

**ORGANIZATIONAL CHANGE AS DESCRIBED BY MANAGERS
THROUGH METAPHORS**

By

Julianne Alise French

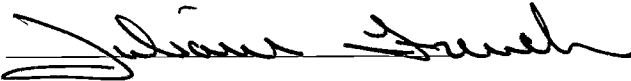
A Thesis Submitted to the Faculty of the
COLLEGE OF NURSING
In Partial Fulfillment of the Requirements
For the Degree of
MASTER OF SCIENCE
In the Graduate College
THE UNIVERSITY OF ARIZONA

2003

STATEMENT BY THE AUTHOR

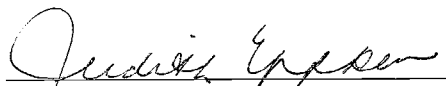
This thesis has been submitted in partial fulfillment of requirements for an advanced degree at The University of Arizona and is deposited in the University Library to be made available to borrowers under rules of the Library.

Brief quotations from this thesis are allowable without special permission, provided that accurate acknowledgment of source is made. Requests for permission for extended quotation from or reproduction of this manuscript in whole or in part may be granted by the head of the major department or the Dean of the Graduate College when in his or her judgment the proposed use of the material is in the interests of scholarship. In all other instances, however, permission must be obtained from the author.

SIGNED: 

APPROVAL BY THESIS DIRECTOR

This thesis has been approved on the date shown below:


Judith Effken, Ph.D., RN
Associate Professor of Nursing

5-14-03
Date

ACKNOWLEDGEMENTS

I would like to acknowledge Dr. Judith Effken who generously offered to share her data so I could perform this study. She has shown remarkable patience with me and provided excellent guidance and comments that have enhanced this paper.

TABLE OF CONTENTS

LIST OF ILLUSTRATIONS.....	6
LIST OF TABLES.....	7
ABSTRACT.....	8
CHAPTER ONE: INTRODUCTION	
Statement of the Problem.....	10
Purpose of the Study.....	13
Research Questions.....	14
Image of Change Definitions	15
Image of Change Agent	15
Operational Definitions.....	15
Significance of the Problem.....	16
Summary.....	21
CHAPTER TWO: EVALUATION MODEL AND REVIEW OF THE LITERATURE	
Introduction.....	23
Conceptual Model.....	31
Summary.....	35
CHAPTER THREE: METHODOLOGY	
Research Design.....	38
Sample.....	40
Protection of Human Subjects.....	40
Instruments.....	40
Summary.....	41
CHAPTER FOUR: DATA ANALYSIS AND RESULTS	
Introduction.....	43
Characteristics of the Sample.....	43
Results	44
Research Question 1.....	49
Research Question 2.....	49
Research Question 3.....	50
Summary.....	50

CHAPTER FIVE: DISCUSSION AND IMPLICATIONS	
Introduction.....	53
Limitation of Study	56
Implications.....	57
Recommendations for Future Research.....	58
Summary.....	58
APPENDIX A: HUMAN SUBJECTS APPROVAL.....	61
APPENDIX B: TOOL TEST.....	63
APPENDIX C: OTHER METAPHORS.....	69
REFERENCES.....	92

LIST OF ILLUSTRATIONS

FIGURES

1. Organizational Change and Planning Framework.....33
2. Graphical representation of the changes in the number of metaphors by category and year45
3. Graphical representation of the changes in the percentage of metaphors by category and year.....46
4. Percentage of metaphors in each category (both time periods).....47
5. Percent Metaphor of Change by Category.....48

LIST OF TABLES

TABLE	Page
1. Argument is war (Lakoff, 1980).....	18
2. Theories and arguments are building (Lakoff, 1980).....	19
3. Ideas are people or plants, products, commodities (Lakoff, 1980).....	20
4. Marshak's change metaphors (Marshak, 1993).....	35
5. The number (and percentage) of metaphors by metaphor category and year.....	44

ABSTRACT

Corporations spend a huge amount of money every year on implementing changes designed to improve organizational performance. It is well known that effective implementation of organizational change demands effective communication, and effective communication, in turn, relies heavily on the appropriate use of metaphors. Marshak has identified four categories of organizational change metaphors: fix and maintain, build and develop; move and relocate, and liberate and recreate. These four types are assumed to describe gradients in change ranging from a fairly simple change (fix and maintain) to a radical transformative change (liberate and recreate). Marshak has proposed that managers can utilize metaphors to facilitate organizational change and, further, that metaphors can be used to evaluate the degree of alignment of employee and manager understanding of an organizational change. As a preliminary test of Marshak's model, a secondary data analysis was done of 30 interviews conducted with managers in a large urban medical center undergoing a major organizational redesign process. The interviews were done at two points in time, early in the redesign effort and three years later. Fifteen interviews were selected from each of the two points in time for secondary analysis. Using standard content analysis procedures, change metaphors were identified in each interview and categorized either into one of Marshak's four categories or as "other." The results of the analysis showed that the predominant metaphor of change differed at the two points in time, and that the change was in the direction of a more

complex change (specifically from “fix and maintain” to “build and develop.”) These findings provide preliminary empirical support for Marshaks’ model.

CHAPTER ONE

INTRODUCTION

When an organization determines that change is necessary to improve the delivery of services, leaders develop a plan and share it with affected staff. The successful implementation of the organizational change is dependent on many factors. Among the most important of these is effective communication to staff of the precipitating need for the change and the desired outcome of the change. The business community has devoted a lot of attention to organizational communication and change. There is a plethora of publications concerning business reorganization, including hospital reorganization, which offers advice for successful transitions and pitfalls to avoid. Effective communication is frequently cited as a crucial factor in successful organizational change. Much communication is based on the use of metaphors. Metaphors are powerful communication devices. Not only do they add color to our conversations, but also they frequently crystallize concepts or ideas that might be difficult to understand otherwise. Because the basis for metaphoric description lies in humans' shared experience, they can be very powerful. For these reasons, metaphors are beginning to be considered among the tools that managers might use to facilitate change.

The use of metaphors to convey thoughts and ideas has been described extensively by scholars (Lakoff, 1980, Leary, Johnson and Lakoff 1999, Siegelman, 1990). Metaphors are commonly used to express ideas and elucidate points. Lakoff (1980) contends that metaphors are more than a device used in language, and are actually

a concept for action and thought that governs our everyday functioning of what we perceive, how we interact with others, and how we get around in the world.

Metaphor is defined by the Merriam-Webster dictionary as “a figure of speech in which a word denoting one subject or idea is used in place of another to suggest a likeness between them (as in ‘the ship plows the sea’).” According to Pugh et al. (1992), the word metaphor comes from the Greek “*metapherein*,” which means “to bear change” and describes the transfer of a term from one object to another on a basis of perceived similarity. Metaphorical thinking cuts across discipline boundaries and subjects by making understanding and knowledge in one domain a guide for comprehending knowledge in another with some comparison of meaning (Pugh et al., 1992).

It is important to make a distinction between metaphors and other figures of speech, such as simile or analogy. Merriam Webster defines simile as a figure of speech in which two dissimilar things are compared by the use of “like” or “as.” David Leary (1990) notes that each of these words refers to the comparison of two terms on the basis of similarity. When a simile is used, the comparison term is specifically stated in the expression, as in “The brain is *like* a computer.” When the statement suggests an identity, such as “The brain is a computer,” it is a metaphor. Analogy is used to draw attention to a relevant similarity between two things, while at the same time recognizing their differences (Leary, 1990). Because simile is so close to metaphor in the way a person might use the term to convey an idea, for purposes of this research, metaphors and similes will be treated as equivalent.

Robert Marshak (1993), a consultant in Organizational Development, proposes that metaphors can be used to gauge the stage of development an organization has achieved in its goal to implement organizational change. Developmental stages can be discerned by studying the metaphors used both verbally and in writing by the managers involved. Marshak (1993) notes that metaphors used to express change status reflect a phase of change process that may or may not be consistent with the goal of change by managers and leaders. Accordingly, by paying attention to metaphors expressed, managers can gauge when their plans are on track and even influence synchronization through use of the proper metaphor. It is worth pointing out that Marshak doesn't distinguish similes from metaphors.

Marshak (1993) claims that stratifying metaphors can assist in interpreting and managing the implementation process. Marshak's theory (1993) assigns verbal or written metaphors used by staff involved in the change process into ascending categories of change. It is then possible to determine if the metaphors used are consistent with the kind of change process desired by leadership. Further, if metaphors are not consistent, they can be realigned by intentionally using the metaphor appropriate for the change process desired.

The goal of the research reported here was to apply Marshak's (1993) framework through a descriptive content analysis of data collected from surveys of managers that participated in a successful transformational hospital wide organization change in a large tertiary care hospital. Results of the study will be used to validate Marshak's (1993)

conceptual framework that metaphors used by staff undergoing organization change can be used to gauge their alignment with management's desired change and reveal the degree of change that has occurred.

Statement of the Problem

In order for staff to embrace and implement an organizational change, a clear message of the process must be conveyed by leaders to involved staff (Marshak, 1993). Metaphors used in communicating this change should be consistent with the type of change desired. That is, if management desires staff to fix or maintain a current process, then metaphors like "broken" or "tools" would be appropriate. However, if the organizational change is visionary, then appropriate metaphors might include "a new beginning" or "create a new vision." A mismatch occurs when the metaphor used to enforce change to staff is not congruent with the desired end result. When different people in an organization share the same underlying metaphor, the metaphor provides a shared understanding. However, if the underlying metaphors are different, there may be conflict over what to do and how to do it (Marshak, 1993).

The organization involved in this study is a hospital. When a hospital facility finds that major organizational change is necessary to provide better patient care, improve efficiencies, reduce avoidable costs, and improve public and affiliation relations, then a plan for change is developed and implemented. A question may arise as to how is the message for change delivered? What words are used by change agents to communicate the purpose of the change to the staff? What message is heard from the

managers who are strategic to the success of the change? It is precisely the effect of the metaphors used by all these pertinent individuals involved in the change that can help determine the progress or success of the change itself.

