

Organizing and Geoinformation: Mind the Metaphor

**Workshop
Multi-view framework to assess
National Spatial Data Infrastructures
Wageningen**

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Principles of classical management theory

1. Unity of command
2. Scalar chain
3. Span of control
4. Staff and line
5. Initiative
6. Division of work
7. Authority and responsibility
8. Centralization of authority
9. Discipline
10. Subordination of individual interest to general interest
11. Remuneration
12. Stability of tenure of personnel
13. Esprit de corps

	Yes	No
Greeting the customer		
1. There is a smile		
2. It is a sincere greeting		
3. There is eye contact		
Taking the order		
1. The counter person is familiar with the menu (no hunting for items)		
2. The customer has to give the order only once		
3. Small orders (four items or less) are memorized rather than written down		
4. There is suggestive selling		
Assembling the order		
1. The order is assembled in the proper sequence		
2. Grill Slips are handed in first		
3. Drinks are poured in the proper sequence		
4. Proper amount of ice		
5. Drinks are filled to the proper level		
6. Drinks are capped		
7. Clean cups		
Presenting the order		
1. It is properly packaged		
2. The bag is double folded		
3. Plastic trays are used if eating inside		
Asking for & receiving payment		
1. The amount of the order is stated clearly and loud enough to hear		
2. The denomination received is clearly stated		
3. the change is counted out loud		
Thanking the customer & asking for repeat business		
1. There is always a thank you		
2. the thankyou is sincere		
3. there is eye contact		
4. Return business was asked for		

A management observation checklist used to evaluate the performance of counter staff in a fast-food restaurant

“Wagner (1986) describes a number of Asian remote-sensing programmes as being managed by a central official holding all the strings and making all the decisions concerning the release of data on a case by case basis. Such an authority neither delegates responsibility nor tolerates dissent. When this individual is inaccessible, decision making grinds to a halt.”

(**Jefferson Metz Fox**, Spatial Information for Resource Management in Asia: a review of institutional issues, *International Journal of Geographical Information Systems*, vol. 5 no.1 59-72.)

We are preoccupied with:

- Rationality
- Authority
- Efficiency

But... is that all there is to it?



