### Detailed Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>xiii</td>
</tr>
<tr>
<td>Gareth Morgan</td>
<td></td>
</tr>
<tr>
<td>Preface</td>
<td>xxx</td>
</tr>
<tr>
<td>About the Editors</td>
<td>xxxviii</td>
</tr>
<tr>
<td>About the Contributors</td>
<td>xl</td>
</tr>
</tbody>
</table>

### PART I • MAKING SENSE OF

**IMAGES OF ORGANIZATION**

1. **Introduction: From Theory to Application of Metaphor in Organizational Analysis**  2
   
   *Linda L. Putnam, Anders Örtenblad, and Kiran Trehan*
   
   **Overview of Morgan’s Images of Organization**  3
   **Uses and Critiques of Images of Organization**  4
   **Generating Organizational Metaphors in Theory and Practice**  6
   **Moving From Theory to Application: The Structure of This Book**  8
   
   *Part I: Making Sense of Images of Organization*  8
   *Part II: Using Metaphors in Organizational Analysis*  9
   *Part III: Reflections, Commentaries, and Constructive Critique*  11

2. **Reflections on Images of Organization**  15
   
   *Gareth Morgan*
   
   **On the Genesis of Images of Organization**  16
   **On the Inspiration for Writing This Book**  18
   **On Metaphor and How It Works**  19
   **On the Contributions That Images Makes**  22
   **On Responses to Critiques of Images**  24
   **On Developing New Metaphors for Research**  25
   **On Criteria for Evaluating a Metaphor**  27
   **On Dominant Metaphors in the Field**  28
   **On Additional Generative Metaphors**  28
   **On Metaphors and the Natural Environment**  30

   **Notes**  33

   **References**  36
3. Morgan's Legacy in Theorizing and Understanding Organizations 38

Joep Cornelissen

Key Learning Points 38
Morgan and Metaphors 40
How Metaphors Work 42
Metaphors and Theories of Organization 45
Conclusions 50
Key Terms 51
References 51

PART II • USING METAPHORS IN ORGANIZATIONAL ANALYSIS

4. Approaches to Using Metaphors in Organizational Analysis: Morgan's Metaphors and Beyond 54

Anders Örtenblad

Key Learning Points 54
Framework: Seven Distinctions 56

- Distinction 1: Descriptive Metaphors
  Versus Generative Metaphors 57
- Distinction 2: Root Metaphor Versus Metaphorical Expression 58
- Distinction 3: Metaphors of Those Being Studied
  Versus Metaphors of the Analyst 59
- Distinction 4: Variable Versus Seeing As 59
- Distinction 5: Starting in Metaphor
  Versus Starting in Object of Study 60
- Distinction 6: A Set of Metaphors
  Versus Single Metaphors 60
- Distinction 7: Developing Organizations
  Versus Researching Organizations 61

A Typology of Approaches to Using Metaphors in Organizational Analysis 61

- Approach A: A Color Map for Uncovering Aspects of Organizations 62
- Approach B: Colored Lenses to See Organizations Through 64
- Approach C: A Set of Pigeon-Holes to Categorize Into 66
- Approach D: Metaphors by Invitation: Mentored Self-Diagnosis 70
- Approach E: Metaphors as Eye-Openers 71
- Approach F: Metaphors as Cognitive Innovations 73

Which Approach Is Preferable? 75

The Chapters in Part II of This Book 78

A Comment on Meta-Metaphors:
Understanding How We Approach Metaphors 83
5. Viewing Organizations as Enablers of Happiness 87

Vikas Rai Bhatnagar

Key Learning Points 87
Dynamic Modeling of Morgan’s Metaphors 89
Gaps in Basic Assumptions of Current Metaphors: Toward Enriching Them 93
Perceived Negative Aspects of Humans 93
Conceptualization of Human Beings and Their Purpose 94
New Metaphor of Organizations as Enablers of Happiness 97