Purpose of the Study

The purpose of this research study was to provide a descriptive qualitative analysis of metaphors used to describe organization change by managers at a major tertiary hospital at two separate time periods during the organizational change. The organization change proposed by hospital leaders was judged to be transformational by Marshak's definition and was ultimately deemed successful (Stetler & Charns, 1995). The secondary analysis utilized survey data collected by Dr. Judith Effken as part of the evaluation of the organizational change process.

Research Questions

Three research questions were posed:

1. What is the predominant image of change category, using Marshak's metaphor classification, used by managers at a major tertiary hospital that underwent organizational change?
2. Does the image of change category progress to higher levels, as described by Marshak, from Fix and Maintain to Transformation, as the organizational change is implemented?
3. Did managers use metaphors other than those described by Marshak for organizational change?

Operational Definitions

Metaphor – figure of speech in which a word denoting one subject or idea is used in place of another

Image of Change Definitions

1. Fix and Maintain – Conveys the idea of the organization as machine, in which things should be smooth running, well-oiled, predictable, efficient and all parts fit together. A proposed change would be to either repair the current machine or maintain its functionality.
2. Build and Develop – Developmental change builds on a previous foundation and leads to better performance, similar to the idea of organization as a developmental growth process.
3. Move and Relocate – Transitional change involves actually moving from one state to another, for example, when an organization moves from a paper based patient record to an automated patient record.
4. Liberate and Recreate – Transformational change is very significant and the organization changes from one state to a very different state; for example, for staff-centered to patient centered. The past is no more, and a fundamentally different organization emerges.

Image of Change Agent

1. Repair Person, Maintenance Worker – Using a machine metaphor for an organization, it would typically be run by managers and leaders that are operators and

engineers. Naturally, when a machine breaks down and needs servicing, it is addressed by a repair person, maintenance worker or mechanic.

2. Trainer, Coach, Developer – The organization is described as a building under construction or developmental growth. Change agents are asked to do “organizational development” or team “building” to help “lay a better foundation” to “improve performance,” “increase capabilities,” “build” additional competencies
3. Planner, Guide, Explorer – These change agents are associated with Transitional Change and are called upon because they are supposedly more familiar with “the journey,” can make sure everyone is “headed in the right direction,” make sure things “stay on track,” and no one is “left behind.”
4. Liberator, Visionary, Creator – This is the change agent that possesses the ability to help “unlock the situation,” “see new possibilities” and “give birth” to the new organization.

Significance of the Problem

Corporations in the United States spend more than \$60 billion dollars on training and more than \$45 billion on management consultants annually to improve organizational performance (Sutton, 2002). More than 2,000 business books are written every year to advise how knowledge in business practice can be turned into action (Sutton, 2002). Jennifer LaClair (2002) studied 40 organizations that underwent organizational change.

Fifty-eight percent of the organizations failed to meet their targets and only 20% captured only a third or less of the value expected.

Effective communication is imperative to accomplish goals sought by reorganizing functions within an organization. As mentioned earlier, metaphors are not simply symbolic words, they are concepts for how we understand and relate, think and experience (Lakoff, 1980). We “construct” our world through our perception and categories of thought, and the metaphor is basic to its construction (Lakoff, 1987; Lakoff & Johnson, 1980; Lakoff & Turner, 1989). The metaphor is basic to the language we use and embodies our conceptual understanding (Siegelman, 1990). That is, language is built by comparing the known to the unknown so it is essentially metaphoric. Because communication is based on the same conceptual system that we use in thinking and acting, language is important evidence for what that system is like. Lakoff (1980) gives an example of how a metaphorical concept can structure an everyday activity (Table 1). In this case, argument is viewed as war and descriptions of an argument utilize metaphors drawn from the concept of war (e.g., winning the argument, or demolishing another’s argument).

Table 1. Argument is War (Lakoff, 1980)

Your claims are <i>indefensible</i>
He <i>attacked every weak</i> point in my argument
His criticisms <i>were right on target</i>
I <i>demolished</i> his argument
I've never <i>won</i> an argument with him.
You disagree? Okay, <i>shoot!</i>
If you use the <i>strategy</i> , he'll <i>wipe you out</i> .
He <i>shot down</i> all of my arguments

Lakoff (1980) notes that arguments usually follow systematic patterns. The metaphorical concept is systematic and so is the language people use to talk about an aspect of the concept. Metaphorical expressions are tied to metaphorical concepts in a systematic way. People use metaphorical linguistic expressions to study the nature of metaphorical concepts and gain understanding of the metaphorical nature of their activities. Other metaphors partially structure everyday concepts and this structure is reflected in our literal language. Our understanding of arguments may be quite different if we relate them to buildings or to war (Table 2). Similarly, when we describe ideas using metaphors of people, plants, products or commodities, we have a very different impression of the concept (Table 3).

Table 2. Theories (and arguments) are buildings (Lakoff, 1980)

Is that the <i>foundation</i> for your theory?
The theory needs more <i>support</i> .
The argument is <i>shaky</i> .
We need some more facts or the argument will <i>fall apart</i> .
We need to <i>construct a strong</i> argument for that.
The argument <i>collapsed</i> .
So far we have put together only the <i>framework</i> of the theory

Table 3. Ideas are people or plants, products, commodities (Lakoff, 1980)

The theory of relativity <i>gave birth</i> to an enormous number of ideas in physics.
He is the <i>father</i> of modern science
His ideas have finally come to <i>fruition</i> .
The <i>seeds</i> of his great ideas were <i>planted</i> in his youth,
We've <i>generated</i> a lot of ideas this week.
It's important how you <i>package</i> your ideas

We use metaphors to describe something we have not yet experienced or are experiencing in a new way and to help influence the perception of the target audience. For instance, the Bush White House administration recently released the title of the campaign attack on Iraq as mission “Shock and Awe.” These metaphors would have us believing that war is like watching the Fourth of July fireworks that paralyzes the observer by its display of lights and sounds. Shock and Awe does not conjure images of death, burning building and casualties of war.

Lakoff (1987) describes how we increase our ability to comprehend and communicate about our feelings by applying metaphors. Language, thoughts, and ideas are communicated partly using metaphors that convey meaning and thus initiate change. If the metaphors used are not in line with the proposed level of organization change, the outcome of the proposed change may be doomed. For instance, if top leadership uses

metaphors to describe their organization such as “broken down or poorly maintained,” they imply a machine model that needs to be fixed. Staff then may perceive they need to fix it or retrain. However, if top leadership really means that the organization needs to break away from habits and create a new vision, they have not conveyed the idea effectively and staff may remain stagnant (Marshak, 1993). This study explored the progress of organizational change by categorizing metaphors of change used by managers to describe their own experience at two times during a 5-year organizational change process.

Summary

Chapter 1 provided an overview of the use of metaphors in organizational change, described the model used to guide the study, defined the key factors to be studied and described the significance of the problem. The success of implementing an organizational change at a facility that is broad and affects many staff is largely dependent on how is it communicated from top leadership, middle management, and immediate supervisors. There are many models for organizational communication, and much literature has been published regarding communication during the implementation of organizational change. These models address management strategies ranging from top down leadership to enlightened dialogue between leadership and employees. An aspect of organization communication and change is the use of metaphors in language and its impact on reorganization.

As Marshak (1993) notes, the metaphors used should be consistent. Metaphors used to convey meaning to the intended target could have a significant influence and impact on the success of a proposed change. The research reported here was intended to provide some insight into the impact of image of change agent metaphors used by managers during a reorganizational change at a major tertiary hospital by determining the predominant image of change category used at each time slice. It also was intended to provide additional insight into how images of change evolve over a five-year period of organizational change.

CHAPTER TWO

EVALUATION MODEL AND REVIEW OF THE LITERATURE

Introduction

Chapter two includes a review of relevant literature and a description of the conceptual framework that guides the research.

Communication has been considered a natural process since ancient Greece. (Britannica Online, 2003). In 1928, I.A. Richards, an English literary critic, developed this definition of communication: “Communication takes place when one mind so acts upon its environment that another mind is influenced, and in that other mind an experience occurs which is like the experience in the first mind, and is caused in part by that experience” (Britannica Online, 2003). Forty different disciplinary approaches to the subject of communication have been identified by Jurgen Ruesch , including architectural, anthropological, psychological, and political. Fifty modes of interpersonal communication have been identified within an abundance of disciplines and analytic approaches (Britannica Online, 2003). Types of communication include non-vocal communication, signals, signs, symbols, icons, gestures, proxemics and vocal communication.

Symbols are a type of communication that is woven into an individual’s ongoing perceptions of the world (Britannica Online, 2003). British philosopher Alfred North Whitehead notes that symbols are analogues or metaphors which may include written and

spoken language standing for some quality of reality that is enhanced in importance or value by the process of symbolization itself (Britannica Online, 2003).

Communication is critically important to successful organization change (Salem, 1999). Salem identifies three basic approaches to organizational communication and organization change: monologic, transactional, and dialogic. The monologic approach is an event such as a budget cut, restructuring, new governmental regulation, or market shift that is an outgrowth of everyday activity. This is change that is simply managed. Tools used to manage these changes include behavior of the manager, the organizational vision and strategic use of communication (Salem, 1999).⁹ The transactional approach is planned change that incorporates employee involvement, but maintains leadership role for managers. In this model, communication functions to “align attitudes, share knowledge, and manage information” (Quirke, 1995). In this approach leaders are responsible for communication, while employees participate in organizational decision-making. The key attribute of this model is that the transformation leader is a learner. Learning is a system-wide activity that embraces feedback from the environment and anticipates more changes (Salem, 1999).

The Dialogic approach shifts control from any one person, for instance the leader, to the community. The dialogic relationship requires give and take and can inspire creativity, whereas the monologue decreases risk and stifles creativity (Salem, 1999).

These are examples of communication models used to implement organizational change. Also important for the communication of change, in addition to the organizational models described, are the words, ideas, or thoughts used in dialogue.

