

Organizational Change and Global Standardization

Solutions to Standards and Norms Overwhelming Organizations

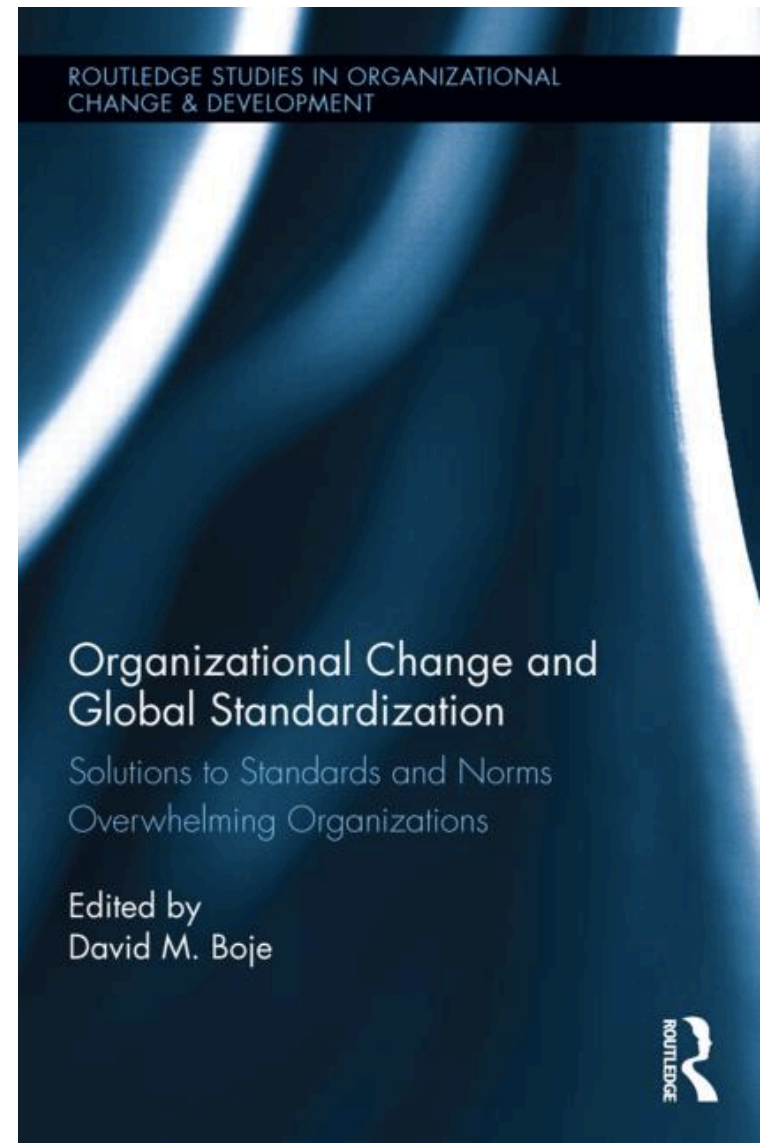
Edited by [David M. Boje](#)

Series: [Routledge](#)