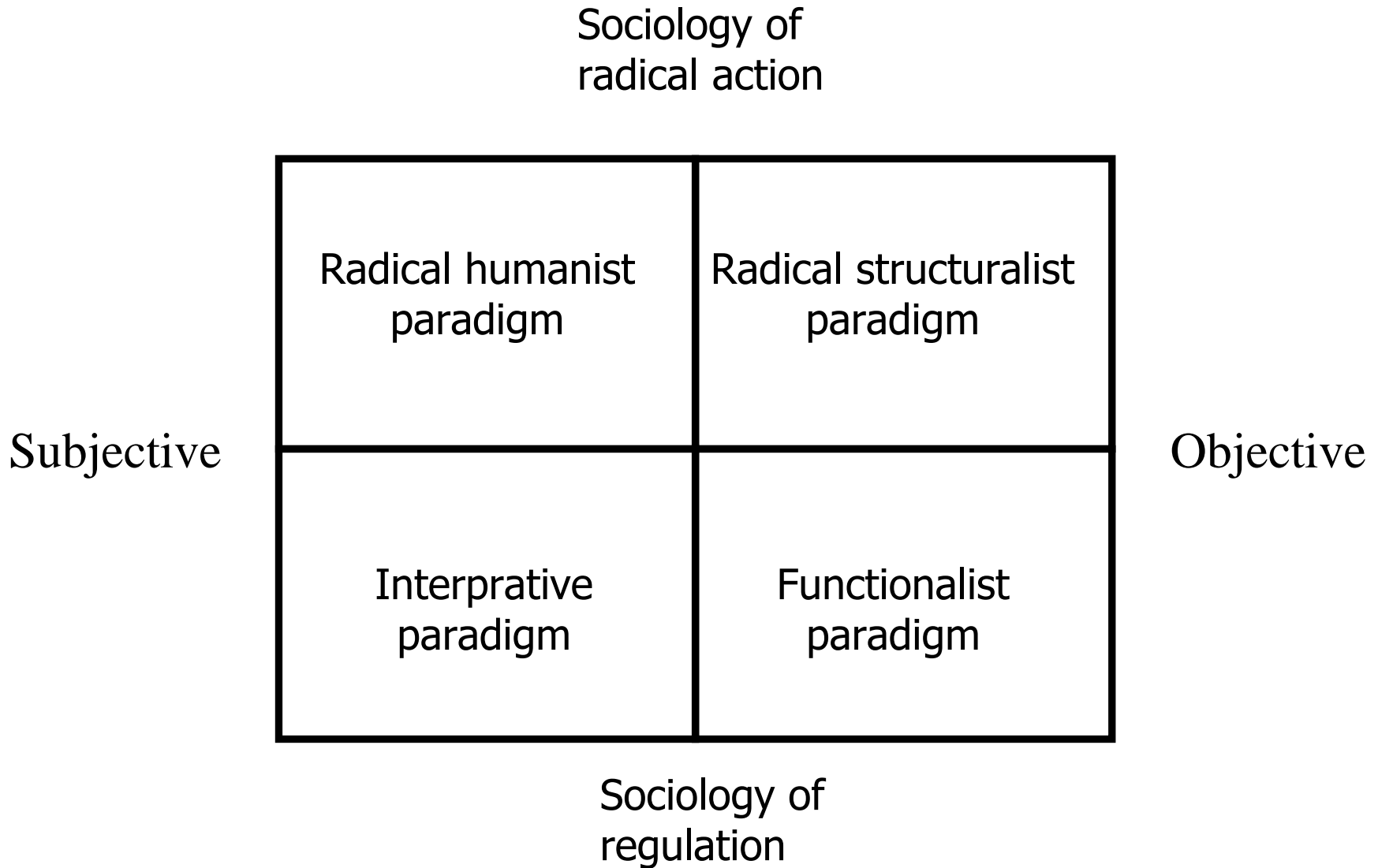
If you only have a hammer, every problem becomes a nail

