Gareth Morgan S Organisational Metaphors

Research is often seen as a neutral, technical process through which researchers simply reveal or discover knowledge. A broader and more self-reflective stance is advocated in Beyond Method, one in which a knowledge of technique needs to be complemented by an appreciation of the nature of research as a distinctively human process, through which researchers make knowledge. Such an appreciation requires a reframing of understanding and debate about research, in a way that goes beyond considerations of method alone.

We live in a leadership-obsessed society. The result is that we assume nearly any social or economic ill can be mended through better leadership. Sometimes, this commitment to leadership is followed by hero worshipping, wishful thinking and misplaced hope. Seeking to understand the faith we place in leadership, the authors draw on a number of in-depth studies of managers trying to "do" leadership. It presents six metaphors for the leader: as gardener, cosy-crafter, saint, cyborg, commander and bully. Some of these offer unexpected insights into how leadership does and does not work. The book sheds light on a varied - often contradictory and sometimes darker - side of leadership. Cutting through the management-speak drenched current literature on leadership, Metaphors We Lead By presents an enlightening and refreshing understanding of an important topic. It will be useful reading for students and researchers, as well as the thinking manager.

This major work from renowned scholars in the field, analyzes the role of language and symbolic media and shows how this enables us to move to new levels of understanding of contemporary organizational issues. An introductory chapter examines the role and growing importance of discourse in the study of organizations. It critically evaluates the contributions of various disciplines and defines organizational discourse as a subject area. The chapters in the first section, Talk and Action, explore the relationship between discourse, action and interaction and their impact on organizational structure and behaviour. Stories and Sensemaking focuses on the analytical potential of the `story' as a means of illuminating the ways in

This edited volume expands on Morgan's organizational metaphors through the lens of faith to illuminate organizational function. Part I uses metaphor to illustrate dysfunctional organizations, including the impact of dysfunction upon organizational trust, performance, and longevity. Part II examines the progression from a dysfunctional organization to one that exhibits functionality. Finally, the last section discusses healthy organizations. Metaphors used in this book include Pygmalion organizations, organizational zombies, and organizations as vineyards. This book offers new metaphors that can be applied in organizational theory.

Understanding Careers: The Metaphors of Working Lives uses a unique framework of nine archetypal metaphors to encapsulate the field of career studies. Using an easy-to-read style, author Kerr Inkson examines key concepts, illustrating them with over 50 authentic career cases, to build an excellent bridge between theory and "real life."

Since its first publication over twenty years ago, Images of Organization has become a classic in the canon of management literature. The book is based on a very simple premise—that all theories of organization and management are based on implicit images or metaphors that stretch our imagination in a way that can create powerful insights, but at the risk of distortion. Gareth Morgan provides a rich and comprehensive resource for exploring the complexity of modern organizations internationally, translating leading-edge theory into leading-edge practice.

A provocative new book on how we can see, understand, and manage organizations in new ways.

The Bilingual Revolution is a collection of inspirational vignettes and practical advice that tells the story of the parents and educators who founded dual language programs in New York City public schools. The book doubles as a "how to" manual for setting up your own bilingual school and, in so doing, launching your own revolution.

Edwin Hutchins combines his background as an anthropologist and an open ocean racing sailor and navigator in this account of how anthropological methods can be combined with cognitive theory to produce a new reading of cognitive science. His theoretical insights are grounded in an extended analysis of ship navigation—its computational basis, its historical roots, its social organization, and the details of its implementation in actual practice aboard large ships. The result is an unusual interdisciplinary approach to cognition in culturally constituted activities outside the laboratory—"in the wild." Hutchins examines a set of phenomena that have fallen in the cracks between the established disciplines of psychology and anthropology, bringing to light a new set of relationships between culture and cognition. The standard view is that culture affects the cognition of individuals. Hutchins argues instead that cultural activity systems have cognitive properties of their own that are different from the cognitive properties of the individuals who participate in them. Each action for bringing a large naval vessel into port, for example, is informed by culture: the navigation team can be seen as a cognitive and computational system. Introducing Navy life and work on the bridge, Hutchins makes a clear distinction between the cognitive properties of an individual and the cognitive properties of a system. In striking contrast to the usual laboratory tasks of research in cognitive science, he applies the principal metaphor of cognitive science—cognition as computation (adopting David Marr's paradigm)—to the navigation task. After comparing modern Western navigation with the method practiced in Micronesia, Hutchins explores the computational and cognitive properties of systems that are larger than an individual. He then turns to an analysis of learning or change in the organization of cognitive systems at several scales. Hutchins's conclusion illustrates the costs of ignoring the cultural nature of cognition, pointing to the ways in which contemporary cognitive science can be transformed by new meanings and interpretations. A Bradford Book

