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DISCUSSING DIFFERENT IMAGES OF PHARMACEUTICAL COMPANY

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Pharmaceutical, machine, organism, brain, culture, political, flux and transformation, psychic prisons, instruments of domination

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DISCUSSING DIFFERENT IMAGES OF PHARMACEUTICAL COMPANY

Abstract
Every organization is a complex, non-linear, and dynamic system. Gareth Morgan discussed eight different metaphors where they can be useful devices to create mental images to clarify and interpret our organizations. These eight metaphors are: machine, organism, brain, culture, political, flux and transformation, psychic prisons and instruments of domination. This combination of metaphors helps us understand our organization, analyze the structure, the leadership style (NAGY, December 2014).

In this paper I will discuss the different metaphors of a pharmaceutical company (X). It is a growing pharmaceutical company, where reading and analyzing the different metaphors will definitely help them to prepare a plan for better and rapid improvement.

Keywords
Pharmaceutical, machine, organism, brain, culture, political, flux and transformation, psychic prisons, instruments of domination
1. INTRODUCTION

Every organization is a complex, non-linear, and dynamic system. Gareth Morgan discussed eight different metaphors where they can be useful devices to create mental images to clarify and interpret our organizations. These eight metaphors are: machine, organism, brain, culture, political, flux and transformation, psychic prisons and instruments of domination. This combination of metaphors helps us understand our organization, analyze the structure, and the leadership style (NAGY, December 2014).

After analyzing any organization using the metaphors, provides academics and professional clear image for the organization which is considered the basis for a plan for its development. However, metaphors’ purpose is to simplify the working of an enterprise delimiting your mind, think put of the box and enhance innovation and creativity (Anders Örtenblad, 2016).

Every organization is a complex of several metaphors, these metaphors allow practitioners to think of organization in a different way from different lens, through different metaphors to understand complexity of an organization. Focusing on metaphor rather than the other will miss out the whole picture (Jittarutta, 2008).

In this paper I will discuss the different metaphors of a pharmaceutical company (X). It is a growing pharmaceutical company, where reading and analyzing the different metaphors will definitely help them to prepare a plan for better and rapid improvement.

2. COMPANY X AS MACHINE

If we look at the definition of a machine according to the dictionary;

A machine is an apparatus using mechanical power and having several parts, each with a definite function and together performing a particular task....

Starting from this definition, organizations are described as machines, based on the general principle, where preprogrammed tasks are delegated for employees. Every employee has different role in the whole system, so that, all tasks are aligned to reach the best outcomes in the business. In other words, organizations that function dominantly as a machine are bureaucratic ones. There are two main managerial styles in the mechanistic metaphor, the scientific and the classical (Morgan, 2011). Henry Fayol, one of the most important theorists who discussed the 14 major principles of classical management. These 14 principles are: division of work, authority and responsibility, discipline, unity of command and direction, subordination of individual interest, remuneration, centralization, scalar chain, order, equity, stability, initiative and esprit de corp (Ward, 2021) Some of the principles are reflected in managing company X as follows:

In company X, and according to their structure every employee has a manager and most of the orders come from this manager directly even if they are initiated indirectly from upper management. In addition, different departments are totally separated from each other, every manager has authority over his own team. For example, the country manager of the injectable unit doesn’t have the authority to manage or order the warehouse manager (1. unity of command). And this line of authority is used also in decision making and in communication, for example the branded country manager doesn’t communicate directly with medical representatives yet the branded country manager communicates and meet with the supervisors and the decisions will be communicated for the medical representative teams (2. scalar chain).

To ensure proper communication between different members and to avoid miscommunication the total number of the members in the same team reporting to the same manager should be the minimal, for that there are a total number of 8 supervisors that manage and control 8 different teams to ensure a close follow up (3. Span of control) and everyone knows the level if authority he has and no one is allowed to violate this line (4. Staff and line) but at the same time there is a certain balance between authority and responsibility such that medical representatives are asked for a sales target-responsibility- and they are given a limited level of freedom to decide what to do in order to get this sales target-authority (5. authority and responsibility) even if the main decisions are only taken by the upper management (6. centralization of authority). Initiation is always encouraged for all employees’ levels specifically at the level of medical representatives.
(7. initiative). Teams are separated and every team has a specific drug to promote, and enhance its prescription, and achieve the required target and growth (8. Division of work).