Metaphors in organizing

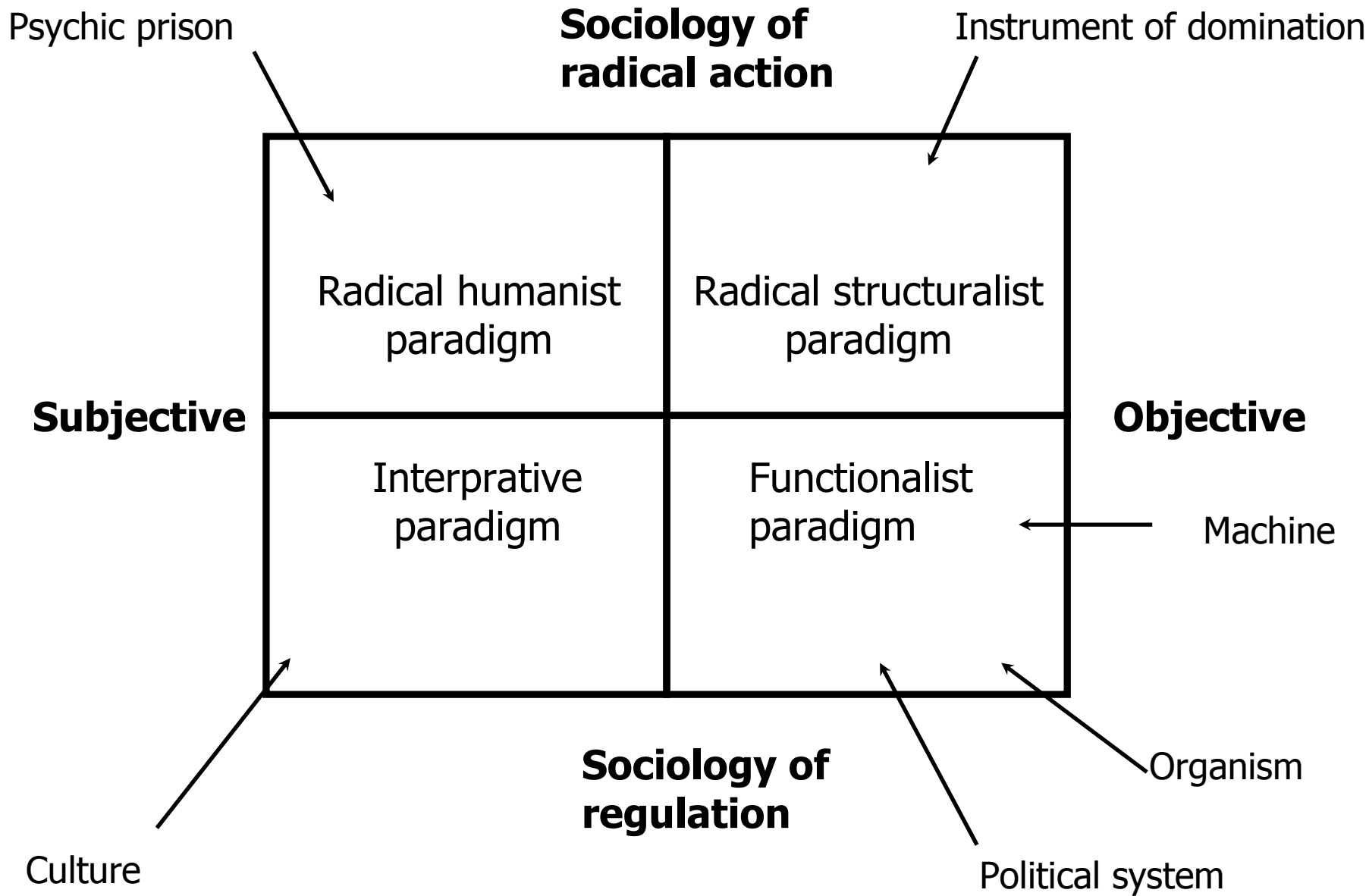
- Machine
- Organism
- Brain
- Culture
- Political system
- Psychic prison
- Domination instrument

From: Images of organization by Gareth Morgan (1986, 1997)

Paradigms in organizing theory

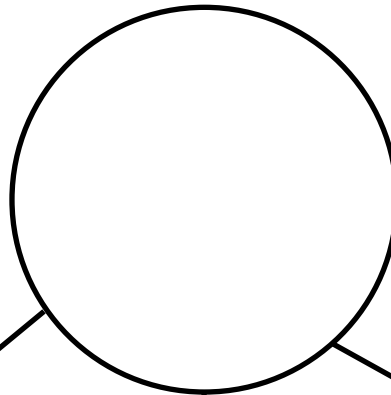


Adapted from Burrell & Morgan (1979)

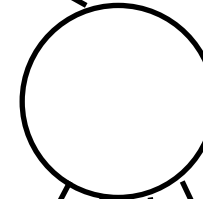
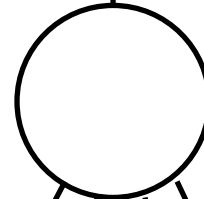
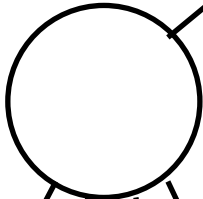


Adapted from Burrell & Morgan (1979) and Morgan (1983)