2015

website

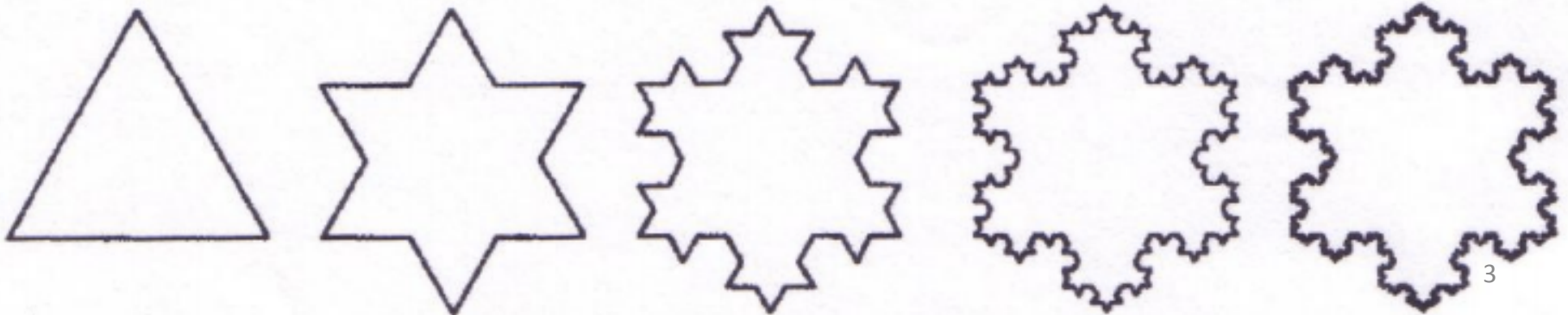
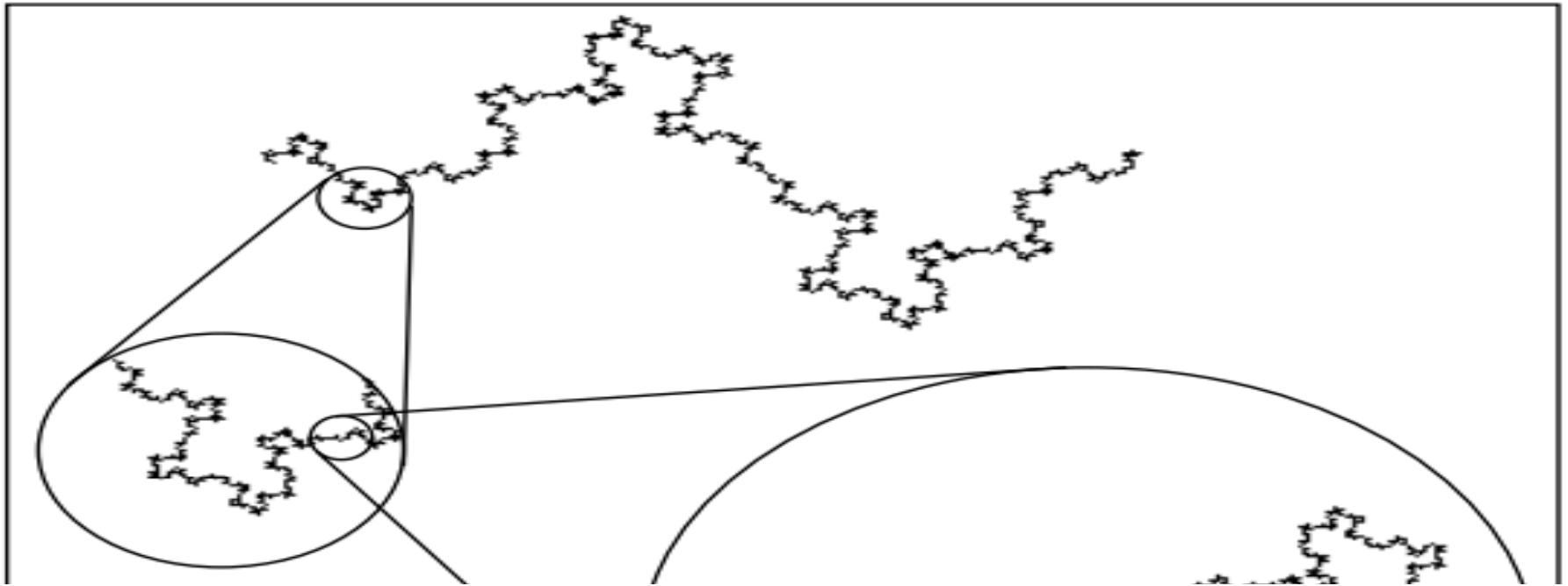
<http://davidboje.com/fractal> for
proceedings paper, slides, cases...