Organizational changes are characterized by high risk, heightened emotional context because of the ambiguity of the situation and increased potential for conflict and unproductive outcomes (Kimberly & Quinn, 1984). Greenberg (1995) examined how symbolic processes unintentionally influence the sense making process in reorganization processes. In her case study, she discusses how a leader can use symbolic processes to frame the change and direction of the organizational members' understanding in a desired direction and ultimately have control over the outcome of the change (Greenberg, 1995). Her study assesses the impact of organizational change as it relates to the leadership style of two newly formed groups. The organizational members had to rely on the available symbolic processes to guide their new shared understanding. Ultimately the difference in undirected symbolic processes on the members' shared understanding revealed that a minor organizational change led to major changes in understanding (Greenberg, 1995). Greenberg's analysis entailed identifying logical patterns in the data and then constructing theories that explained these patterns (Evered & Louis, 1981). Greenberg then asked current organizational members to read and comment on her analysis and interpretation. Greenberg (1995) claims that checking interpretations with organizational members after an event occurs can help develop clarity of ideas and validate a cultural or interpretive perspective (Louis, 1981).

Cleary & Packard (1992) note that, at the organizational level, thinking and speaking metaphorically can be observed in employees' conversations. Whiteley's (1997) evaluation of a family practice residency orientation examined the role that metaphors play in communication. Specifically, the study sought to determine the value of a systematic metaphor analysis as a component of program evaluation and to evaluate the relevance of metaphors and their utility for program improvement. Of the eight methods of data collection described in her study (Organizational Culture Inventory [OCI], interviews, benchmarks, debriefings, a metaphor identification activity, director observation, summative and post-evaluation questionnaires), only OCI, interviews, metaphor identification activity and direct observation yielded valuable data for program improvement strategies. Analysis of the data indicated that systematic metaphor analysis is feasible within an evaluation context. Whiteley concluded that metaphors serve as a bridge to achieving shared meaning among individuals, organization and cultures and play an important role in the process of meaning change and acceptance.

Shue (1998) explored the symbolic processes that occur within an organizational culture during the introduction and implementation of an innovative educational program within a medical educational environment. Shue identified three primarily narrative clusters from interviews and focus groups with organizational members. Each cluster produced metaphors that symbolized members' views about the innovation. Shue's analysis of the data indicated disparate views of members and found multiple power relationships embedded within the organizational culture during the implementation

period. From this analysis, Shue made recommendations for possible ways of enacting positive social change for many of the organizational members.

Salzmann (1997) studied individuals involved in empowerment-oriented organizational change to determine whether those who are thriving share a common manner of relating to the world. Among the tools used to assess individuals' thriving was a metaphor inventory with optimistically and pessimistically oriented items to determine individuals' viewpoints about existing empowerment-oriented change efforts.

Salzmann's study included 107 participants who were employees in two U.S. based manufacturing organizations. The findings of her study concluded that data from the O/P instrument and metaphor inventory were moderately correlated. No significant relationships were found between the measures of optimism and pessimism and the participants who were identified as most and least positive.

Morgan (2001) explicated samples of managerial metaphors in use, including dominant and alternative metaphors, and the perspectives toward change they revealed. Morgan (2001) used Lakoff and Johnsons' (1980) model of three major types of metaphors (orientational, ontological, and structural) to analyze metaphors obtained in informal interviews, conversations, documents and taped interactive feedback sessions with managers in an established department store chain in the midst of change. She then grouped metaphors around themes (Koch & Deetz, 1981) and formed main categories for analysis. Her results showed that, although the top level managers know the company buzzwords and corporate mission, the metaphors they used did not imply that the

buzzwords were truly meaningful for the managers. As a result, the organization's mission was not clearly articulated to lower level managers and sales staff. Further, corporate metaphors like "getting out of the box" were actually reinterpreted as "my way or the highway." The metaphors promoted by corporate office did not reflect actual practice. Not only is the description of the need for change and the desired goal important, but so is the language used to describe these ideas because the choice of words and verbal images can affect the perception of the target audience and thus outcome of the change itself (Marshak, 1993).

Marshak's (1993) model describes an image of a change agent for each image of change. For instance, the Fix and Maintain change agent is a repair person, the developmental change agent is the trainer or coach, the Transitional change agent is a Planner, Guide or Explorer, and the Transformational change agent is a liberator, visionary or creator. The metaphors that describe the change agent are selected to convey the concept in terms of an experience that the target can understand from their own life experience. The change agents are the facilitators of the change process. Marshak's (1993) model or topology asserts that by aligning metaphors with the proposed type of organization change, the success of the change is enhanced. That is, congruence in the use of metaphors of change will lead to the desired outcome. Alignment is important to ensure that management and leadership share a mutual understanding of the goals and processes needed to achieve it. For instance, a manager might say to his leader, "We fixed the breakdown on that performance issue of intake data capture" (Maintain and Fix)

and the leader responds “We need to move the whole intake data capture process to different level” (Move and Relocate). By listening to the categories of change metaphors used by pertinent individuals, management can determine if metaphors are out of alignment. Then, by introducing the desired metaphors of change (i.e., those that match the targeted level of change), they can be re-aligned with planned organizational change. Leaders and managers need to listen to the change metaphors used in discussion to determine if they are aligned. Of course, in order to do this, managers would have to become familiar with the process change metaphors in Marshak’s (1993) model.

There is an abundance of literature regarding the theory of metaphors and organizational change, particularly in management and organizational development journals. There are also a number of published studies and dissertations that describe the analysis of metaphors used by staff in organizations that have undergone some sort of organizational change or implementation project. However, the literature does point out that further research needs to be devoted to “explaining how the prominence of metaphors is determined” (Palmer & Dunford, 1996). Researchers should focus on the degree to which metaphors are shared throughout the organization, the degree to which the metaphors are strongly held and the extent the metaphors are clearly articulated with an organization. Researchers should examine the implication of how managers treat some change terminology as metaphorical and other change terminology as literal (Palmer & Dunford, 1996).

To build theories of organizational change rooted in metaphor, researchers need to reevaluate the nature and meaning of congruent language (Morgan, 2001). This supports the metaphorical research this paper describes. Citing Marshak's (1993) theory, Morgan (2001) argued, in her study of a retail sales operation, that a successful change event has to align employee values and beliefs in the form of congruent metaphors. She contends that researchers and change agents should be prepared to examine the origin and nature of congruent metaphor usage since congruence can indicate pressure to "walk the talk" of the preferred change agent.

Marshak's (1993) model of metaphors of change and change agents is mentioned in several journal articles (Akin & Palmer, 2000; Palmer & Dunford, 1996; Morgan, 2001), but no one has yet tested his model empirically. Akin & Palmer (2000) describes Marshak's description of a manager who proposed a transformational change, but had no success in getting people to understand the program. Marshak pointed out to him that the language he was using to convey this to his staff was inappropriate and locked into language of developmental change. Palmer & Dunford (1996) notes that Marshak labels an organizational change program as a transformation and uses managers as guides, coaches, or explorers and includes a range of metaphors that are designed to inspire participants. Palmer (1996) then notes that there may be other terms that are used concurrently by managers that they treat as literal without appreciating their structuring effects. Morgan (2001) mentions Marshak's model, but does not apply it specifically in

her study. The application of Marshak's model to study metaphors used by staff during an organizational change could provide additional support for his model.

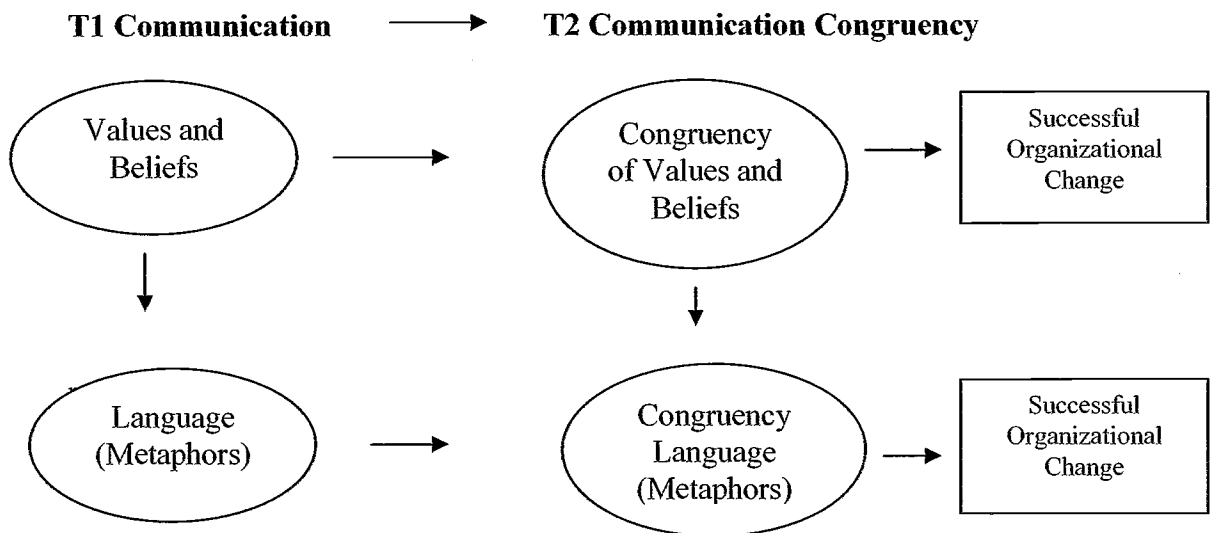
Cleary and Packard (1992) reported that there is increasing literature focusing on organizational analysis based on metaphor usage and that this line of inquiry has shown preliminary value and is worthy of further development. The use of concepts such as myth, ritual, symbols and metaphors to describe organizational culture and effect organizational change is a promising trend for organizational consultants. There has been more attention on myths and rituals and less attention to the use of metaphor in organization change. No work has been done linking metaphor with assessment and intervention at the organizational level.

Conceptual Model

The conceptual model that emerged from the literature review and guides this study is illustrated in Figure 1. A plan for communicating change is established that reflects the values and beliefs of the type of change required. The language used to communicate that plan contains metaphors, all of which embody the same values and beliefs that drive the change. Metaphors that are congruent with the values and beliefs of type of organizational change proposed will positively impact the success of the organizational change. For instance, if a transformational change is proposed, the language used to reflect that change would contain metaphors that relate the kind of expectation foreseen such as “breaking out of the box,” “abandon the past,” or “riding the wave of a new vision.” The congruency of the metaphors used throughout the

organizational change process is a measure of the success of the communication plan and the values of beliefs of those involved in the change process.