The scientific management which was known in bureaucracy, was discussed by Taylor who was known by enemy of the working man, this management was supported by five major principles. First, all the responsibilities of the organization should be shifted to the managers, where they have to do all the thinking and the workers responsibilities should be limited to task implementation. Second, use scientific methods to be able to select the most efficient way to do the job effectively. Third, after finding the best strategy and the best way to implement, the suitable person who is able to do the needed task. Fourth, support the employee to do the job through several essential training. Finally, monitor him and evaluate the results and check if the objectives are achieved (nassir udin, 2015).

Company X major goal is sales and it takes several steps to accomplish this objective. Along with the sales department we have different departments to reach the required goal which reflects the scientific management discussed before.

First, medical representatives are asked to visit doctors to promote their medication using the preplanned and prepared messages through specific visual aids (iPad) trying to convince the doctor with the product superiority over other competitors, then if the doctor prescribe the product, then the pharmacist should order it either from salesmen or from customer service.

Both departments have similar jobs with different locations (salesman: field, and customer services: office) they are trained how to manage and communicate with the pharmacist.

The final step is to deliver the items safely and effectively. The drivers have a weekly planned schedule to deliver products all over Lebanon under specific conditions that suits the stability of the drugs. Drivers are asked to drive safely, to transfer drugs cautiously, and communicate clients presentably.

In a conclusion, we can say that Company X has a combination of classical and scientific management performance. Departments are separated with a specific and known tasks which are clearly detailed and completed precisely with a continuous supervision and guidance. Tasks are repeated and accomplished based on provided instructions. Classical management is seen in different areas, such that employees are not empowered and they have limited levels of creativity, tasks are divided and distributed to the specialized teams. Authority and responsibilities are centralized. Managers are the decision makers regarding the basic strategy allocated for the teams that is supposed to be the best way to accomplish the company targets, including the marketing massages, offers to be given for the pharmacist, and maximum required time to deliver the order.

3. COMPANY X AS ORGANISMS

Looking at the organization from the biological point of view, we can see that organizations share some properties with the living organism. If we had the ability to dissociate the whole picture, we can see that in every population there is different types of organizations, in which every organization is made up of several departments, and every department is made up of several teams and every team is made up of more than one individual and every individual has his own tasks. This is similar to the whole ecosystem we live in, which is a biological community of interacting organisms with their environment (anonymous, 2019). Organizations is made up of subsystems that are connected together internally and interact with its external environment because it is an open system, and external contact is always available with the pharmacists, hospitals’ management, suppliers, public sectors, doctors, and customers.

In this open system, and as soon as there is continuous changes and challenges facing the organization, the latter should adapt to survive or else it will die, taking into consideration the organizational goals, structure and efficiency. Organizations can meet their goals and targets when employees are mostly motivated and satisfied, and in order to reach this satisfaction employee needs should be fulfilled. Abraham Maslow, described human beings as organisms that are continuously seeking to satisfy their needs to gain growth and development (morgan, 1996). He suggested that there is a hierarchy of needs every person has. It depends on the education level, years of experience, age, and skills.
This is applied in Company X in the following manner, first; half of the employees are pharmacists and they are well paid, to cover the good standards of living such as food and shelter. Second, they are offered with medical insurance and NSSF (national social security fund), so they are protected against work accidents. Company X care for their employees as they get paid leaves in case of natural risks (climate instability in Bekaa), or political instability. Third, HR department is constantly careful in organizing an annual dinner for the whole departments to socialize, to build relationships and friendship as they organize annual cycle meeting in which all teams from different regions gather, share their experiences, and participate in building team activities and train together. Fourth, they maintain a certain process and system of promotion policy, such that in sales department; medical representative could be promoted to supervisor, then sales manager, then country manager, or can be promoted to the marketing department. Unfortunately, these positions and promotions are minimal in Lebanese subsidiary since most of the major managerial positions are located in the origin country. Finally, self-actualization and this level is only accomplished when the previous needs are mastered. In Company X there is a reward system which motivates employee to reach this level, through the bonus system, in which medical representatives are motivated to achieve their target in order to take their bonus. Another example in the collection department, where collectors are paid a specific percentage of what they collect. This would motivate employees so that they would satisfy their needs and in parallel the organizational needs too. In addition to the financial motivation, they offer a certificate for the best achieving employee in every team on annual basis, and this would be in the cycle meeting.

