

1. Metaphors pg. 511

Enables us to see organizations in a new way, thus opening up new creative possibilities. Large theoretical claims have been made for this method, which metaphor being seen as the missing link between lay and scientific discourse (Tsoukas 1991) and as an essential element in theory construction (Weick 1989)

2. Epistemological theory of Metaphor pg. 512

Culminate in a detailed practical application to understanding and acting in organizations

3. Action Frame of Reference pg. 512

Identifying a dominant organizational paradigm in the then influential systems theory, and attempting to supplant it with a paradigm of his own devising.

4. Paradigm pg. 513

Overarching structures of thought at a level far above that of the individual theory.

5. The four Paradigms pg. 513

Schools of thought within organizational theory (which) are based upon the insights associated with the different metaphors for the study of organizations...the use of metaphor serves to generate an image for studying a subject (Morgan 1980:611)

6. Scientific Inquiry Pg. 513

It is the organizing principle that informs images of organization, where organization theories are treated as instances of metaphor, and also imaginization, where Morgan extends the insight to argue that managers are practical theorists, and that metaphors is therefore of fundamental importance to them too.

7. Non constructivist pg. 514

Adherents of the former position consider that there is an objective world which we know in an unproblematic way through the direct evidence of our senses.

8. Constructivist Pg. 514

Adherents of the latter position consider that, 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.

9. Strong constructivist Pg. 515

Views scientific language as fundamentally metaphorical, and by implication, invalidates literal scientific language

10. Weak constructivist Pg. 515

Language must be metaphorical, but otherwise leaves literal scientific language undisturbed

11. Supermarket of metaphors Pg. 516

Simply of the shelf products of Morgan's imagination which can only be passively consumed.

12. Pro-innovation of bias Pg. 517

Where metaphors appear which are trivial or which re invent the wheel

13. Self organization Pg. 517

Which is supposed to encourage openness to novelty and creative energy

14. Organization development Pg. 518

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

15. Gamma change Pg. 518

A change in the configuration of an existing paradigm or the replacement of one paradigm with another.

16. Neophilia Pg. 519

A methodology for evaluating metaphors.