Figure 1. Organizational Change and Planning



Marshak (1993) has proposed that organizational change could be facilitated by managing metaphors. Marshak identifies four levels of change images (Table 4). Each level is associated with images of change agents or metaphors that are consistent with that change. For instance, Fix and Maintain would use metaphors that describe “breaking down,” “needing repairs,” or “getting things up and running again.” During developmental change, metaphors used would describe construction such as “build,” “improve performance,” or “lay a better foundation.” Transitional change would be analogous to relocation or moving from one plan to another. For instance, metaphors such as these might be used: “taking the best route,” “leaving the old behind” or “avoiding obstacles and dead ends.” Transformational change describes an alteration in the state of being. Metaphors used would be associated with awakening, such as “to wake up,” “get out of the box,” or abandon the past.”

In Marshak’s (1993) model, each level or image of change is associated with a corresponding image of a change agent (Table 4).

Table 4. Change Metaphors with Corresponding Change Agents (Marshak, 1993)

IMAGE OF CHANGE	IMAGE OF CHANGE AGENT
Fix and Maintain	Repair Person, Maintenance Worker, Mechanic
Developmental (Build & Develop)	Trainer, Coach, Developer
Transitional (Mover & Relocate)	Planner Guide, Explorer
Transformational (Liberate and Recreate)	Liberator, Visionary, Creator

Marshak (1993) proposes that by analyzing the metaphors utilized by personnel involved in organizational change, the predominant stage of change can be determined. Further, this analysis can determine if metaphors are in alignment with the goal of the change. If metaphors are not in alignment, then the change agent can introduce more appropriate metaphors.

Summary

In this chapter, I reviewed the literature on the use of metaphors in organizational change and described the conceptual framework for the study. There is an abundance of literature regarding the use of metaphor to convey meaning, to share understanding, and to impart direction. There is also a significant body of literature to advise change experts or organization consultants on how the metaphor can impact and affect the success of planned organizational change. Some studies have been published that support the

impact and importance of metaphors in organizational change. Literature also supports the conclusion that the application of organizational analysis based on metaphor is at a rudimentary stage (Cleary & Packard, 1992). Palmer & Dunford, (1996) emphasize that more research needs to be completed to explain the how the prominence of metaphors are selected and shared in an organization. Thus, this study explored empirically the use of metaphor in organizational change as a preliminary test of Marshaks' model.

CHAPTER THREE

METHODOLOGY

Chapter 3 describes the methodology used in the study. A secondary analysis was conducted of data from interviews with managers obtained at two separate times during an organizational redesign effort. The primary data consisted of structured one-hour interviews obtained from first line managers, middle managers and top-level administrators that underwent a successful transformational hospital reorganization. The purpose of the initial interviews was to explore managers' perceptions of the redesign's impact on health care delivery. There were no identifiers on the interviews except for initials. Thus, I was not able to discern what the particular titles were of each person interviewed. The interviewees consisted of the executive management team, including the Chief Executive Officer, the Chief Operations Officer and the Chief Medical Officer. Other middle and first line managers interviewed included members of the collaborative management teams (nursing directors, physician directors and finance representatives), as well as department heads of ancillary support services, including laundry, dietary, and of course nursing managers.

The participants had agreed to be interviewed as part of the re-organizational project. The interviews were limited to one hour and were audiotaped and transcribed. Participants were allowed to have the tape turned off if they chose. Three members of the redesign team conducted the interviews. Two of the interviewers were doctorally prepared nurses; the third held a MS in psychology.

The primary data were collected early in the redesign effort (1993) and again three years later (1996). The structured interviews posed different questions at each time since the goal of the interviews was to explore participants' perceptions of redesign, or reorganizational impact. Some of the same individuals were interviewed at both times, but there were also individuals who were interviewed only once. Given this, and the absence of identifiers, it was not possible to compare data for the same individuals at the two points in time.

Research Design

A descriptive, exploratory design was utilized for the secondary analysis, which consisted of a content analysis of interviews obtained from the two separate time periods (1990 and 1993). Specifically, the interviews were reviewed to glean the use of change metaphors at two points during a successful organizational redesign effort as described in the conceptual model (Chapter 2). As noted before, the model suggests that metaphors can be seen as a way to enhance communication and a common understanding of organizational change. The model predicts that in a successful change, there would be more consistent use of metaphors at the level of the desired change. Further, the study investigates the particular levels of metaphor (using Marshak's categories) used by managers early and late in the redesign process. Finally, the study sought to determine whether Marshak's four levels of change metaphors are sufficient to categorize the metaphors used by managers during an organizational change.

An example of a change metaphor is “need to fix or retrain” or “learn to work faster with better teamwork,” or “move from our old system to a new automated one” or “we need to become a whole new kind of organization.” The change metaphors were then assigned to one of five categories, using a metaphor guide instrument developed from Marshak’s model. The instrument was tested twice to confirm interrater reliability, once prior to the start of the analysis and again at the midpoint of the data analysis. Four categories were identified from Robert Marshak’s model, and one category was added which was labeled as “other” to capture metaphors expressed that do not fit Marshak’s model. Hence, metaphors were assigned to Fix & Maintain, Build & Develop, Move & Relocate or Liberate & Recreate or Other. Qualitative content analysis is conducted by coding the change metaphor as the theme (Polit, & Hungler, 1995). The data were assigned to the predefined categories and the number in each category at the two time periods was compared. The results of the analysis were used to answer three research questions:

1. What is the predominant image of change category, using Marshak’s metaphor classification, used by managers at a major tertiary hospital that underwent organizational change?
2. Does the image of change category progress to higher levels as the organizational change is implemented?
3. Did managers use metaphors other than those described by Marshak for organizational change?

Sample

The sample consisted of fifteen interviews conducted in 1990 and fifteen interviews conducted in 1993, for a total of thirty interviews. These interviews were selected from a set of 30 interviews at each time period (Total = 60) using a stratified random selection procedure such that an equal number of interviews by each of the three interviewers was selected. This additional constraint was necessary to ensure an even distribution of manager types because only two of the interviewers in 1993 interviewed top managers. Since the persons interviewed were unidentified, the researcher could not determine if the sample contained the same individual during both time periods. Each taped and transcribed interview was approximately one hour in length. This provided a sufficient sample of interviews from which to extract data regarding metaphors of change.

Protection of Human Subjects

The University of Arizona Human Subject Committee granted an exemption for the study (Appendix A). Participants were judged to be at no risk of being identified or harmed in any way by this study.

Instruments

A Metaphor Analysis Data Sheet was developed using Robert Marshak's model of Metaphors of Change. The Data Sheet contained five change categories: Fix & Maintain, Build & Develop, Move & Relocate, Liberate & Recreate, and Other. Change

metaphors identified during the review of the interviews were coded and assigned to the appropriate change category.

A test of inter-rater reliability was conducted by coding change metaphors described in a random interview and assigning them to the five change categories. Two committee members for this student's thesis participated in the test to confirm inter-rater reliability. A target reliability goal of 80% agreement was set. The first inter-rater reliability test did not meet the 80% agreement level. Therefore, another test was analyzed and the three raters met to discuss the results. Much of the discussion centered on defining change metaphors. Raters discussed the metaphors that were not consistent in the initial test until they reached consensus. On the second test, an inter-rater agreement of eighty percent was reached. Midway through completion of coding by the reviewer, another inter-rater reliability test was conducted; the level of agreement was again 80%. Given that, the researcher continued to code the remaining data.

Summary

In this chapter, the methodology for this study was described as an exploratory descriptive design utilizing secondary analysis of data obtained from a larger study conducted at two separate periods of time (1990 and 1993). The purpose of the primary data collection was to determine the impact of hospital redesign on the organization, from the perception of managers and administrators of the hospital. The primary data were obtained from willing participants and consisted of structured interviews that were audiotaped and transcribed. Interviews were approximately one hour in length.

Questions posed in the first interview were different from questions posed in the second interview. The three member of the interview team were all masters or doctorally prepared professionals.

Descriptive content analysis of the secondary data was done by coding the change metaphors extracted from the data and categorizing them according to a tool developed based on Robert Marshak's model of change metaphors, then counting the number of metaphors in each category. Two committee members of this thesis study tested rater reliability by using the tool to ensure agreement on metaphor categorization. Fifteen interviews from two time periods for a total of thirty interviews were reviewed. Data obtained were used to answer three research questions;

1. What is the predominant image of change category, using Marshak's metaphor classification, used by managers at a major tertiary hospital that underwent organizational change?
2. Does the image of change category progress to higher levels as the organizational change is implemented?
3. Did managers use metaphors outside those described by Marshak for organizational change?

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

Introduction

The purpose of the study described here was to conduct a secondary data analysis of manager interviews collected at two points during a successful organizational redesign process. Content analysis was used to classify identified change metaphors, using the schema proposed by Marshak. In this chapter the results of the content analysis are presented. Change metaphors identified in fifteen interviews were coded from the initial interviews obtained within a year after the hospital re-design was implemented and fifteen interviews were coded from a period of time three years after the hospital re-design.

Characteristics of the Sample

Change metaphors identified in fifteen interviews were coded from the initial interviews obtained within a year after the hospital re-design was implemented and fifteen interviews were coded from a period of time three years after the hospital re-design. No individual identifiers exist, so it was not possible to do a demographic analysis of the sample. Both males and females were included in the primary sample, but the numbers of each are unknown. All were adults, over the age of 30. The primary data included managers from three levels: top-level, middle level, and first-line; and it is possible that the sample selected for the secondary analysis included managers from these three levels as well.

Results

Table 5 summarizes the results of the content analysis. A total of 1241 metaphors were identified in the thirty interviews that managers used to help them describe their perceptions of the hospital re-design change. For the interviews collected at the first time period, there were a total of 360 metaphors. For interviews from the second time period, 881 metaphors were identified. The category “Other” contained metaphors used by interviewees that could not be coded into Marshak’s categories of change described in the tool.

TABLE 5. The number (and percentage) of metaphors by metaphor category and year

Change Metaphor	Fix and Maintain	Build and Maintain	Move and Relocate	Liberate and Recreate	Other	
						Total
1990	98 (27%)	71 (20%)	84 (23%)	28 (8%)	79 (22%)	360
1993	176 (20%)	344 (39%)	115 (13%)	64 (7%)	182 (21%)	881
Total	274 (22%)	415 (33%)	199 (16%)	92 (7%)	261 (21%)	1241

Figure 2. shows graphically the change in each category of metaphor from year to year.