Today's organizations face a wide variety of challenges, including such contradictions as maintaining unity of action while becoming increasingly diverse. Even the definition of organization is changing and evolving. In this monograph, the authors apply their academic and professional experience to address the notion of "organization," setting forth communication as the essential modality for the constitution of organization--explaining how an organization can at the same time be both local and global, and how these properties which give organization continuity over time and across geographically dispersed situations also come to be manifested in the day-to-day of human interpersonal exchange. As a radical rethinking of the traditional discourse approaches in communication theory, this book develops a conceptual framework based on the idea that "organization" emerges in the mix of conversational and textual communicative activities that together construct organizational identity. Applying concepts from the philosophy of language, linguistics, semiotics, system design, sociology and management theory, the authors put forth a convincing argument demonstrating the materiality of language and its constructive role in organization and society.

Images of OrganizationSAGE Publications

With searing wit and incisive commentary, John Kenneth Galbraith redefined America's perception of itself in The New Industrial State, one of his landmark works. The United States is no longer a free-enterprise society, Galbraith argues, but a structured state controlled by the largest companies. Advertising is the means by which these companies manage demand and create consumer "need" where none

previously existed. Multinational corporations are the continuation of this power system on an international level. The goal of these companies is not the betterment of society, but immortality through an uninterrupted stream of earnings. First published in 1967, The New Industrial State continues to resonate today.

In Managing Organizations Stewart Clegg, Cynthia Hardy and Walter Nord explore the major issues and debates in management and organization. The textbook addresses key topics such as leadership, decision-making and innovation in organizations alongside such themes as diversity, globalization and ecology. Students and teachers of management will find this a comprehensive and wide-ranging resource on the core issues for contemporary managers and organizations.

Electronic Inspection Copy available for instructors here 'With his usual engaging and inimitable style, Mats Alvesson takes the reader on a riveting journey through the diverse ways in which culture itself can be understood and how these powerfully inform organizational life.' - Blake E. Ashforth, Arizona State University 'Understanding Organizational Culture comunicates complex ideas in a manner that will illuminate for those who are less familiar with the concepts discussed, as well as providing a depth and critique of interest to those familiar with the topics.' - Claire Valentin, The University of Edinburgh Unlike prescriptive books about organizations, Understanding Organizational Culture challenges and provokes the reader to think critically. It provides an insight into organizational culture, aided by numerous empirical illustrations from ethnographic studies that develop and illustrate how cultural thinking can be used in managerial and non-managerial organizational theory and practice. Mats Alvesson answers questions of definition, explores alternative perspectives and exands on substantive issues, before discussing key issues of research and developing his framework. Further more, the advances in the field of organizational culture are synthesized for the reader by drawing upon the range of relevant literature within organization studies. Understanding Organizational Culture provides great breadth within a textbook approach - covering a wide spectrum of management and organization while at the same time developing a new theoretical approach to organizational culture. The new edition contains improved pedagogy and expanded coverage of topics such as identity and organizational change. It is essential reading for students taking undergraduate and postgraduate modules in Organizational Behaviour and Organizational Theory on Management and Organization Studies programmes, including MBA.

SAGE has unparalleled depth in journal back lists in the field of organization studies, and publishes several of the top journals in the field, including Organization, Human Relations and Organization Studies. This four-volume set brings together over sixty of the key papers published in SAGE books and journals since the turn of the millennium, many of which are not easily available in traditional library holdings. Professor Stewart Clegg is widely recognised as a preeminent scholar of organization studies, and together with an international editorial board of ten renowned scholars in the field, has arranged this selection to help the reader better understand the developments in the field from different perspectives. Emphasis is placed on the 'history of the present' of organization studies, with articles that discuss contemporary issues and foreshadow further developments in the field, across popular theoretical perspectives such as discourse analysis, institutional theory and complexity theory.