Paradigms



Metaphors



Theories

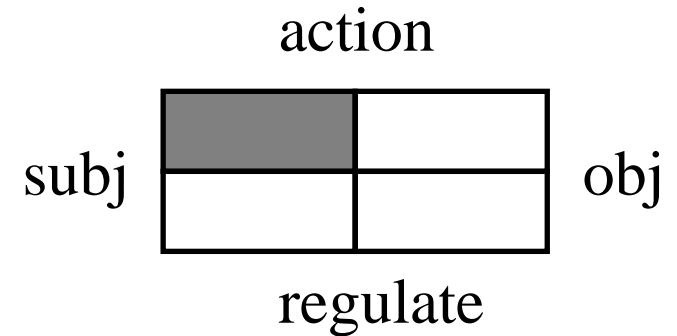


Scientist	Paradigm	Metaphor	Year
Grimshaw	Functionalist	Machine	1991
Obermeyer & Pinto	Functionalist	Machine	1994
Obermeyer	Functionalist	Machine	1995
Assimakopoulos	Functionalist	Machine	1997
Higgs	Functionalist	Machine	1999
Nedovic-Budic	Functionalist	Machine	1999
Rajabifard & Williamson	Functionalist	Machine	2001
Aronoff	Functionalist	Organism	1989
Fox	Functionalist	Organism	1991
Huxhold	Functionalist	Organism	1993
Graafland	Functionalist	Organism	1993
Pinto & Onsrud	Functionalist	Organism	1995
Meredith	Functionalist	Organism	1995
Azad & Wiggins	Functionalist	Organism	1995
Nedovic-Budic	Functionalist	Organism	1996
Reeve & Petch	Functionalist	Organism	1999
Walsham & Sahay	Functionalist	Organism	1999
Harvey	Functionalist	Organism	2001
Rajabifard & Williamson	Functionalist	Organism	2002
Rajabifard, Feeney & Williamson	Functionalist	Organism	2002
Rajabifard & Williamson	Functionalist	Organism	2003
Nedovic-Budic, Pinto & Warnecke	Functionalist	Organism	2004
Craig	Functionalist	Organism	2005
De Bree & Rajabifard	Functionalist	Organism	2005
Campbell & Masser	Interpretationist	Culture	1995
Georgiadou	Interpretationist	?	2005

Analysis of literature on organizing aspects of geoinformation

Organization as psychic prison

- Groupthink
- Whistleblower



Defense mechanisms:

- Repression
- Denial
- Displacement
- Fixation
- Projection
- Rationalization
- Idealization
- Splitting

Adapted from Hampden-Turner (1981)

Tenerife Plane Crash March 27 1977, in dense fog, killing 583

TENERIFE TOWER Stand by for take-off, I will call you.

Pan Am Radio (c/p) And we're still taxiing down the runway, the clipper one seven three six.

RDO and TENERIFE TOWER communications caused a shrill noise in KLM cockpit — messages not heard by KLM crew.
1706:25.6

TENERIFE TOWER Roger alpha one seven three six report when runway clear.

Pan Am Radio (c/p) OK, we'll report when we're clear.

TENERIFE TOWER Thank you

KLM FLT ENGR *Is hij er niet af dan?* {Is he not clear then?}

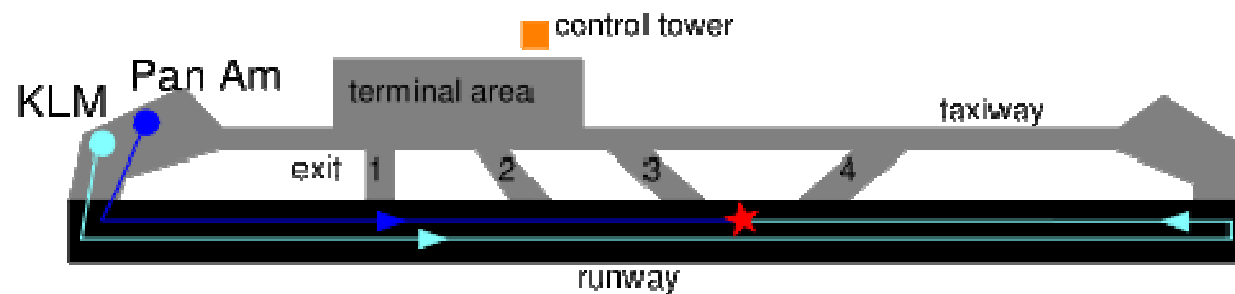
KLM CAPTAIN *Wat zeg je?* {What do you say?}