Company X, doesn’t possess congruence in the interrelated subsystems; managerial, technological, human- culture, structural, strategic, environment along with its environment. This shows that Company X is not a comfortable place to work for, employees are depressed and not motivated which will affect the efficacy of operations, and as we mentioned before if the employee needs are not satisfied then the whole organizational needs wouldn’t be met as expected and consequently this would affect the organizational position in the industry (morgan, 1996).

So, as a conclusion it is essential to have an open system and increase the congruence between sub-systems and the organizational environment (Lawley, 2001).

4. COMPANY X AS BRAIN

The brain metaphor resembles the nature of the human being, where decision making is limited to the upper management, this metaphor insisted on the importance of learning, innovation and flexibility for a better organization, focusing on the cognitive features. It consists of two main theories; information processing and hologram. Organization should have the ability to learn, and to include the whole in the parts. Information processing theory, focused on the necessity of organizational learning in a continuous manner. There are two processes of learning, single loop learning and double loop learning, and the single loop learning is easier than the other, due to two main reasons (Rahimian, 2019);

1. Bureaucracy: employees are hired based on a fixed structure and they are not encouraged to innovate, since the main decisions are taken by the upper management as mentioned before.
2. Accountability: everyone is busy protecting himself from others due to strong organizational accountability, which suppresses their creativity (Rahimian, 2019).

Organizations can’t be totally rational due to limited flow of information, and as they have limited information content, employees have limited number of alternatives to decide.

Single loop is the ability to detect error and correct this error according to known traditional norms, whereas the double loop learning process, traditional norms are questionable, trying to find new innovative ways to modify errors and it requires three skills; self-awareness, honesty and taking responsibility. Third loop learning represent the technicalities and how to learn in a continuous manner (Rahimian, 2019).

Organizations that are stuck in the single-loop learning will limit its possibilities to grow, whereas others that are based on double loop learning have a greater advantage to get the best results from its employees are they are motivated to offer their enterprise the best results.
One of the founders of learning organizations Chris Argyris, who suggested that double loop learning is about solving difficult issues, and it is related to the employee’s transparency and their commitment to seek truth as for single-loop these are good basis but if they are not threatening (Cors, 2003).

Company X learning process is mainly the single loop, demonstrated as the following:

1. Sales departments: targets are set, budgets are specified, bonus schemes are fixed, every medical representative has a certain territory to work within and a target to achieve, with a specific annual increase, these rules are fixed without taking into consideration that increasing competition with the same market size, and economic barriers.

2. Bonus is given to med reps according to a pre-set schemes they don’t take into consideration any extra mile done by the employee, if the employee didn’t achieve the target, then he won’t be recognized, even if he did a great a great effort but he was able to introduce his drug to a very important hospital which needs lots of documents and it takes several steps and hard work to be achieved, even if this achievement may offer a better future for the company.

3. Used activities to increase the sales, are traditional and the services should be scientific and educational. For example, they organize lectures followed by a dinner, or they can sponsor a morning session (catering), or through giving samples or invite a doctor to a congress. All these activities are already done by most of the pharmaceutical companies, and it will not give Company X a competitive advantage over others.

   It is all about how you lead your team toward the needed results but in the employee’s way of thinking such that the employee would be informed what not to do, instead of telling him what to do, this enhances creativity and it would lead the employee to think out of the box.

5. COMPANY X AS CULTURE

Organizations mimic societies, such that they share distinctive values, beliefs, rituals, and assumptions. This metaphor is very powerful in analyzing the human behavioral aspects. The culture of an organization, is reflected in the employees’ behaviors, physical settings, dress, slogans… We can find a uniform corporate culture and sometimes we find subcultures in the same enterprise, and this would be present in a country such as Lebanon where there is a high level of diversification. A culture would unite an organization, and create a form of blindness were actions are taken for granted if they are accepted according to their norms and others are coded as abnormal when they contradict their principles. The organization is affected by the culture of the founder, where the organization was established, but cultural differences should be understood for a better management in foreign practice, so that behaviors would be expected (David L. Luechauer, 1998).

