



Heuristic instrument for group- mindset metaphors (HGMM)

María Marta Preziosa

Pontificia Universidad Católica Argentina

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Heuristic from gr. Εὕρισκειν

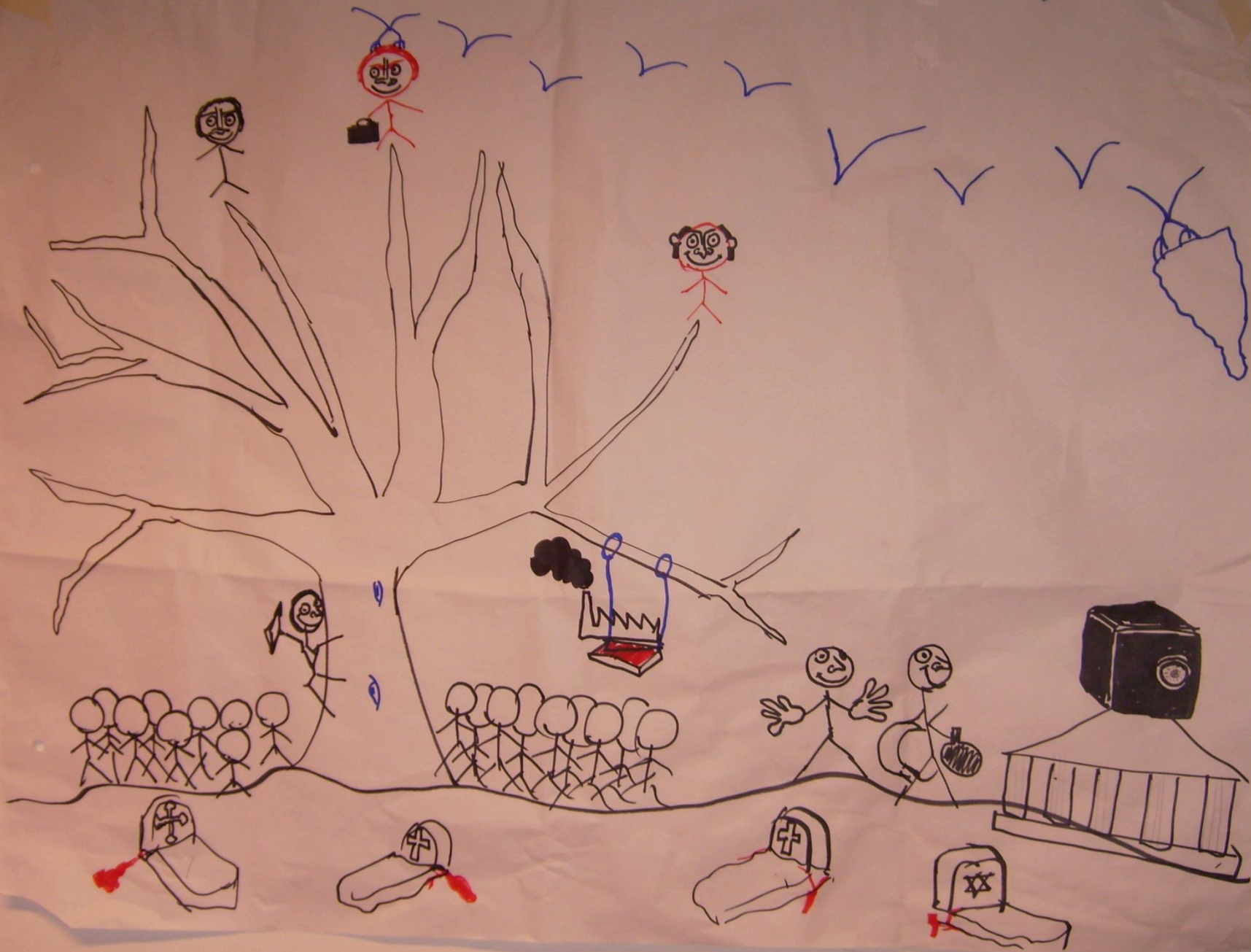
Spanish, RAE

- 2. f. Technique of inquiry and discovery.
- 4. f. In some sciences, how to find a solution to a problem by not-rigorous methods
-

English, COD

- ► adjective
- 1 enabling a person to discover or learn something for themselves.
- 2 computing proceeding to a solution by trial and error or by rules that are only loosely defined.
-

40-8



during Ethics & Compliance training process

Workshop attendees have symbolized -by group drawings

- ...their interaction, their bonds
 - Myself (I, me) - Company
 - Company- Myself
 - Myself- Other
- These ties are 3 possible elements of group-mindset (Goodpaster 2007)
 - Unconscious beliefs, Shared assumptions
 - Common language Implicit common values
 - Common rationalizations

Aim & Motivation

- The aim of this presentation is to discuss if this heuristic instrument could be a research method for behavioural business ethics
- HGMM can elicit group-shared images. Probably we can find patterns. Assuming that imagination can be considered as antecedent of ethical decision (rational) making
 - I have constructed this instrument for training purposes. I have used since 2003 with 2000 employees in 3 companys
 - Training process on Ethics Code & Compliance Programs in South American branches
 - ethnographic recording 2010-2011 chemical company
 - (118 employees, 32 groups, 32 drawings).
 - Preliminary symbolic inventory results are presented.