This is a bold, brilliant, provocative and puzzling work. It demands a radical shift in standpoint, an almost paradoxical posture in which living systems are described in terms of what lies outside the domain of descriptions. Professor Humberto Maturana, with his colleague Francisco Varela, have undertaken the construction of a systematic theoretical biology which attempts to define living systems not as they are objects of observation and description, nor even as in teracting systems, but as self-contained unities whose only reference is to them selves. Thus, the standpoint of description of such unities from the 'outside', i. e. , by an observer, already seems to violate the fundamental requirement which Maturana and Varela posit for the characterization of such system- namely, that they are autonomous, self-referring and self-constructing closed systems - in short, autopoietic systems in their terms. Yet, on the basis of such a conceptual method, and such a theory of living systems, Maturana goes on to define cognition as a biological phenomenon; as, in effect, the very nature of all living systems. And on this basis, to generate the very domains of interac tion among such systems which constitute language, description and thinking.

This book constitutes the refereed proceeding of the 14th European Software Process Improvement Conference, EuroSPI 2007, held in Potsdam, Germany, in September 2007. The papers are organized in topical sections on enforcement, alignment, tailoring. There is focus on SME issues, improvement analysis and empirical studies, new avenues of SPI, SPI methodologies, as well as testing and reliability.

The now-classic Metaphors We Live By changed our understanding of metaphor and its role in language and the mind. Metaphor, the authors explain, is a fundamental mechanism of mind, one that allows us to use what we know about our physical and social experience to provide understanding of countless other subjects. Because such metaphors structure our most basic understandings of our experience, they are "metaphors we live by"—metaphors that can shape our perceptions and actions without our ever noticing them. In this updated edition of Lakoff and Johnson's influential book, the authors supply an afterword surveying how their theory of metaphor has developed within the cognitive sciences to become central to the contemporary understanding of how we think and how we express our thoughts in language.

This book opens up a new route to the study of knowledge dynamics and the sociology of knowledge. The focus is on the role of metaphors as powerful catalysts, and the book dissects their role in the construction of theories of knowledge. It is of vital interest to social and cognitive scientists alike.

This book provides evidence on how worker cooperatives are functioning today.

Examines the nature and function of metaphor in language and thought.

This book marshals ideas, stories, cases, exercises, and snippets of information that will help the reader to gain a broad-based understanding of the nature and functioning of modern organizations. Designed to complete the book "Images of Organization". Part I provides entertaining ways of broadening perspective and of develop- ing creative approaches to how we interpret the world around us. Part II presents different angles on organiza- tion. Each invites to see and appre- ciate a different aspect of organiza- tional functioning, and to unravel their connections and significance. Part III Provides Cases and Exercises.

A new framework for helping nonprofit organizations maximize the effectiveness of their boards. Written by noted consultants and researchers attuned to the needs of practitioners, Governance as Leadership redefines nonprofit governance. It provides a powerful framework for a new covenant between trustees and executives: more macrogovernance in exchange for less micromanagement. Informed by theories that have transformed the practice of organizational leadership, this book sheds new light on the traditional fiduciary and strategic work of the board and introduces a critical third dimension of effective trusteeship: generative governance. It serves boards as both a resource of fresh approaches to familiar territory and a lucid guide to important new territory, and provides a road map that leads nonprofit trustees and executives to governance as leadership. Governance as Leadership was developed in collaboration with BoardSource, the premier resource for practical information, tools and best practices, training, and leadership development for board members of nonprofit organizations. Through its highly acclaimed programs and services, BoardSource enables organizations to fulfill their missions by helping build effective nonprofit boards and offering credible support in solving tough problems. For the latest in nonprofit governance, visit www.boardsource.org, or call us at 1-800-883-6262.