Externally-Imposed STANDARDS

- E.g. At age 65 a professor in France in Public University Must Retire
 1. This is a waste of talent, experience
 2. Public University replace retired older professor with less costly young professor
 3. Private French Universities hire the over 65 to acquire better IMPACT FACTOR
 4. French universities dropping in world rankings

3 Zoom-zones of self-same fractal patterns

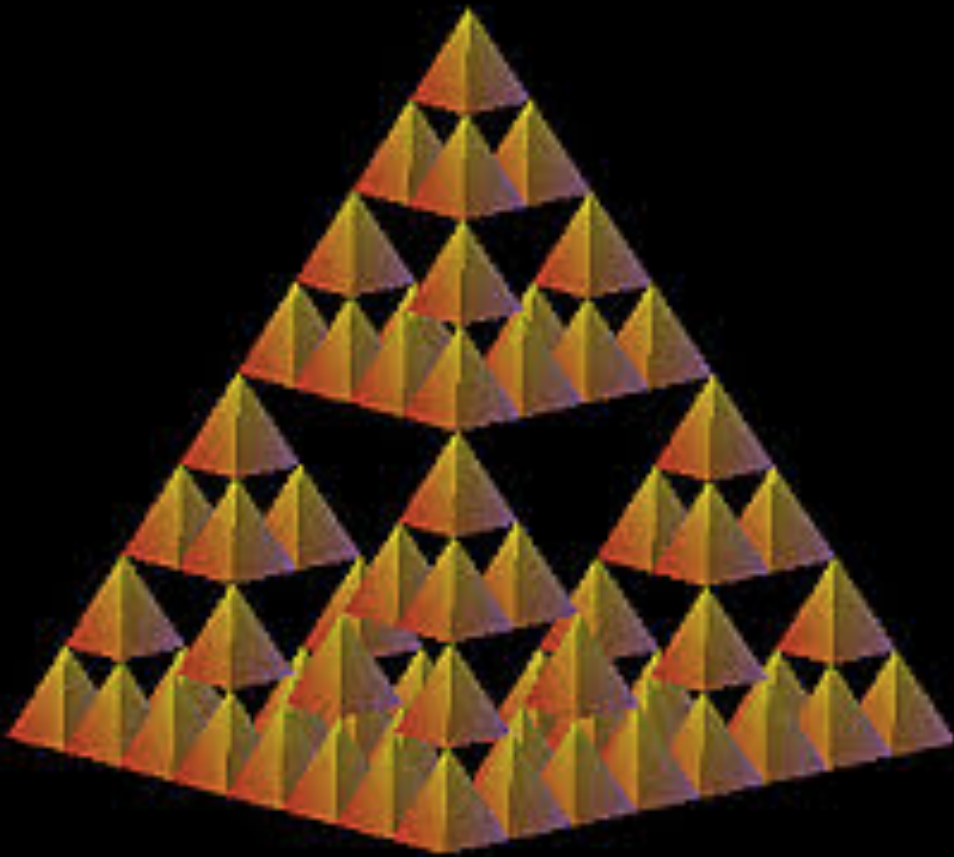


What is a Fractal Narrative?

Monological-
Fractal Narratives

reduce complexity
to search for **ONE**
Universal Standard
by focusing on
ONE LOGIC