A large convergence in build and develop metaphors occurred at the second time period.

Figure 3. shows graphical representation of the changes in the percentage of metaphors.

Figure 2. Graphical representation of the changes in the number of metaphors by category and year

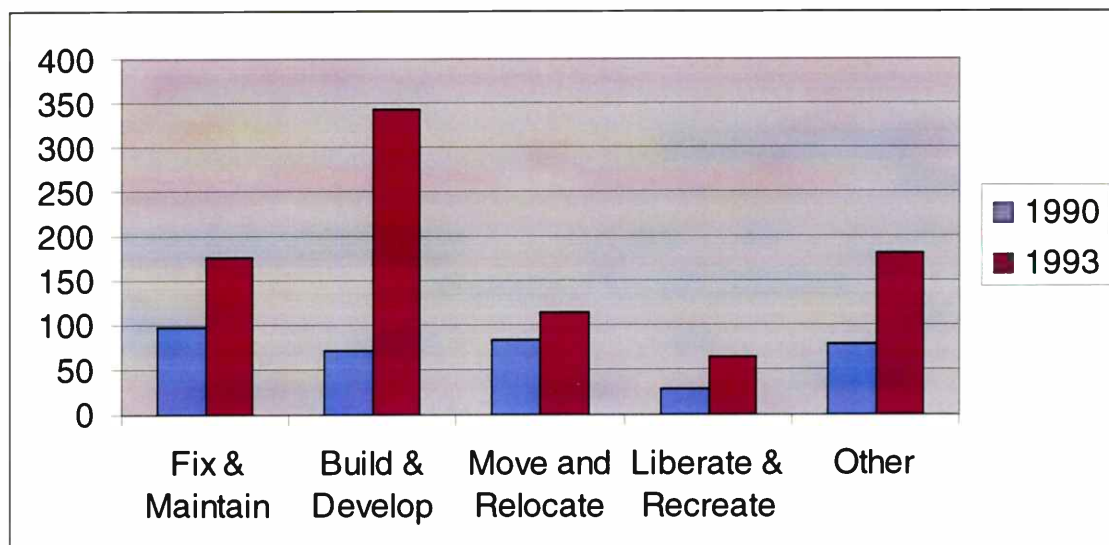
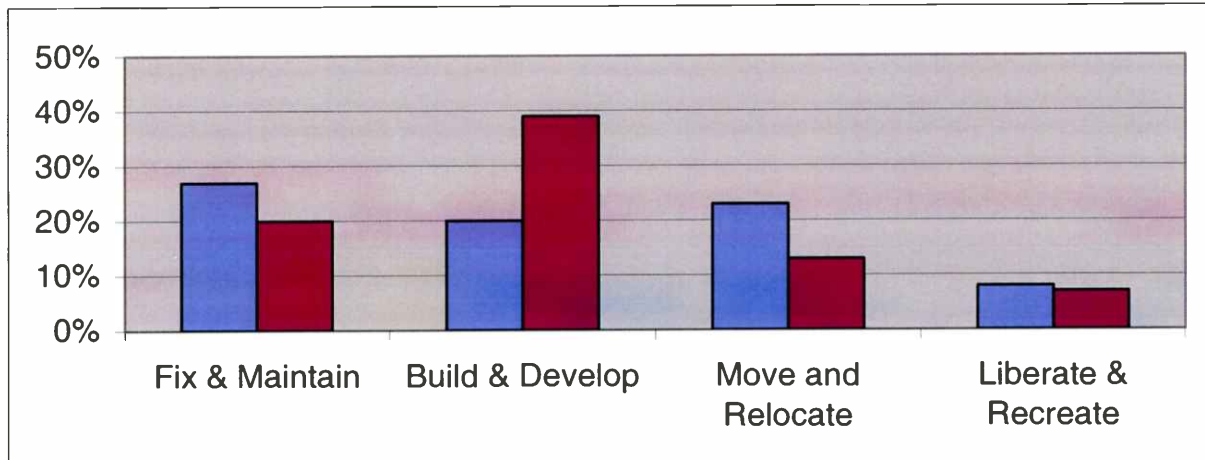
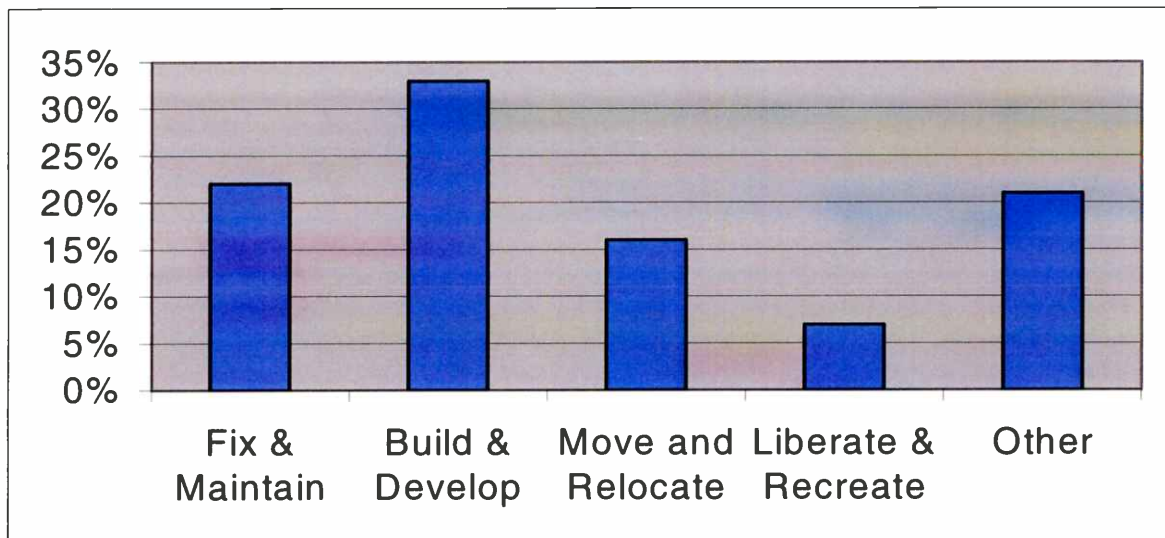


Figure 3. Graphical representation of the changes in the percentage of metaphors



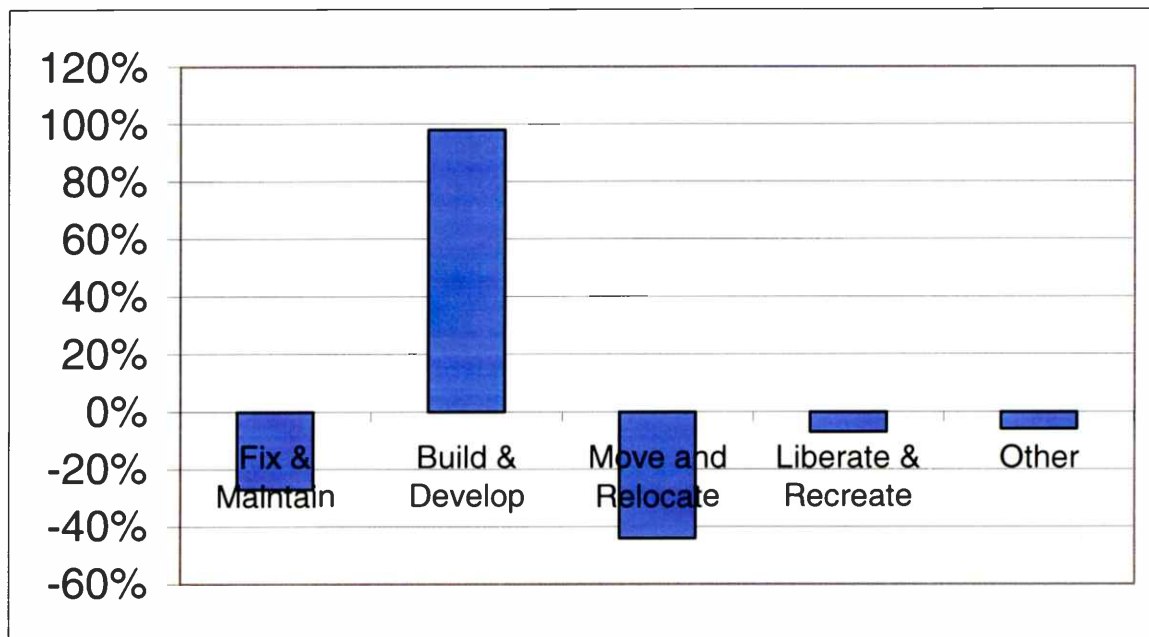
The total number of metaphors captured and coded for both time periods were 22% Fix and Maintain, 33% Build and Maintain Category, 16% Move and Relocate Category, 7% Liberate and Recreate Category and 21% Other Category. (Figure 4.)

Figure 4. Percentage of metaphors in each category (both time periods)



Differences in the number of metaphors in each category in time period 1990 and 1993 are depicted in Figure 5. The category Fix and Maintain metaphors decreased by 27% between 1990 and 1993. The category Build and Development increased by 98% between 1990 and 1993. The category Move and Develop decreased by 44% percent between 1990 and 1993. The category Liberate and Recreate decreased by 7 percent between 1990 and 1993. The category Other decreased by 6 percent.

Figure 5. Percentage of metaphor of change by category



Research Question 1

What is the predominant image of change, using Marshak's metaphor categories, used by managers at a major tertiary hospital that underwent organization change?

The predominant image of change category using Marshak's model described by managers using image of change agent metaphors at a major tertiary hospital that underwent organizational change in 1990 was Fix and Maintain (27%), the lowest level in organizational change. The predominant image of change category using Marshak's metaphor categories used by managers at a major tertiary hospital that underwent organizational change in 1993 was Build and Develop (33%).

Research Question 2

Does the image of change category progress to higher levels as the organizational change is implemented?