Gareth Morgan's monumental book, Images of Organization, revolutionized the field of organization theory. In honor of Morgan's classic text, this edited volume, Exploring Morgan's Metaphors: Theory,

Research, and Practice in Organizational Studies, illustrates how Morgan's eight metaphors inform research, practice, and organizational intervention in a variety of contexts. Including contributions from well-known experts in their fields, specifically, Joep Cornelisen, Cliff Oswick, David Grant, and Gareth Morgan, this new text offers fresh perspectives and sets forth new metaphors for conceptualizing organizations in today's workforce. Readers will gain insights and guidelines into the different ways that Morgan's metaphors and metaphorical thinking can be used to better understand organizational life, as well as how to study and develop organizations.

The authors argue in this book that social theory can usefully be conceived in terms of four broad paradigms, based upon different sets of meta-theoretical assumptions with regard to the nature of social science and the nature of society. The four paradigms - Functionalist, Interpretive, Radical Humanist and Radical Structuralist - derive from quite distinct intellectual traditions, and present four mutually exclusive views of the social work. Each stands in its own right, and generates its own distinctive approach to the analysis of social life. The authors provide extensive reviews of the four paradigms, tracing the evolution and inter-relationships between the various sociological schools of thought within each. They then proceed to relate theories of organisation to this wider background. This book covers a great range of intellectual territory. It makes a number of important contributions to our understanding of sociology and organisational analysis, and will prove an invaluable guide to theorists, researchers and students in a variety of social science disciplines. It stands as a discourse in social theory, drawing upon the general area of organisation studies - industrial sociology, organisation theory, organisational psychology, and industrial relations - as a means of illustrating more general sociological themes. In addition to reviewing and evaluating existing work, it provides a framework for appraising future developments in the area of organisational analysis, and suggests the form which some of these developments are likely to take.

Introducing the use of metaphor in organization studies, this volume outlines key areas of debate, explains how metaphors contribute to creating new theories about organizations and demonstrates how metaphors impact on organizational ability.

This book presents a theoretically informed approach to creative strategizing based on building metaphorical structures that represent organizations.

The Theory and Philosophy of Organizations makes a major contribution to the debate on the status of organizational theory as a discipline. The volume is divided into three sections exploring issues under the headings `theory', `anasis' and `philosophy'. In each, the limitations of `traditional' or `scientific' organizational paradigms are illuminated and new forms of interpretation offered.

Organization Design looks at how you need to change the ways your organization does things in order to increase productivity, performance, and profit. Providing the knowledge and method to handle the kind of recurring organisational change that all businesses face, those which do not involve transforming the entire enterprise but which necessitate significant change at the business unit, divisional, functional, facility or local levels. The problem lies in knowing what needs to change and how to change it. Taking the organisation as a designed system, it describes four major elements of organizations: the work - the basic tasks to be done by the organisation and its parts, the people - characteristics of individuals in the organization, formal organization - structures eg the organisation hierarchy, processes, and methods that are formally created to get individuals to perform tasks, informal organization - emerging arrangements including variations to the norm, processes, and relationships, commonly described as the culture or 'the way we do things round here'. The way these four elements relate, combine and interact affects productivity, performance and profit. Most books on this subject target a wide management audience rather than HR, this is specifically written for HR practitioners and line managers working together to achieve the goal. It clarifies why and how organisations need to be in a state of readiness to design or redesign and emphasises that people as well as business processes must be part of design considerations.

Essay from the year 2004 in the subject Business economics - Business Management, Corporate Governance, grade: 84 out of 100, University of Western Sydney (College of Law and Business - School of Management), course: Organisational Behaviour, 9 entries in the bibliography, language: English, abstract: pply any two of Morgan's (1986) four images of organisation to the James Hardie case study. How useful are the two images that you have selected for explaining action and behaviour within organisations? Are there any deficiencies in the two images that you have selected? Explain the deficiencies you identify by indicating what the two images you have selected fail to take into account or explain about organisations.

Relevant across a range of management courses, the Second Edition of A Very Short Fairly Interesting and Reasonably Cheap Book About Studying Organizations offers students a lively, focused and challenging discussion of classical and current ideas about organizations and their management. Building on the hugely popular first edition, a new chapter explores the relationship between organization theory and behaviour as it exists today. Chris Grey shies away from the sterility of conventional textbooks, offering students an accessible and palatable overview of the field of organization studies that questions and challenges the traditional literature.