KLM FLT ENGR *Is hij er niet af, die Pan American?* {Is he not clear that Pan American?}

KLM CAPTAIN *Jawel.* {Oh yes. - emphatic}

Pan Am captain sees landing lights of KLM Boeing at approx. 700 m

PH-BUF started rotation

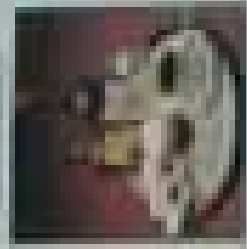


Source: http://en.wikipedia.org/wiki/Image:Map_Tenerife_Disaster_EN.svg

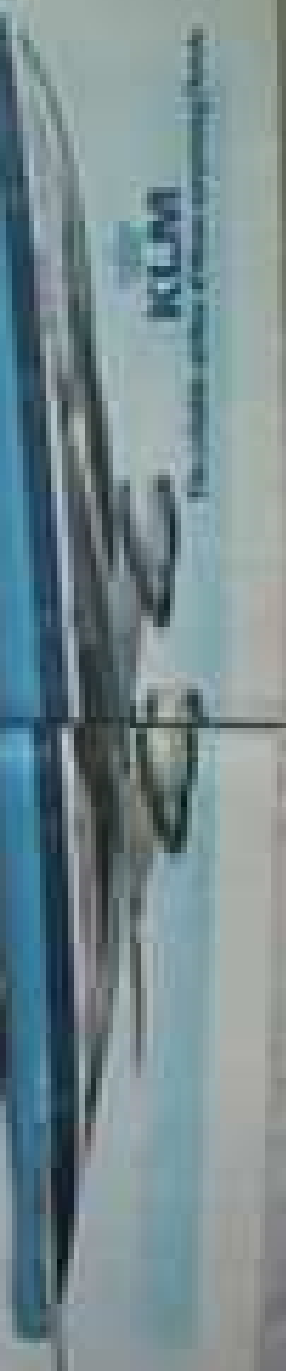
KLM. From the people who made punctuality possible.



KLM



...



KLM

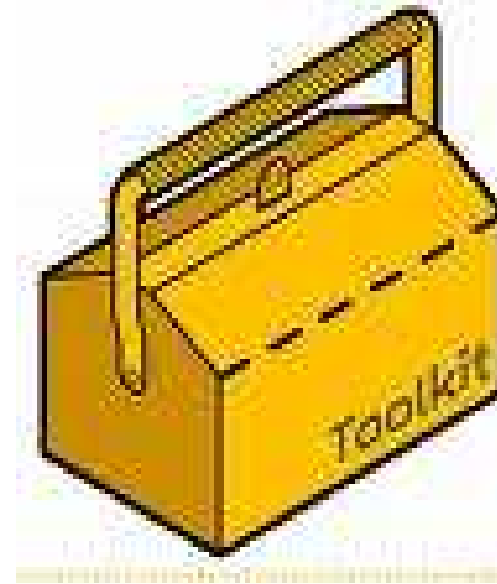
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The Vulnerable System: an Analysis of the Tenerife Air Disaster

Karl E. Weick

The Tenerife air disaster, in which a KLM 747 and a Pan Am 747 collided with a loss of 583 lives, is examined as a prototype of system vulnerability to crisis.

Journal of management Vol. 16, no. 3 571-593 (1990)



- There is more than one way to look at the world
- People create images of their live-world, including organizations
- Metaphorical thinking may help to analyze organizing puzzles

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