

Glossary of Terms: McCourt
(all are in quotes)
D. Smith

Metaphor – the missing link between lay and scientific discourse (Tsoukas) p 511

- An essential element in theory construction (Weick) p 511
- Fundamental element in scientific thinking and if metaphors are fundamental to scientific thought, then thinking metaphorically should give us new insights into how organizations behave, and that those new insights should in turn suggest new possibilities for creative action (Morgan) p 512

Action frame of reference – identifying a dominant organizational paradigm in the then influential systems theory and attempting to supplant it with a paradigm of his own devising (Silverman) p 512

Puzzle-solving – Kuhn's idea where a number of paradigms could co-exist, each of them spawning theories in a process p 513

Images of organization – organization theories are treated as instances of metaphor (Morgan) p 513

Imaginization – managers are practical theorists, and that metaphor is therefore of fundamental importance to them too (Morgan) p 513

Non-constructivist – there is an objective world which we know in a non problematic way through the direct evidence of our senses. (Ortony) p 514

Constructivist – while there is an objective world, we know it only through our senses which inevitably filter the sense data which they receive and impose their own structure upon it. (Ortony) p 514

Metaphor – an instance of the pre-logical thinking which culminates in factual knowledge (Casirer) p515

- Metaphors can, and sometimes do, generate insight about “how things are” in reality (Black) p 515

OD organizational development model of change-a long-range effort to improve an organization's problem-solving and renewal processes, particularly through a more effective and collaborative management of organizational culture (French & Bell) p 518

Gamma change – a change in the configuration of an existing paradigm or the replacement of one paradigm with another (Porras and Silvers) p 518

Neophilia – charges of triviality and re-inventing the wheel (Booker) p 519

Our ordinary conceptual system is fundamentally metaphorical in nature (Laeoff and Johnson)
The language of science is basically metaphoric (Brown) p 514

Metaphoric thinking