SOME NOTES ABOUT THIS INSTRUMENT AS POSSIBLE RESEARCH METHOD

Metaphores and business

Gareth. Morgan, 1996. Gerald. ZALTMAN 2000

- ORGANIZATION
- To read organizations and create strategies
 - Creates social “reality”
- MARKETING RESEARCH
- To read consumer’s needs
 - Metaphors map explain behaviour
 - People has universal thinking archetypes

Ethnography and business

....for peculiar phenomena to one culture system
(consumer segmentation or business culture)

G. Zaltman 2000

- **Verbatim**
- “dixit”, “sic”
- Word for word

- **Constructs**
- = observer’s interpretation, labeled thinking, related to context

R House 2007, K. Pike 1954

- **EMIC perspective** (native)
- Reproducing cultural contents as appear to members of culture

- **ETIC perspective** (foreign)
- hidden factors to members of culture
- Objectify subjectivities

This HGMM

- Group Drawings: ETIC
- Group “projective” wording (“reading” other group drawings) EMIC- ETIC
- Participant observer: EMIC (on time and revisited)

HGMM: steps (data collection)

1. QUIZZ: 'top of mind' non-direct questions (about inner sense of commitment)

- ☐ More frequent words (quantitative)

2. DRAW: collective drawings

- ☐ Verbatim by drawings and projective wording reading drawings. More frequent words
- ☐ Constructs separated by participating observer/trainer (PO/T)
- ☐ Symbolic inventory

HGMM steps (knowledge)

3.reflection

- On time PO/T feedback
- Catharsis previous to compliance training
- Reduces defensive arguments
- Group know more about themselves , about there MINDSET
- They are surprised about sharing assumptions

Link to Virtue Ethics

Moral Philosophy

- GM Works as a filter between principles, espoused values and values in action/in use. (C. Argyris)
- Images acting as 'articulating **bridge**' between the pre-rational-emotional and rational level
- Could be the place for their rationalizations (personal and collective)
- Th. Aquinas rational & practical inner senses/Aristotelian phronesis
- shared images would work by analogy (person/group) as cogitative or estimative faculties

Case “Empresa”

- Chemical products
- 8 years
- Annual turnover
100.000.000 ARS =
14.269.696 GBP
- 300 employees
- Universe: 118 people
(non unionized
employees, not 13
managers, 3 levels)
- Two
sites/headquarters.
- Argentine branch of
multinational chemical
company

2 sees (administrative, productive)

- Factory/plant
 - City location 100 km from Buenos Aires
 - 59 employees attending workshop
- Administrative HQ
 - City location Great Buenos Aires
 - 59 employees attending workshop

Main metaphors (patterns?) in 16 collective drawings

1

Emic, verbatim (draw)

- **WATER**
 - Bucket 2
 - Hosepipe
 - Water can
 - Cork flotating
 - Groundwater 4
 - Wasted
 - Faucet 3
 - River 5

Etic, constructs

- **Means POWER**
 - of controlling resources
 - of deciding rewards
 - of doing sthg that makes the plant to grow
 - To water, to irrigate: to have power, to make efforts to grow, to comply, commitment
 - To absorb/take over water from ground
 - To be irrigated: to be recongnized, rewarded, payed
 - Life, benefits (river split up



EREMIO

EREMIO

Main metaphors

emic

- WATER
 - Rain
 - Acid rain
 - Flood
 - Storm
 - Water skull
 - Water vapour

etic

- Means POWER OF DECISION MAKING
 - Company decides
 - Foreign HQ decides
 - We flood
 - Our decision is like steam



2

emic verbatim

TREE, pine (17)

- With fruits 7
- With leaves 3
- Being watered 2
- Watering from groundwater 2

tmic, construct

Means COMPANY

- Can protect or not
- Grows
- Fruitful
- Sticks can be cutted
- Old fruits fall down

Other metaphors

emic

- ROADS (14)
- Opened/bridges
- Blocked
off/barrier/fence/semaphore (5)
- CAR

etic

- Means ACHIEVEMENT
motivation
- To personal benefits
- To past (golden past)
- Frustration because of
conflict with unionized e.
- Means ME, myself

Images for company@HQ

EMIC

TREE without leaves, dead tree

ARCH BOAT, not everybody get inside

ROAD

CAR

ETIC

Not everybody is being rewarded and recognized

- Uncertainty
- Company as mean for my achievements
- Me



