

<i>Chapter</i>	<i>Perspectives</i>	<i>Strengths</i>	<i>Limitations</i>
2. Mechanization Takes Command: Organizations as Machines	<ul style="list-style-type: none"> • Actions preplanned, tasks observed and evaluated • Military -> mass production -> computers • Bureaucracy, scientific management 	<ul style="list-style-type: none"> • Works on straight-forward tasks, environment stable, product repeatable, precision at premium, people compliant 	<ul style="list-style-type: none"> • Difficult adapting, mindless bureaucracy, interests of individual over org, dehumanizing
3. Nature Intervenes: Organizations as Organisms	<ul style="list-style-type: none"> • Open systems • Adapting to environment • Org life cycles • Influencing health and development • Different species of orgs • Species related to ecology 	<ul style="list-style-type: none"> • Processes in environments • Needs, goals, ends • Different org species • Organic innovation • Ecology, interorg relations 	<ul style="list-style-type: none"> • Misses social construction • Not functionally unified, harmony • Becoming ideology
4. Learning and Self-Organization: Organizations as Brains	<ul style="list-style-type: none"> • Learning orgs, flexible, resilient, inventive as brain • Distributed intelligence and control for self-org 	<ul style="list-style-type: none"> • Ability innovate and evolve to changes • Requirements, pathologies, designs 	<ul style="list-style-type: none"> • Metaphors to holograms, DNA • Conflicts with self-org
5. Creating Social Reality: Organizations as Cultures	<ul style="list-style-type: none"> • Knowledge, ideology, values, laws, rituals • Traditions from Britain, Japan, etc. 	<ul style="list-style-type: none"> • Preserves rationality, legitimizes objectivity • Shows shared systems of meaning • Org-environment relation constructed 	<ul style="list-style-type: none"> • Good / bad culture -> success? • Ideological manipulation? • Only snapshots?
6. Interests, Conflict and Power: Organizations as Political Systems	<ul style="list-style-type: none"> • Shadowy figures on throne, succession? • Autocracy, bureaucracy, technocracy, democracy • Interests, power, control 	<ul style="list-style-type: none"> • Recognizes rational for some, not others • Disintegrative strains • Sociopolitical implications, rights 	<ul style="list-style-type: none"> • See agendas hidden where there are none • Breeds mistrust • Plurality, classes
7. Exploring Plato's Cave: Organizations as Psychic Prisons	<ul style="list-style-type: none"> • Trapped in imperfect grasp of the world • Unconscious Freudian • Patriarchy, death, shadow 	<ul style="list-style-type: none"> • Personal balanced with integration • Ethics, defense mechanisms 	<ul style="list-style-type: none"> • Unconscious vs. explicit ideology • Liberation -> utopian critique
8. Unfolding Logics of Change: Organizations as Flux and Transformation	<ul style="list-style-type: none"> • Autopoiesis, complexity + chaos, cybernetics, dialectical tensions • Attractors, bifurcation, emergence, feedback 	<ul style="list-style-type: none"> • Recognizing paradox contradictions merits • Mobilizing desirable, minimizing negative 	<ul style="list-style-type: none"> • Innovation creates basis for own downfall • Could unleash destructive spiral
9. The Ugly Face: Organizations as Instruments of Domination	<ul style="list-style-type: none"> • Imposing will on others • Primary labor as human capital, secondary as dispensable • Work hazards, mental stress -> radicalization 	<ul style="list-style-type: none"> • Theory for the exploited, perceived and actual • Occurs by default or by design? 	<ul style="list-style-type: none"> • Dilemma rock and hard place -> paralysis • Non-domination possible