   Gender is one of the powerful cultural forces. Organizations that are based on feminine values are able to balance between rationality and analysis, as they are intended to manage more in an organic form, intuitive, and empathetic way. Where masculine values are more directed towards logic, linearity, thoughts and actions which drive results more than building community. Nowadays, in the new management styles that are required to cope with the uncertainty of modern environments requires feminine managerial characteristics. Hopefully in this new trend we would observe transformation in cultures and subcultures away from the extremism for muscularity especially in our cultures (Gherardi, 1994).

   Company X ensures that every new employee passes through a scheduled trainings starting with an image training where the basic values, vision and the mission of Company X is communicated for the new comers to unify a needed concept for a better future.

   As for Company X subculture, it is based on the different branches where Company X exists. For example, in Lebanon, management is more oriented toward people, are more flexible, they respect females and treat them with less discrimination. Since Lebanon is a much-diversified country, employees from different regions, with different sectors and religions and from different backgrounds are employed and everyone is respected for his beliefs equally, for example Company X respects all holidays and closes at all occasions.

6. COMPANY X AS PSYCHIC PRISONS:

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4
Psychic prison metaphor is demonstrated when an entire organization is stuck in traditional beliefs and resist any change in its managerial principles, limiting the chances of creativity and progress. As these organizations don’t get advantage of new managerial trends which are a must for any enterprise to grow. In such organizations, people think the same way, resist changes and refuse new challenges which transform the organization to a dull place to work within. This could be due to obsessions, mind traps, strong emotions, and narcissism (Gib Akin, 2000).

This metaphor is represented in allocating the managerial positions for certain employees holding the nationality of the mother company, and they don’t give the chance for other employees from different nationalities to apply for these positions, although there are different people with rich qualifications and experiences.

Being trapped in this concept would prevent taking advantage of its employees’ competencies failing to manage their workforce effectively, and open opportunities with transparency to everyone to reinforce trust between management and employees. This may lead to loss of qualified employees, since they will search for better opportunity to grow.

7. COMPANY X AS POLITICAL SYSTEMS:

Organizations are seen as political systems, when we see them in a pattern of competing interests, conflicts, and power. Such that in every organization there is a diversity of interests of individuals and groups this might create a normal level of conflicts within an enterprise.

These issues are resolved through taking advantage of different sources of power in an enterprise, politics arise and when people think differently, they tend to act differently. Successful managers are those who can take advantage of competing interests to use conflict as a positive force, just as a skilled political actor. To reach this level of effectiveness in management, we should take into consideration the interests of the employees, desires, needs, expectations, goals, and values. Employees’ interests are the main indicators to understand their behaviors, and why would they act in way rather than the other (Lawley, 2001). The next step evolves, and conflicts are generated when interests collide. These conflicts could be due to interpersonal, personal or at a higher level between different groups of employees, due to stereotyping, roles, attitudes, limited resources, or due an organizational structure, especially in hierarchal systems. Finally, for these conflicts of interest, power is essential. There are different sources of effective power.

7.1 Interest

Determining the interests of an individual, you should figure out what are his expectations, goals, value. Every individual keeps his own interests, and defense them once he feels that his interests are in an attack. To defense one’s interests, they should be conceived in term of three interconnected domains; task (related to the job), career and personal life, as demonstrated in figure 2.
These three interests can match sometimes together, having a conflict between two or more interests, and sometimes interests are not related or don’t have relation between each other’s.

Applying this to Company X: the main business objective is increasing the sales of their products and achieve growth. So mainly the departments support the sales departments. These three interests collide together due to the high stress level present, so the task interest overlap with the extramural interest and career interest. Conflicts will always be present due to the individual diversity and to the difficulty in applying the required balance between the three interests.

Fig. 1: Differences between three interconnected domains of interests

Fig. 2: Company X interests
7.2 Power

Power is when you allow someone to do something that he doesn’t want to do. Power is rich and varied, and no one has full power. There are several sources of power.

