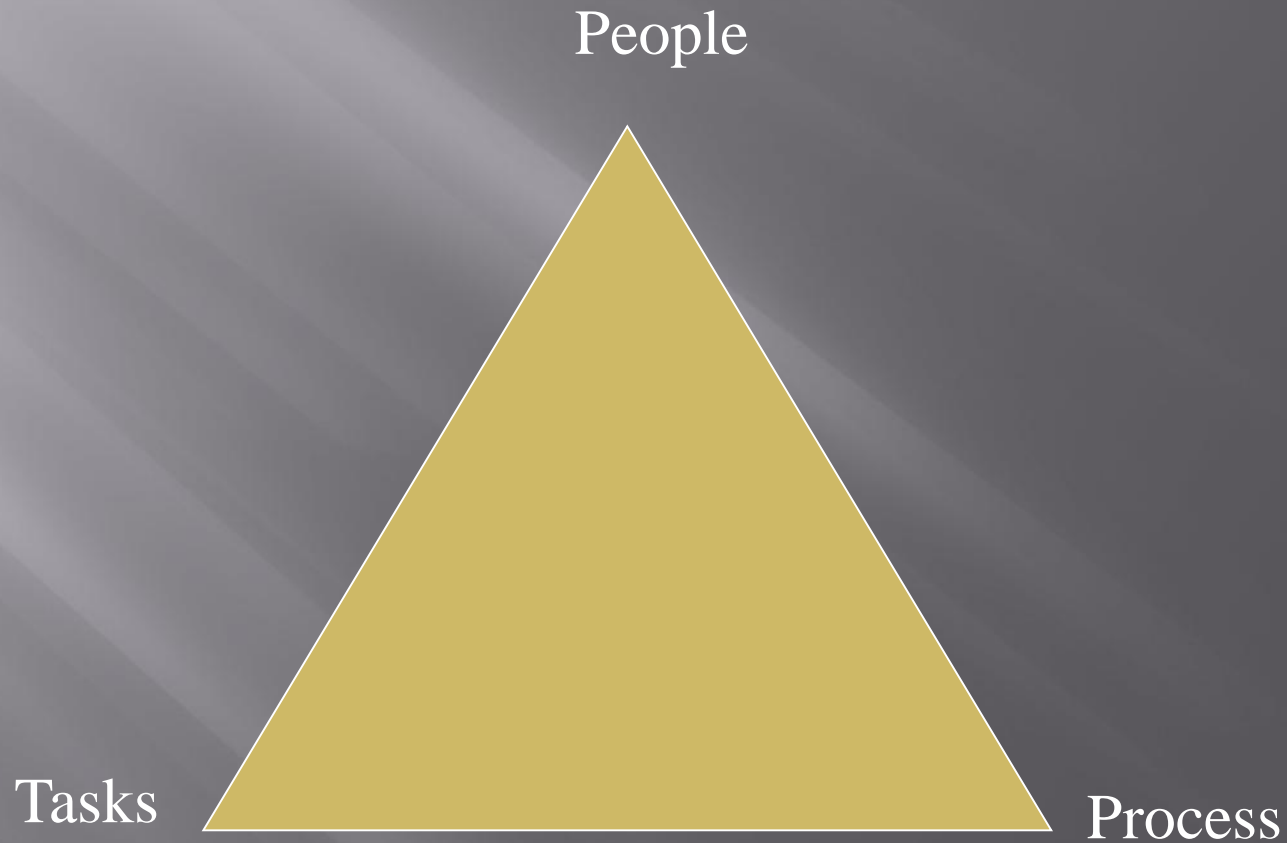
Philosophies

- ▣ Organizational change/group-wide change
- ▣ Organizational transformation - radical, fundamental
- ▣ Work from a plan with vision, milestones,
- ▣ Measures and celebration
- ▣ Must involve top management
- ▣ Usually has a champion
- ▣ Best if planned and implemented via teams

What are you looking at?

- ▣ Individual vs. Team effectiveness
- ▣ Business unit strategy deployment
- ▣ Organizations are social systems

What are you changing?



Human Process

- ▣ T-groups
- ▣ Process consultation
- ▣ Team building
- ▣ Large-scale intervention

Technostructural

- ▣ Work/job design
- ▣ Quality circles
- ▣ TQM
- ▣ Restructuring

Human Resource Management

- ▣ Performance management
- ▣ Employee wellness
- ▣ Reward systems
- ▣ Diversity management

Strategic

- ▣ Organizational transformation
- ▣ Cultural change
- ▣ Self-designing organizations
- ▣ Strategic management

Some OD Terms we may use

- ▣ appreciative inquiry, coaching,
- ▣ continuous learning, emotional intelligence, large-scale interventions,
- ▣ learning organization, on-line learning,
- ▣ self-managed and self-directed and self organizing
- ▣ teams, systems thinking

Types of Interventions or tools

- ▣ Organizational transformation
- ▣ Cultural change
- ▣ Mergers and acquisitions
- ▣ Integrated strategic change
- ▣ Knowledge management
- ▣ Organizational learning
- ▣ Global strategic orientation
- ▣ Ethics change management
- ▣ Process improvement
- ▣ Organizational design
- ▣ Whole systems analysis