Content analysis of the 30 interviews does indicate that the predominant image of change metaphors using Marshak's model progresses to a higher level. The predominant metaphor increases from Fix and Maintain in Phase I (27%) to Build and Develop (39%) in 1993. The category Move and Relocate decreases from the second highest category in 1990 (23%) to the fourth highest in category in 1993 (13%). The category Liberate and Recreate remains unchanged in ranking between the two phases.

Research Question 3

Did managers use metaphors other than those described by Marshak for organizational change?

The category of “Other” metaphors that did not fit into Marshak’s model of image of change metaphors Fix and Maintain, Build and Develop, Move and Relocate and Liberate and Recreate accounted for 22% of metaphors captured in 1990 and 21% of metaphors captured in 1993. Other metaphors accounted for the third highest numbers of metaphors captured in 1990 and second highest in 1993. The category “Other” captured a variety of metaphors that managers used to convey their perceptions of the reorganizational process that did not fit Marshak’s categories of change. These metaphors included a range of descriptions from the music arena such as “singing the same song,” “speaking in harmony,” “Keep harping on them,” “Have a chair when the music stop,” to a nautical theme i.e., “we’re in the same boat,” to agricultural areas, “Don’t know what came first, the chicken or the egg,” or “like putting a bird out of a nest and seeing if the wings flap”.

Summary

In this chapter the results of the content analysis were reported. The findings consisted of change metaphors extracted from recorded interviews of hospital administrators and managers during two separate periods of time following the implementation of a successful transformational hospital redesign and then categorized using Marschak’s model.

In 1990, metaphors were ordered in the following way: Fix and Maintain (27%), Move and Relocate (23%), Other (22%), Build and Develop (20%), Liberate and Recreate (8%). 1993 the order changed somewhat: Build and Develop (39%), Other (21%), Fix and Maintain (20%), Move and Relocate (13%), Liberate and Recreate (7%). The total number of metaphors captured during interviews increased between 1990 (360) and 1993 (881). Interviews for 1990 ranged from 10-20 pages. This increased in 1993 to 10-30 pages. The increased in the length of the interviews probably accounts for the increased number of metaphors captured. From 1990 to 1993 the percentage of three metaphors decreased Fix and Maintain (-27%), Move and Relocate (-44%), Liberate and Recreate (-7%) and Other (-6%). There was an increase of Build and Develop metaphors (98%) during the same time period.

The predominant metaphor of change category used by managers in discussing organization change during 1990 was Fix and Maintain, the lowest level of organizational change Marshak describes. Twenty-three percent of metaphors used during that phase were from the category Move and Relocate. In 1993, the predominant metaphor was developmental change, or Build and Develop. Thus, the metaphors of change progressed to a higher level with the redesign effort. The third research question sought to determine if other metaphors were used to describe perceptions during interviews. Marschak's categories were not sufficient to describe all the metaphors managers used. About one-fifth of the metaphors used actually could not be categorized using his model and

therefore were included in the “other” category. The percentage of “other” metaphors was not significantly different at the two periods of time.

CHAPTER FIVE: DISCUSSION AND IMPLICATIONS

Introduction

Chapter 5 provides a discussion of the results of the analysis, limitations of the study, implications of the study, and recommendations for future research.

Discussion

The need for more study of metaphors in organizational change is supported by the literature. Further research needs to be devoted to “exploring how the prominence of metaphors is determined” (Palmer & Dunford, 1996). Morgan (2001) stated that, in order to build theories of organizational change rooted in metaphor, researchers need to reevaluate the nature and meaning of congruent language. Cleary and Packard (1992) reported that there is increasing literature focusing on organizational analysis based on the metaphor and that this line of inquiry has shown preliminary value and is worthy of further development.

A secondary analysis of interviews with managers at two times during an organizational change was done to explore the role of metaphors in organizational change. The analysis provided a preliminary test of Marshak’s model for change metaphors. Three research questions were posed:

The first research question identified the predominant image of change category, using Marshak’s metaphor categories, utilized by managers at a major tertiary hospital that underwent organizational change. The second research question asked if the image of change category progresses to higher levels as the organizational change is

implemented. The findings of this exploratory analysis found that the predominant image of change category in 1990 was Fix and Maintain. In 1993, the predominant change category was Build and Develop, or developmental change. Between the two periods of time, the predominant category of change level increased from the lowest organizational change level, Fix and Maintain, to the next level, Build and Develop. Most interesting was the degree of change. Between the two periods of time, Build and Develop increased by 98%. This dramatic increase in use of the Build and Develop metaphors indicates substantial congruency in perceptions of manager's three years after hospital redesign.

The 1990 interviews occurred early in the implementation of the hospital redesign. The proposed organizational change was a dramatic departure from traditional hospital management and not all departments were affected at the same time or the same way. This probably explains the predominant level of change as Fix and Maintain. The 1993 interviews were conducted three years following the implementation of the hospital redesign. At this point, all departments were involved in the organizational change and may have come to embrace and appreciate the new organizational model. The language used by change agents was probably better assimilated and an inherent part of daily practice. This lends support to Marshak's (1993) contention that the language used to describe ideas and verbal images can affect the perception of the target audience and thus the outcome of the change itself.

The third research question asked if managers use metaphors other than those described by Marshak for organizational change. Approximately one-fifth of the

metaphors used could not be categorized using Marshak's model. As Cleary & Packard (1992) noted, speaking metaphorically is a completely natural phenomenon and occurs in the casual comments of employees' conversation. It is not surprising that other metaphors are used to describe managers' perceptions that cannot be categorized into Marshak's model. The category "Others" contained metaphors that were used to convey other types of experiences, encounters, and frustrations. Marshak's model limits assessment to metaphors of change.

It is noted that a clearly predominant metaphor does not emerge in the first set of interviews done in 1990. Though Fix and Maintain captures the most change metaphors at 27%, metaphors are distributed through all other categories in a range of 20%-23%, except in the transformational category which is 8%. Lacking a clearly predominant change metaphor category as in 1993 interviews where Build and Development captures 39%, it is uncertain whether the category Fix and Maintain reflects a value change to Build and Develop. This also raises a question: Does an organization need to go through ascending phases of organizational change to be successful?

Another consideration that this study raises is that of gender influence on organizational change by leadership and type of metaphors used to communicate beliefs and values. Since most corporations are run by men who are likely to communicate using metaphors based on beliefs and values inherently masculine, what is the influence on change outcome? How would it be different if metaphors used by managers were inherently feminine? For example, would the outcomes be different if masculine

metaphors of sports or war were used in contrast to feminine metaphors of gardening or cooking.

The conceptual framework for the study predicted that in a successful organizational change, there would be more congruency of communication, as evidenced by congruency of metaphors used. The results of the study support that prediction. The hospital re-design was deemed successful and the predominant metaphors reveal congruency in beliefs and values of the communication change plan.

Limitations of the Study

The primary data were obtained from interviews of managers that were conducted at two separate times during the redesign project. There were no individual identifiers on the transcripts, so it was not possible to determine whether the sample included individuals who were interviewed at each time. Based on the text, it was clear that some individuals interviewed in the second interview were not part of the original hospital re-design that had occurred three years earlier. For that reason, they would not have the same experience as those who were present from the onset. The degree of involvement of managers in the hospital re-design from the onset appeared to vary considerably. Some managers interviewed described their participation in detail with good understanding of the goals and others had little insight. In the interviews, managers were asked to describe strengths and weaknesses of the hospital re-design program. There appeared to be a theme in the interviews that a weakness in the program was the language or “jargon” used to promote and guide the reorganization. Some criticized it as

insulting and others simply did not have a good understanding. If the language used to promote the reorganization change was not clearly articulated, this could affect how managers embraced and promoted the hospital re-design and the metaphors used to convey the goal. This would be consistent with what Morgan (2001) found in her study that though management used company buzzwords and corporate mission, the metaphors they used did not imply the words had been filled with meaning.

In 1990, the predominant metaphor was Fix and Maintain (27%). In 1993, the predominant category was the Build and Develop (39%). This suggests that managers moved to a higher stage (developmental) in their conceptualization of the change as the restructuring process took place.

Implications

These results provide preliminary empirical support for Marshak's metaphor levels. Certainly, there was a tremendous use of metaphors to describe and communicate perceptions of organizational change by managers. The predominant category of change does give insight into the level of change perceived by managers. It also lends support to Marshak's (1993) model that listening to metaphors of change used in an organization can help gauge the perceptions of involved members and determine if they are in alignment with the goal of the change projected.

Although the organizational change was actually quite visionary, expecting that managers would move from their "fix and maintain" mode of thinking (which might be expected in a hospital which traditionally was very resistant to major change) to a

transformational level was probably quite unrealistic. In fact, the change agents may have recognized that, because they characterized the change as both evolutionary and revolutionary. This metaphor analysis suggests that, from the managers' point of view, the change may have been more evolutionary overall.

The major implication for organizational change practice, as a result of this study, is the recognized influence of metaphors on the understanding and direction of change. The congruency of metaphor in the organizational change process can be an indicator of probable success.

Recommendations for Future Research

This study provides insight into more opportunities to study metaphors in organizational change. It would be of value to explore empirically Marshak's proposal that metaphors be tracked and realigned as necessary to positively affect the outcome on the organizational change. Another opportunity for further research would be to study the metaphor of change used by leadership in promulgating organizational change and follow its path throughout the organizations' managers and staff, and the metaphors' impact on the outcome. The study of "other" metaphors used by managers to describe experiences, encounters, and frustrations is another area that might lend insight into potential for failure or success in an organizational change.

Summary

In this chapter the results of the study were discussed, along with limitations, implications and recommendations for future studies. The study identified the

predominant level of change category using Marshak's model as Fix and Maintain in 1990 and Build and Develop in 1993. The study also found that the level of organizational change using Marshak's model elevated during the two periods of time from Fix and Maintain to developmental change. The study found that approximately one-fifth of metaphors captured could not be categorized into Marshak's change levels. Discussion of the results concluded that the step up to a progressive higher level of organizational change was probably attributed to more managers being involved with the hospital redesign and greater assimilation of hospital redesign language. Metaphors categorized as "other" were used by managers to describe perceptions of their experiences, encounters, and frustrations but could not be assigned to Marshak's change categories.