Table 1: Different sources of power and how are they implemented at Company X

<table>
<thead>
<tr>
<th>source of power</th>
<th>how could it be implemented</th>
<th>Company X</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 formal authority</td>
<td>traditional, legal, rational legitimized power should be respected</td>
<td>general manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>finance manager</td>
</tr>
<tr>
<td>2 control of scarce resources</td>
<td>control of money, personnel, technology</td>
<td>HR manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PR between field collector and hospitals</td>
</tr>
<tr>
<td>3 use of organizational structure</td>
<td>breaking rules and regulations giving power for the controller &amp; those are</td>
<td></td>
</tr>
<tr>
<td>rules, regulations and procedures</td>
<td>controlled</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 control of decision process</td>
<td>pushing for the need for a decision control the process itself control the basis</td>
<td>medical representatives have the</td>
</tr>
<tr>
<td></td>
<td>of having this decision (reports)</td>
<td>power to choose Doctors' activities based on</td>
</tr>
<tr>
<td></td>
<td></td>
<td>certain reports they prepare</td>
</tr>
<tr>
<td>5 control of knowledge &amp; information</td>
<td>controlling the flow and amount of info at a specific timing</td>
<td>country manager, controls the info passed to</td>
</tr>
<tr>
<td></td>
<td></td>
<td>the medical reps, in the formation of new</td>
</tr>
<tr>
<td></td>
<td></td>
<td>structure, example chances of promotion,</td>
</tr>
<tr>
<td>6 control of boundaries</td>
<td>controlling relations between different departments</td>
<td>med reps who have good relation with finance,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>won't have any blocked hospital accounts</td>
</tr>
<tr>
<td>7 ability to cope with uncertainty</td>
<td>power in managing unpredictable situations</td>
<td>supervisors that are able to cover any</td>
</tr>
<tr>
<td></td>
<td></td>
<td>shortage in sales achievement, rapidly</td>
</tr>
<tr>
<td>8 control of technology</td>
<td>controlling the technological services and systems supporting other departments</td>
<td>the one who is responsible for fixing iPad, or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>any systemic error</td>
</tr>
<tr>
<td>9 control of informal organization</td>
<td>developing a good personal relation with employees, friendships</td>
<td>some teams organize common dinners, wedding</td>
</tr>
<tr>
<td></td>
<td></td>
<td>invitations</td>
</tr>
<tr>
<td>10 control of counter organization</td>
<td>keep good contacts with other organizations that might compete with yours</td>
<td>Company X has good relations with suppliers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>sharing common interests</td>
</tr>
<tr>
<td>11 symbolism and the management of</td>
<td>authoritarian: tell truth on subordinates democratic: influence is symbolic</td>
<td>Mainly truth is given directly from upper</td>
</tr>
<tr>
<td>meaning</td>
<td>organizational image</td>
<td>manager. (authoritarian)</td>
</tr>
<tr>
<td>12 gender relations management</td>
<td>gender bias</td>
<td>females are inferior to males in gaining</td>
</tr>
<tr>
<td></td>
<td></td>
<td>trust in handling responsibilities (AVOID</td>
</tr>
<tr>
<td></td>
<td></td>
<td>STEREOTYPING)</td>
</tr>
<tr>
<td>13 structural factors that define the</td>
<td>factors that block power: structural, organizational, and environmental</td>
<td>they always seek to drive into new markets</td>
</tr>
<tr>
<td>stage of action</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 power one already has</td>
<td>maintain and increase the previously acquired power</td>
<td>upper management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(family business)</td>
</tr>
</tbody>
</table>
Managements are concerned about balancing the interests of their employees, to avoid conflicts developments, managers are required to manage conflicts in the benefit of the organization. There are three different frames of reference:

1. Pluralism: presence of democracy, more than one group compete to achieve any source of power.
2. Unitary: employees are viewed as an integrated whole and their interests are equivalent to the organizational interests and it is mostly found in organizations especially those with paternalistic management.
3. Radical: social and political cleavages, conflicts between employees and employers.

Different managers in Company X follow different frame of references, example country injectable sales manager is considered pluralist, interests are passed formally to the teams, conflicts are always present but he tries his best to balance and to solve these conflicts for the positive sake of the organization, and he is always able to solve these conflicts, he has a big positive influence on his team.

8. COMPANY X AS FLUX AND TRANSFORMATION:

Any organization could be exposed to any kind of change, viewing organizations as flux and transformation means that we look deeper in the process of change, searching into the substantial nature of it. Deep systemic forces are either locked into its main status or driving its transformation, or it has power to intervene using images of spiral, loops and contradictions to shift the organization from one operating pattern to another (morgan, 1996).

David Bohm discussed implicate and explicit theory, where he considered the universe is a flowing and unbroken wholeness, such that any situation reflects a reality in the implicate order and differentiate it from the explicate order which reflects the potentialities. This theory has resolved many problems though understanding the link between explicate and implicate orders.