Gareth Morgan's monumental book, Images of Organization, revolutionized the field of organization theory. In honor of Morgan's classic text, this edited volume, Exploring Morgan's Metaphors: Theory, Research, and Practice in Organizational Studies (by Anders Örtenblad, Kiran Trehan, and Linda L. Putnam), illustrates how Morgan's eight metaphors inform research, practice, and organizational intervention in a variety of contexts. Including contributions from well-known experts in their fields, specifically, Joep Cornelisen, Cliff Oswick, David Grant, and Gareth Morgan, this new text offers fresh perspectives and sets forth new metaphors for conceptualizing organizations in today's workforce. Readers will gain insights and guidelines into the different ways that Morgan's metaphors and metaphorical thinking can be used to better understand organizational life, as well as how to study and develop organizations.

'The book is exciting. It opens up new ways of developing both organization and management. It inspires ideas of excellence and achievement and gives hope for this age. You can probably open this book anywhere and find something of value' - Business Age

Describing how to give individuals an opportunity to discover how their symbolic perceptions are organized, what needs to happen for these to change, and how they can develop as a result, this text includes three client transcripts.

`Shows that management is as much art form as science, providing many useful ways to tap the most important resource for competitiveness: brainpower' - Rosabeth Moss Kanter, Professor, Harvard Business School, author of The Change Masters Gareth Morgan's worldwide reputation in the fields of management and organization studies is based on his innovative method of using simple, everyday metaphors to create new ways of managing. Following his immensely successful Images of Organization, in which he develops metaphors to explain the dynamics of organization, Imaginization goes one step further by developing metaphors that speak directly to people about how to get things done on the job.

The SAGE Handbook of Organizational Discourse has received the 2004 Outstanding Book Award from the Organizational Communication Division of the National Communication Association `Organizational discourse is not a new topic but is one that has grown in significance and citations in recent years. Thanks to the new The SAGE Handbook of Organizational Discourse there is now a definitive set of up-to-the-minute resources available, by distinguished as well as emergent researchers. It should have a prominent place on all organization researchers bookshelves' - Professor Stewart Clegg, University of Technology, Sydney `Organizational researchers interested in discursive philosophies, methods and practices will be grateful for the much-needed background and guidance this

handbook provides' - Mary Jo Hatch, Professor, McIntire School of Commerce, University of Virginia. Co-author The Three Faces of Leadership: Manager, Artist, Priest (Blackwell) `Discourse analysis has become increasingly popular in organizational studies over the past decade or two. The SAGE Handbook of Organizational Discourse will make it even more popular by helping scholars of organizations understand the range of domains, methodologies, perspectives and focal organizational phenomena available to them within this analytic approach. Beyond classifying and describing current literature in the various areas, the chapters in this important new handbook suggest new directions for research using discourse analysis, a valuable service that should help novice and experienced researchers alike' - JoAnne Yates, Sloan School of Management An increasingly significant body of management literature is applying discursive forms of analysis to a range of organizational issues. This emerging arena of research is not only important in providing new insights into processes of organizing, it has also informed and influenced the broader fields of organizational and management studies. The SAGE Handbook of Organizational Discourse is the definitive text for those with research and teaching interests in the field of organizational discourse. It provides an important overview of the domains of study, methodologies and perspectives used in research on organizational discourse. It shows how discourse analysis has moved beyond its roots in literary theory to become an important approach in the study of organizations. The editors of the Handbook, all renowned authors and experts in this field, have provided an invaluable resource on the application, importance and relevance of discourse to organizational issues for use by tutors and researchers working in the field, as well as providing important reference material for newcomers to this area. Each chapter, written by a leading author on their subject, covers an overview of the existing literature and also frames the future of the field in ways which challenge existing preconceptions. The SAGE Handbook of Organizational Discourse is indispensable to the teaching, study and research of organizational discourse and will enable readers to develop a level of understanding of organizations commensurate with the most recent, state of the art, theoretical developments in the broader field of organization studies.

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