Limitations of the study include the inability to interview the same managers over the span of time to assess their perception of the change process. Some of the managers were not present during the first phase of the interviews so had no knowledge of the old system prior to organizational change. It not known which metaphors of change were used by leadership and the implementation team at the onset of the hospital re-design so tracking the metaphor message through the process is not possible. There did to appear to be a theme that managers felt the "jargon" use for the re-design process was confusing. Managers had varied levels of participation in the hospital re-design so that in the first interview the level of participation in the process was varied. This may have affected their perceptions and the metaphors used to describe their experiences.

Through content analysis of metaphors used by managers to describe perceptions of a major hospital reorganization, it is obvious that metaphors are a communication tool used extensively. Further studies may include following an organizational change from the beginning, studying the metaphors used to promulgate the change and assess its utilization and impact on leadership, managers, and staff and its affect on the outcome. Another study would be to check alignment and realignment of metaphors and their impact on outcome of an organizational change. Further analysis of “other” metaphors used by managers to describe experiences, encounters, and frustrations that cannot be assigned to Marshak’s level of change categories may provide insight into weakness and strengths of the organizational change process and outcome. Finally, it would be useful to analyze metaphors in terms of gender (war and sports vs. cooking and gardening, for example). This would be particularly useful in organizations that are predominantly male or female.

**APPENDIX A:
HUMAN SUBJECTS EXEMPTION LETTER**

27 March 2003

Julianne French, Master's Candidate
Advisor: Judith Effken, Ph.D.
College of Nursing
PO BOX 210203

RE: ORGANIZATIONAL CHANGE DESCRIBED THROUGH METAPHORS


Dear Ms. French:

We received documents concerning your above cited project. This project involves secondary analysis of existing, anonymous data (provided by Judith Effken, Ph.D.). Therefore, regulations published by the U.S. Department of Health and Human Services [45 CFR Part 46.101(b) (4)] exempt this type of research from review by our Institutional Review Board.

Exempt status is granted with the understanding that no further changes or additions will be made to the procedures followed (which we have on file) without the review and approval of the Human Subjects Committee and your College or Departmental Review Committee.

Thank you for informing us of your work. If you have any questions concerning the above, please contact this office.

Sincerely,



Rebecca Dahl, R.N., Ph.D.
Director
Human Subjects Protection Program

RD/js

cc: Departmental/College Review Committee

**APPENDIX B:
TOOL TEST**

Change Metaphor	Fix & Maintain	Build & Develop	Move & Relocate	Liberate & Recreate	Other
We can iron things out where we disagree					
Took a sharp upward turn when areas where I'm working became involved					
The Psych triad even more effective although less splashy in what it's achieved					
Psych will have a tough road to hoe at Hartford Hospital					
Have been successful in smoothing the path of patients from 1 part of Psych to another					
Triad has given us permission and clout to go after and improve systems					
Outpatient department seen as step child					
It is forward moving versus the past when effort was wheel spinning					
Paradigms-change/shifting from old to new					

More empowering of people giving care					
Has rested on it's laurels					
Having new ideas generated through a different means					
Created a lot of forward movement-real freezing vs just melting					
Guide Marshak, R.J., (1993) Managing the metaphors of change. Organizational Dynamics, 22 (1), 44-56.					
Fix and Maintain Metaphors					
Fix it, tool kit, breaking down, needing repairs, minimal downtime, get things up and running again, nothing was broken, fix things quickly in order to maintain our market position					
Developmental Change (Build and Develop)					
Metaphors and imagery are analogous to construction and/or developmental growth. Getting bigger, getting better, etc, organization "development", team "building", "lay a better foundation", "improve" performance, "increase" capabilities, "build", additional competencies, and /or "stimulate" and "nurture" growth.					
Transitional Change (Move and Relocate)					
Metaphors and imagery are analogous to relocation and/or moving from one place to another place. "moving forward", knowing the right path", "taking the best routs," "keeping to the time table," "avoiding obstacles and dead ends," "leaving the old behind," "lack of "a clear destination.					
Transformational Change (Liberate and Recreate)					
Metaphors and imagery are not about geographic movement so much as they are about an alteration in the state of being, "becoming", more radical and extreme than in developmental change, "abandoning the past in order to become a completely different kind of company, "awakening, uncovering, escaping, purifying/purging, enlightening, becoming whole, returning to					

the core, unfolding, to wake up, remove the blinder, get out of the box, get rid of excess baggage, see the light, return to the basics, recreate ourselves anew., to see or to get it, re-invent, see a new possibility.

Change Metaphor	Fix & Maintain	Build & Develop	Move & Relocate	Liberate & Recreate	Other
I think there's going to be a lot more shifting and reallocation of resources					
I found myself cleaning up after the discharges					
People are still in their little blind systems, this is our patient in this box					
We are doing more improved focusing on patient XYZ					
It may seem like it's static or it's not growing					
You want the clinician, manager thinking about it from the big picture					
As you develop the skills you get better at it					
It more a schematic, quick fix reaction					
Its more of an awakening					
Up on the floor, to go forward, that's the next step, differentiation					

Guide Marshak, R.J., (1993) Managing the metaphors of change. Organizational Dynamics, 22 (1), 44-56.					
Fix and Maintain Metaphors					
Fix it, tool kit, breaking down, needing repairs, minimal downtime, get things up and running again, nothing was broken, fix things quickly in order to maintain our market position					
Developmental Change (Build and Develop)					
Metaphors and imagery are analogous to construction and/or developmental growth. Getting bigger, getting better, etc, organization "development", team "building", "lay a better foundation", "improve" performance, "increase" capabilities, "build", additional competencies, and /or "stimulate" and "nurture" growth.					
Transitional Change (Move and Relocate)					
Metaphors and imagery are analogous to relocation and/or moving from one place to another place. "moving forward", knowing the right path", "taking the best routs," "keeping to the time table," "avoiding obstacles and dead ends," "leaving the old behind," "lack of "a clear destination.					
Transformational Change (Liberate and Recreate)					
Metaphors and imagery are not about geographic movement so much as they are about an alteration in the state of being, "becoming", more radical and extreme than in developmental change, "abandoning the past in order to become a completely different kind of company, "awakening, uncovering, escaping, purifying/purging, enlightening, becoming whole, returning to the core, unfolding, to wake up, remove the blinder, get out of the box, get rid of excess baggage, see the light, return to the basics, recreate ourselves anew., to see or to get it, re-invent, see a new possibility.					

APPENDIX C
OTHER METAPHORS

Other Metaphors

Psych will have a tough road to hoe at Hartford Hospital

Outpatient department seen as step child

It was turning into gobbilty-gook

Engineering, clinical engineering and the engineering department have slowly developed those three arms, if you will

This is not a new theme

It's like the Soviet Union, it takes us a couple of years to get a transition team

It was not earth shattering new to me

It was a knee-jerk reaction

There will be hell to pay

I seen the video shake people I didn't think were shakable

There's a lot of red tape

I felt I was missing the boat although I really wasn't

I not aware of the ropes in the hospital and fumble my way around

It has a bad taste in your mouth

I put my two cents in there with their (committee)

We're between a rock and a hard place

We have seen a lot of red tape in those committees

Pulling in all the different people ... so they could really see another side to a story was a wonderful thing

Up until then it was a lot of smoke and mirrors

That was a time that put flesh on the process

At times it's schizophrenic

We frequently talk about what we bring to the table

November is fast at our heels

You're just getting carried away here

They're not a war anymore

Education of patients is alive and well and very well orchestrated

This person kind of volunteered to be a guinea pig for the unit based redesign

What's wrong with this picture

What are our marching orders?

It's like to you got dinner ready before you set the table and everyone grabs at food without plates

The impact of that is that you're constantly off balance

It's opened a Pandora's box

We've piddled, in all truthfulness, we've piddled.

You've got to have checks and balances

That's the way I see it with my glasses

It's not going to be hunky dory

Find out what the burning issues are

Some people are going along kicking and screaming

Hasn't jelled yet but we're on the edge

I thought it was a window of opportunity the hospital had for real change

When we get into a brew-ha-ha about a policy we bring it back to "Is it going to benefit the patient?"

I know I'm switching hats here

The proof of the pudding, does it result in a better product and cost effective delivery

The role of the core is a question mark

Taking a list and pruning it down to a list that they really need

Who sent in his list and it went carte blanche

Play the same rules

We're going to be fighting back and forth

That's a wonderful strategy until someone rattles the cage

She was playing a minor role

Am I losing sight of the forest through the trees?

They put their cards on the table

Depending on the institution and who had the upper hand

I'm one or two steps removed depending on how you look at it

You average programmer sitting in a cube, these are techni cards

They've got their pitfalls too

All of us play a part

I not telling you we are there in any way, shape or form

I knew who the heavy hitters were

For some reason or another they would have shied away from that

I don't see it as a total nightmare

Put there money where their mouth is

Need to bit the bullet about these things

The transportation system is a nightmare

Its like a slap in the face

We call it a dog and pony show

It your guts and that's what it is

I'm hot to trot, I'd love to be a facilitator at something

I can't think of any off the top of my head

People say "Yeah" because it simply makes sense

I'm not exactly a spring chicken

There are rare birds and they have to understand that

We are going to have to play to the tune of their fiddle

It am too much of a numbskull about the whole process

...comes off the top of my head

I'm wearing both hats I guess with you today

We don't want to take the limelight from anybody

I think they bring an outside perspective which we sometimes get so ingrown

We don't toot our own horn

No track record yet

It think they would find it more hairy

You can't be everything to everybody

That is a biggie

I'd get a

snapshot

The quality part has to do with exorcising
ghosts

We have a no-nonsense kind of dialogue

Linda and I work hand-in-hand

That may be my New Years resolution, I mean fiscal resolution or my new academic
year resolution

That is what the next layer is

for

It's been an eye-opener for everyone

My answer is to hedge to that questions

All this is just a charade until we know it's up and coming

That's a touchy-feeling question

Better fine grain that, maybe if you re-ask it in a different way

There has been an absolute flood of jargon ... and just junk

Or what ever our formula du
jour is
You ended up 1
preaching to the
choir and you
don't make any
converts
Get somebody to look at it that's not a player