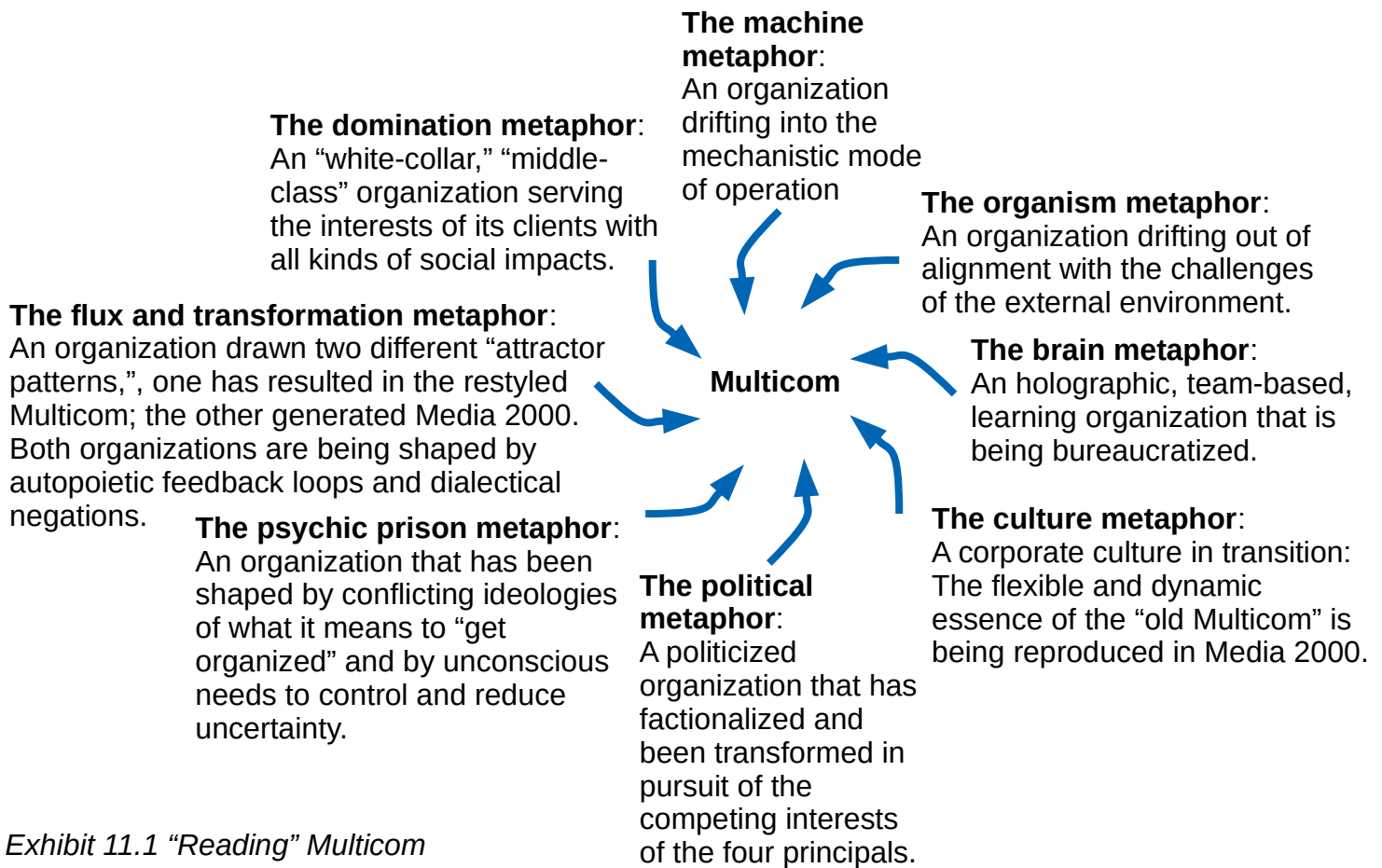


Exhibit 11.1 “Reading” Multicom

Dominant Frame:

The Organismic Metaphor

Supporting Frames:

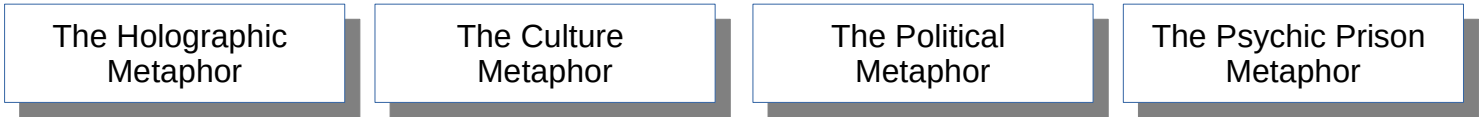


Exhibit 11.4 “Storylines” Prioritize the Insights of Different Metaphors

Dominant Frame:

The Political Metaphor

Supporting Frames:



Exhibit 11.5 A “Political” Storyline