Key Terms 106
Notes 106
References 106

6. Combining Metaphors to Understand New Organizational Phenomena 111

Thomas Süße, Bernd-Friedrich Voigt, and Uta Wilkens

Key Learning Points 111
IPSS as the Case of Application 113
Increasing Relevance 113
Challenges of Transformation 114
Challenges of Organizing 114
Metaphors as Frames for Understanding Organizational Phenomena 116
Domains-Interaction Model for Metaphor Development 118
Specifying Characteristics of Organizing in IPSS 119
Empirical Approach for Gathering Distinct Data 119
General Steps of Data Analysis and Evaluation 121
Results of Data Analysis and Evaluation 122
IPSS as a Distinct Style of IVP 122
Distinct Variables of Organizing in IPSS 122
Applying Morgan’s Images to the Set of IPSS Variables 124
Developing a Generic Structure as Basis for the Blend 124
Developing and Elaborating the Blend 125
Creation of Emergent Meaning 125
Conclusions 128

Key Terms 130
References 130
Appendix A: Sample Structure Based on Sociodemographic Variables 133
Appendix B Three Styles of Value Propositions 134
Appendix C Results of the Box Test 134
Appendix D Computed Eigenvalue for the Discriminant Function 134
Appendix E Results of Wilks’ Lambda Test 135
7. Exploring Metaphors of Leadership 138

Turo Virtanen

Key Learning Points 138
Need for Quantitative Analysis 140
What Are Metaphors? 141
The Formulation of Leadership Metaphors and Data Generation 143
Overview of the Distribution of Metaphors 147
The Latent Meaning Structures of Leadership Culture 147
Results Compared With Previous Research 156
Conclusions 157
Key Terms 159
References 159
Appendix A: The Question of Leadership Metaphors 162

8. Developing Metaphors in Light of the Visual and Digital Turns in Organizational Studies: Toward a Methodological Framework 165

Ron Kerr, Sarah K. Robinson, and Carole Elliott

Key Learning Points 165
The Visual and Digital Turns in Organizational Studies 167
The Visual Turn in Organizational Studies 167
The Digital Turn in Organizational Studies 168
The Case: Mondelez International 170
Actively Viewing Mondelez International: A Methodological Framework 171
Hermeneutic Cycle 1: Informal, Our First Impressions 173
Hermeneutic Cycle 2: Formal Analysis 174
Hermeneutic Cycle 3: Synthesis, the Critical Cycle 174
Discussion: Evolving a New Image
Through Our Digital Methodology 176
Conclusions: Contributions of This Chapter and Ways Forward for Organizational Studies 178
Key Terms 179
References 179

PART III • REFLECTIONS, COMMENTARIES, AND CONSTRUCTIVE CRITIQUE

9. Imagination and the Political Use of Images 184

Vitor Hugo Klein Jr. and Christian Huber

Key Learning Points 184
Assumptions About Images and Imagination 186
  Quadrant 1: Imagination Legitimates Organizations 189
  Quadrant 2: Imagination Reproduces Organizations 191
  Quadrant 3: Imagination Disrupts Organizations 192
  Quadrant 4: Imagination Deceives Organizations 193
From Images of Toward Imagination in Organization 194
Discussion and Conclusions 198
  A Comprehensive Concept of Imagination 198
  Imaginary Struggles for Power 199
  The Ethics of Imagination 201
Key Terms 201
Note 202
Acknowledgment 202
References 202

10. Organization as Affect: Moving on Metaphorically 205
  David Grant and Cliff Oswick
  Key Learning Points 205
  Revisiting the Metaphor and Organization Journey 206
  A New Challenge 207
  Organization as Affect 208
  Conclusions 211
  Key Terms 212
  Note 212
  References 213

11. The “Metaphor” Metaphor: Educating Practitioners for Reflective Judgment 217
  Haridimos Tsoukas
  Key Learning Points 217
  Reflective Thinking 218
  Metaphor 219
  Perception 221
  Organizations as Texts 222
  Refined Understanding 223
  Key Terms 224
  References 224

12. Of Tropes, Totems, and Taboos: Reflections on Morgan’s Images From a Cross-Cultural Perspective 226
  Peter Case, Hugo Gaggiotti, Jonathan Gosling, and Mikael Holmgren Caicedo
  Key Learning Points 226
  Understanding Tropes, Totems, and Taboos 229
  Images as Natural and Not Cultural Totems 230