There's too many axes to grind here

It's a 1950 mentality. The private physician is everything

It may be coming from the wrong end

There is lots of healthy
discussion

Other than what they might have heard on unit scuttlebutt

Patient-centered redesign set the stage

We would have been lost

That will blow you out of the
water
I think it was a leveler

people are ready to go sign on the dotted line

There are things that are double edged, opposing forces

I think it's filtering down

We're in the same boat

All the way down the line

Don't want to sound like it was tooth and nail

They can give you the nitty-
gritty

Almost play the devil's
advocate

All of a sudden his person has a mouth and a brain and everything. Really, before he was just meat

We haven't got the bugs out yet

I hope the negative impact of what not getting enough people doesn't sour the process

It wasn't forced down your
throat

You get to open your mouth and ask whatever questions

Some of these retreats are just work camps

I want to hear your thoughts, and your two cents on this stuff

I keep harping on them

I think I'm patient-centered but I'm probably going to get hung for it

I didn't get back into snuff until January

This was an absolute stigma

Not sure anyone is going to cry if it fails

You want it to work so badly that you're going to implement a bad plan so it's either one or the other, fish or cut bait

If it stinks you get rid of it

I used to see the true colors of people

I could utilize my experience to rub off on the clinic service

How much they treasure the patients being there

It's like a big family

I had my eyes open because I'm looking for that

Doctors will communicate with the chairman and head nurse and get things of their chest

Sometimes people get that feeling that just because you're president you walk on water

I've touched all of those seven things

That is the nature of the beast

They just fall all over you trying to please you

I hope we don't lose sight of that fact

Stay down to
earth

Too many booklets...drive me
nuts

I like to always get to the bottom line

Too many nurses in pockets that have not brought into it

It is such an enormous battle to gather people

The gut is yes
That is the frontier as far as I'm concerned

We need them to get back in and get their hands dirty

that's turf issue, not medical

You wake up in the morning and they won the
VNA

It's in the face of who prioritizes these things

We always threw sort of the usual pamphlets at them

We have had a few good wins by virtue of the fact...

We would have gotten laughed out of the ball
park

Hard to measure that out vis-à-vis the kind of the cuts we've had

Sort of weight on their minds

I think that comes from the fountain

Have some wins with it

It's like reading something in Greek

Never the twain shall meet

The pendulum is always
swinging

It's such a fortress and can be so intimidating to the patient

Docs are going to see critical paths as evidence that shows that they're losing control

Hit them where it hurts

Whatever seeds you plant, so shall you reap

Asking the ground to give us corn before we give it seed

You can't drag them kicking and screaming

We're going to have to keep chipping away at the relationships

I'd call every day to see if the machine was still running. The building hadn't burned down and whatever

It's almost like putting themselves in the shoes

It's touch and

feel

That's a very fine line for management to walk

Risk taking climate

You get off the dime

We're still in infancy in terms of understanding

We've had to position people on the dark side of the clock

It's a little bit of cookbook medicine

When they fell off the pathway

accounting systems are in their infancy

I think what has done it is putting all the people in one room and recognizing that they are not islands, they are part of the federation

We have to juggle it

(Centralized But that means you are just spending like a drunken sailor

You have to have a certain theme about your
song

We are speaking in harmony here and have a very good communication system

It's a crazy system

You don't want to bite that
bullet
stay alive issues

Making money increasingly becomes the entire morality of the business

A lot of course, especially as you clone out loyalty and all of that and clone in money

What happens when you start cloning out pieces

Walk a mile in the shoes of the patient

If you just call them up and ask them, they are not going to dust you off

I think if you put a paper bag over your head and you came to that problem, that problem would be more sympathetic to you

It's waste of time
You can't be just fat and happy and go broke

It causes a like of heartache on the side of the people who can't get a word in edgewise

I'm not going to lose any sleep over anything

When you win the Super Bowl you are not really too interested in how because you are going to do more of that

You are taking all these snapshots, there is no moving picture here

It okay for a year or two to get us into the right ball park and have a chair when the music stops

The real Super Bowl is competing with a full service enter like Columbia

We've optimized and given up other things and then cataclysmically reducing staff

It is no longer a viable position to take that you work in a vacuum

It's a tall order
The battle is being waged in other arenas

We don't know which came first, the chicken or the egg

Let these fly themselves

If the person is a standout player on a successful team, they can get an A because the team would recommend it

Everyone has their day in court

Why were you letting me off of the hook

avalanches of patients

another big wave

It's as predictable as comets

You try to come to the perfect solution, launch it, and find out that the pond has dried up

Anything we have that is longer than lunch is probably too long

fly in the face of everything

else

The kinds of things we've done have kept us away from the debtor's prison

We can't shut off the patients. They don't stop coming

We piecemeal up the staff

their hearts are in the right place

It's was almost a renaissance, kind of an "ah -hah) opportunity

Before it was all Mom and apple pie

It was almost worse than death because I didn't seem to plug in anyplace

problems just don't wash

Not getting beat up for it

We took it in the teeth and it was a very hard to sell it

All lot of people need harder words than the textbook words

It was cerebral and probably needed to be
visceral

We need language that would get down to where people eat

It seemed concerned with how we were treating patients inside the hotel and
...spread its wing outside of that

A lot of people though it was somebody's book

It seemed to have an organic appeal

They look at it like they're looking at the declaration of independence, really nice but not too relevant

There was a loco parentis situation

Sometimes it was a combative relationship between provider and customer

pulling numbers out of a hat

PCR was underway before the insurance business hit the fan

We can talk the talk, we need to walk the walk

I think the handwriting is on the wall

Not everyone is on the same wavelength

You are like putting your heart in your hand

Not a cookie cutter approach

Pathways of care used to be looked on as a cookie cutter approach

This is the chicken or the egg question

If they're not award they must have their head in a hole

People kind of throw away
titles

It like pushing the bird out of the nest. It's a little frightening until the wings start to flap

When the Blue book came out we considered it the Bible

It's like the chicken and the egg

So that we can remain in competition and win

I wear more hat now

Put yourself in their shoes

I tell people to stay away form the BMW's, bitches, moaners and whiner because those people will drag you down

I think you have to be out there for a cheerleader for this

It's a necessary evil

They hit us first and hit us last

One-stop
shopping

Can get their questions out on the table

Not acted as a barrier to scare them off

a study to death

wind up at a lower level because they don't make the cut

REFERENCES

Akin, G., Palmer, I., (2000) Putting metaphors to work for change in organizations, Organization Dynamics, 28 (3), 67-79.

Britannia Online, 2003, <http://search.eb.com/eb/print?eu=117720>

Cleary, C., Packard, T., (1992) The use of metaphors in organizational assessment and change. Group and Organization Management, 7, 229-241

Evered, R., & Louis, M. R. (1981). Alternative perspectives in the organizational sciences: "inquiry form the inside" and "inquiry form the outside." Academy of Management Review, 8, 385-395.

Greenberg, D., N., (1995). Blue versus grey: A metaphor constraining sensemaking around a restructuring. Group & Organization Management, 20 (2), 183-209.

Kimberly, J., R., & Quinn, R. E. (1984). Managing organizational transitions. Homewood, Il: Richard D. Irwin.

Kock, S., & Deetz, S. (1981). Metaphor analysis of social reality in organization. Journal of Applied Communication Research, 9, 1-15.

LaClair, J., (2002) Helping employees embrace change. The McKinsey Quarterly (4)17-20, New York

Lakoff, G., (1987). Women, fire and dangerous things: what categories reveal about the mind. Chicago: University of Chicago Press.

Lakoff, G. & Johnson, M. (1980). Metaphors We Live By. Chicago: University of Chicago Press.

Lakoff, G., & Turner, M. (1989) More than coo reason: A field guide to poetic metaphor. Chicago: University of Chicago Press.

Leary, D., (1990). Metaphors In The History Of Psychology, Cambridge University Press

Lewis, M. R., (1981). A cultural perspective on organizations: The need for and consequences of viewing organizations as culture-bearing milieux. Human Systems Management, 2, 246-258.

Marshak, R.J., (1993) Managing the metaphors of change. Organizational Dynamics, 22 (1), 44-56.

Marshak, R.J., (2002) Changing the language of change: how new contexts and concepts are challenging the ways we think and talk about organizational change. Strate. Change, 11, 279-286.

Merriam-Webster, (1986), Springfield, Massachusetts, USA

Morgan, J., (2001) Are we “out of the box” yet? A case study and critique of managerial metaphors of change. Communication Studies, 52 (1), 85-102.

Palmer, I, Dunford, R., (1996) Conflicting uses of metaphors, reconceptualizing their use in the field of organization change. Academy of Management Review, 21 (3), 691-717.

Patton, M. Q. (). Qualitative evaluation and research methods. London:Sage.

Polit, D., & Hungler, B., (1995), Nursing Research, Principles and Methods, J.B. Lippincott Company

Pugh, S., Hicks, J., Davis, M., Venstra, T., (1992), Bridging A Teacher’s Guide To Metaphorical Thinking, National Council of Teachers of English

Quirke, B. (1995). Communicating change. London: McGraw-Hill.

Salem, P., 1999. Organizational Communication and Change. Hampton Press, Inc.

Salzmann, J., (1997) Thriving during organizational change: the role of metaphors for change, optimism and pessimism, and attributional style. Dissertation Abstracts International: Section B: The Sciences & Engineering 58 (5-B), 2734.

Schneider, S.C., & Shrivastava, P. 1988. Organizational frames of reference. Humana Relations, 37: 795-809.

Siegelman, E., (1990) *Metaphor & meaning in psychotherapy*. Guilford Press, New York

Shue, L., Teaching an old system new tricks: organizational members' use of metaphor to make sense of a pedagogical innovation. Dissertation Abstracts International Section A: Humanities & Social Sciences, 58 (11-A), 4128.

Sutton, R., (2002). *Turning knowledge into action*. Chief Executive, 14-16, New York

Stetler, C. B., Charns., M.P. (1995) *Collaboration in Health Care*, American Hospital Publishing, Inc.

Whiteley, K., (1997) Bein' at the bottom of the food chain: an analysis of metaphors in a family practice residency program evaluation. Dissertation Abstracts International: Section B: The Sciences & Engineering 58 (3-B), 1190.