

Discerning Beneath the TIPS of Management Iceberg

By

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Abstract

Working from an approach that helps people think about organizations through the medium of specific images, the article focuses on the image of the organization as a group of people. The analysis is carried forward by use of the T.I.P.S. (Tasks to do/Things to work with, Ideas/Issues to deal with, People relations and Processes, and Systems/Structures to work with in and beyond) model.

organization as an entity? A structure of a pyramid? A machine that works with electricity or an engine that runs with gasoline in it? A tree with its root system, trunk, branches, leaves and fruit that symbolize many elements of what an organization is like? There are many images anyone can use to visualize organizations. Gareth Morgan (c1986) wrote extensively on eight images of organization as keys to unlocking the theories and assumptions that influence the dynamics of managing organizations.

Introduction

What picture or image comes to your mind, when you think of an

In many of my sessions, the images participants often use to symbolize an organization include pyramid, a wheel with spokes around it, machine, a tree, a

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