This would lead to four processes that helps us to understand the transformation of an organization broadly, and are called “logics of change” these three sciences are:

1. Autopoiesis: organizations are the main reference for themselves creating their own image.
2. Mutual causality: organization consists of circular flows of positive and negative feedback.
3. Cybernetics: change is formed from the tensions found in the circular relations.
4. Dialectical change: every phenomenon tends to produce an opposing one, creating tension between the two opposites.

Every theory explains how the explicit reality is transformed by the underlying processes that have a specific logic of their own.

Company X is a pharmaceutical company that faces a lot of competition and acts proactively to these risks, such that they are always ready for any change to protect the business. Example, when the objectives of the company increased and the sales targets were doubled, management suggested to increase focus, and they proceeded in splitting the team, in a way every team should focus on a prat of the products. Yet, they didn’t take into consideration that they have extra duties since the regions were distributed on a smaller number of team members. This change was faced by a lot of resistance, the manager is not skilled in managing this change the new structure failed to achieve the required sales target. This change had negative feedback on the business and established attractor was stronger that the emergent one and the manager couldn’t help in leading the change for the desired place. Changes are always expected in this high level of competition, but if changes are not managed properly then it could lead to crisis.

9. COMPANY X AS INSTRUMENT OF DOMINATION:

This metaphor describes organizations as a system that exploit their employees, environment and global economy for its personal gains. There are three main types of domination according to Weber:

1. Charismatic domination: domination is based on the personal qualities of the leader, and this type is very loose, unstable and unstructured.
2. Traditional domination: it is present when power is inherited as a tradition, and legitimacy is linked to the traditional way of doing things, it is applicable in systems of family succession (example Company X as discussed before)

3. Rational-legal domination: laws, rules, regulations and procedures are the only source of power, and it is bounded by rules.

10. CONCLUSION

Metaphors are compared to languages, as if you can understand eight different languages, but you can never have the power in understanding them in the same level. To analyze an organization you have two steps, first a diagnostic reading and you can link organizational actions to the metaphors. Second, a critical evaluation where we can determine which metaphor dominates the organization and what are the other appropriate metaphors that can dominate the organizational actions leading to better outcomes.

In general Company X is influenced by the eight metaphors, but with different percentages. As I mentioned before, tasks are delegated systemically for the employees, even medical representatives are trained in a mechanistic way such that, they are trained for the product to be promoted, without offering the rep the complete study or the article needed to convince the doctor to prescribe the drug, followed by another training how to play their role effectively when they visit doctors, they even suggest objections and how to manage these objections. The second metaphor which shares the mechanistic dominance is the flux and transformation since they are in a continuous change in the structure, exchange supervisors, high turnover, and this is a dialectic change with a negative feedback loop. This continuous change will affect the company’s image and reduce the quality of the work, having a medical representative promoting a drug for a longer period of time would increase the quality of handling objections, acquire more knowledge about the product, knows the doctors who prescribe the molecule. In addition, they believe only in their competencies, they have only one trainer for self-development and they don’t consider any support from a third party with higher experience in this field (autopoiesis). Another masterful metaphor is the political metaphor, a lot of hierarchy and a lot of centralized power, such that everything needs several layers of approvals to execute the decision, they don’t respect he work-life balance of their employees, they stress them a lot, and when stress increases to higher unaccepted levels will reduce the productivity, affecting the people’s health and finally end up with increased levels of absenteeism. In addition they don’t manage the conflicts they usually avoid solving them, because the authority is centralized with the upper management and resources are limited and the rules and regulations are rigid and they are not easily corrected or modified, this would shift us to another metaphors with smaller dominating percentages specifically the brain metaphor and to the single loop learning, information are centralized, for example in the HSP unit, the hospital line, medical representative don’t know the offers given for a hospital to participate with the annual tenders. They don’t represent the whole in parts at all, although having this strategy would increase productivity since this would empower medical representatives. Next, culture metaphor and psychic metaphors are reflected through the culture of the home company is dominant. Culture is described as seriousness, rigidity, stereotype, superiority, and upper positions are limited to a specific nationality. Organism and instrument of domination are the minimal affecting metaphors, they are incongruent with their environment.

Every organization has its own resources, characteristics, values, vision, mission, objective, and goals. Every industry is differentiated from another. Reading an organization is important to build new plans for future growth, we can see the weakness points and try to figure out how to fix it and maintain the organizational strength.
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