**STANDARD-SETTING tends to create
FRACTAL Narratives that are LINEAR
Applying same rule repeatedly (recursive)**

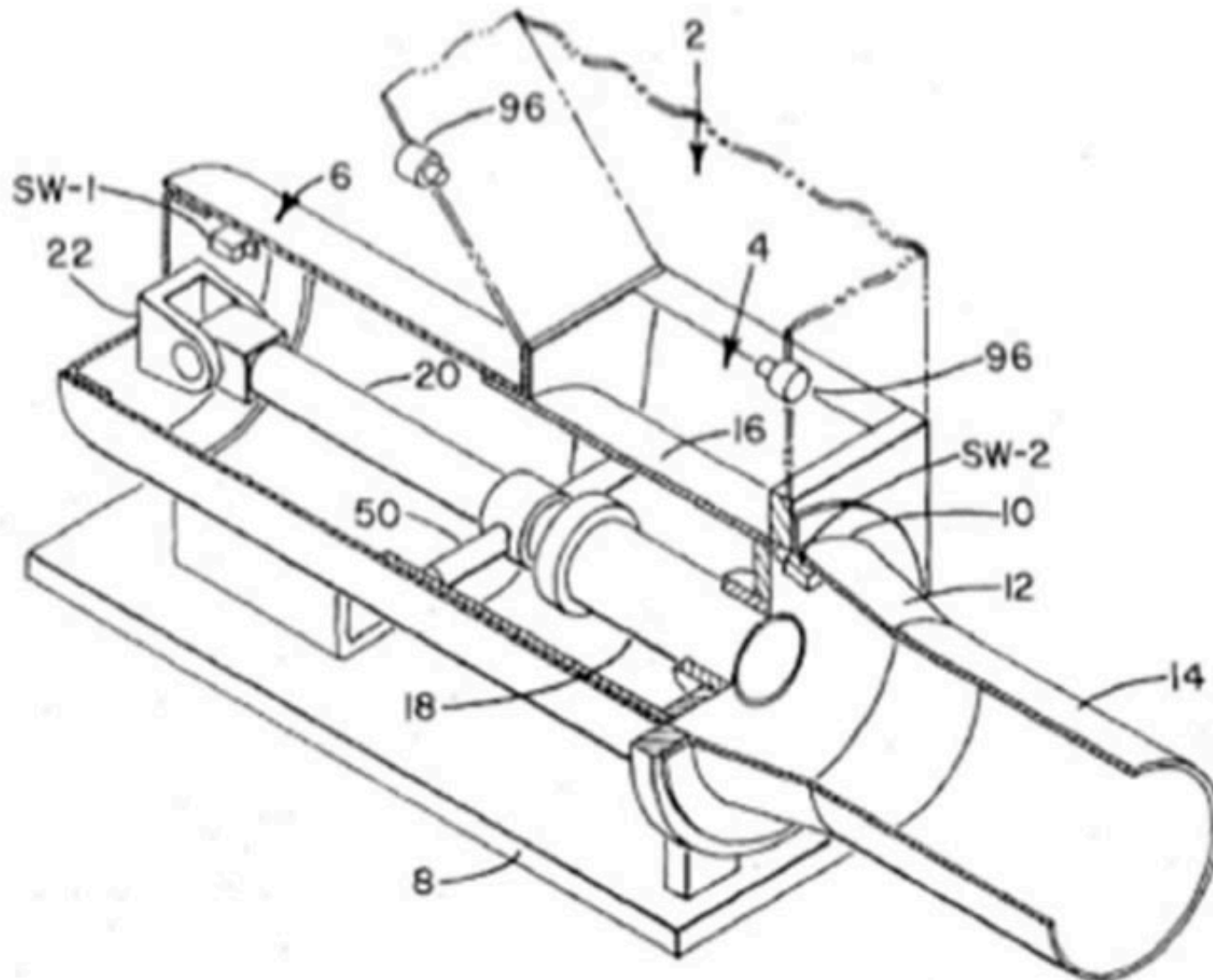
Multifractal



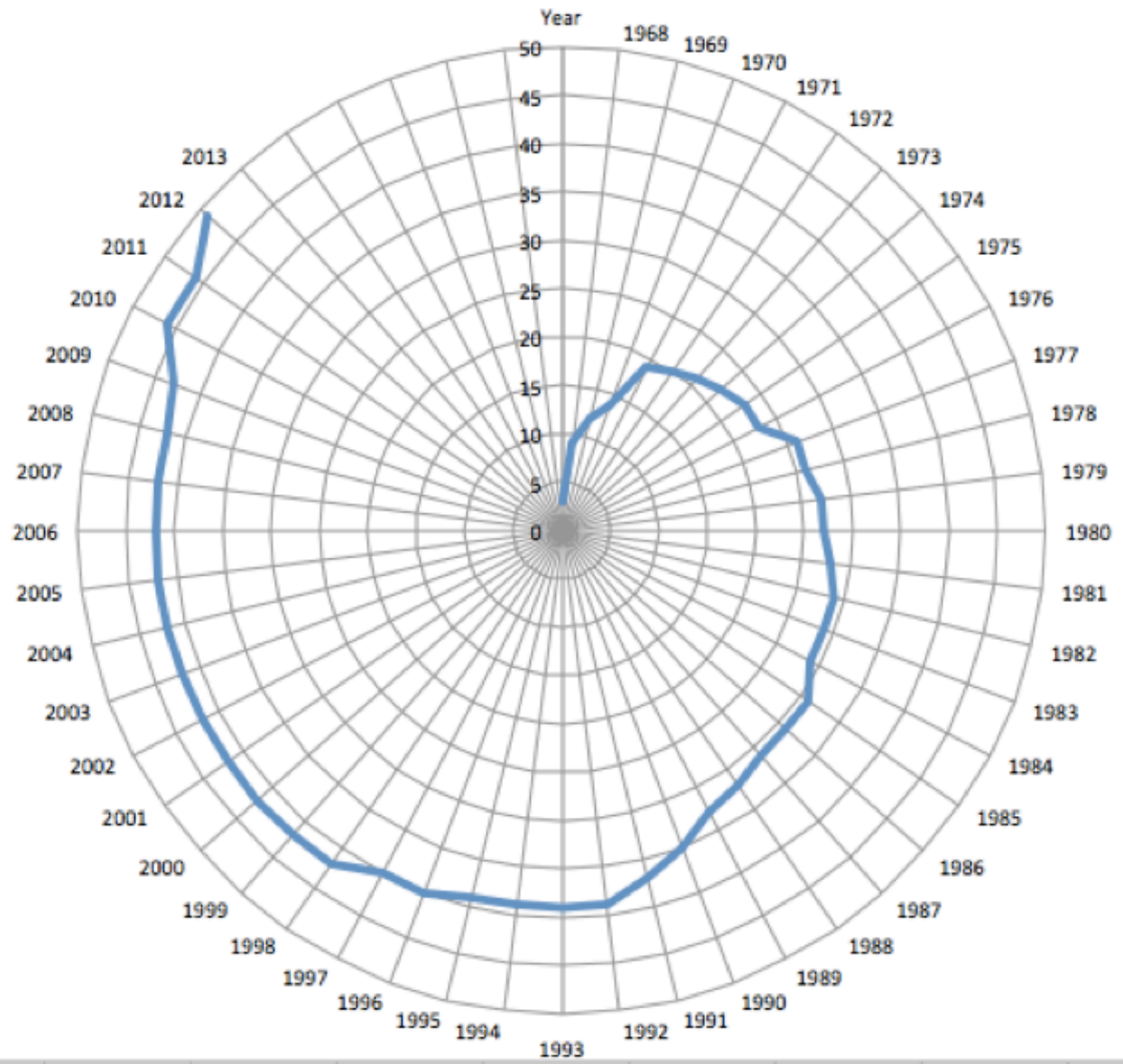
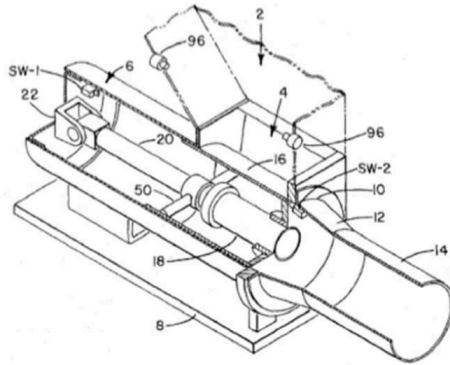
Le maximum de simplicité est atteint comme suit.
Le temps boursier est multifractal non récursif ;
quant au processus, lorsqu'il est suivi en temps
boursier, c'est, tout simplement, le mouvement
brownien, soit ordinaire, soit fractionnaire.

(Benoît Mandelbrot)

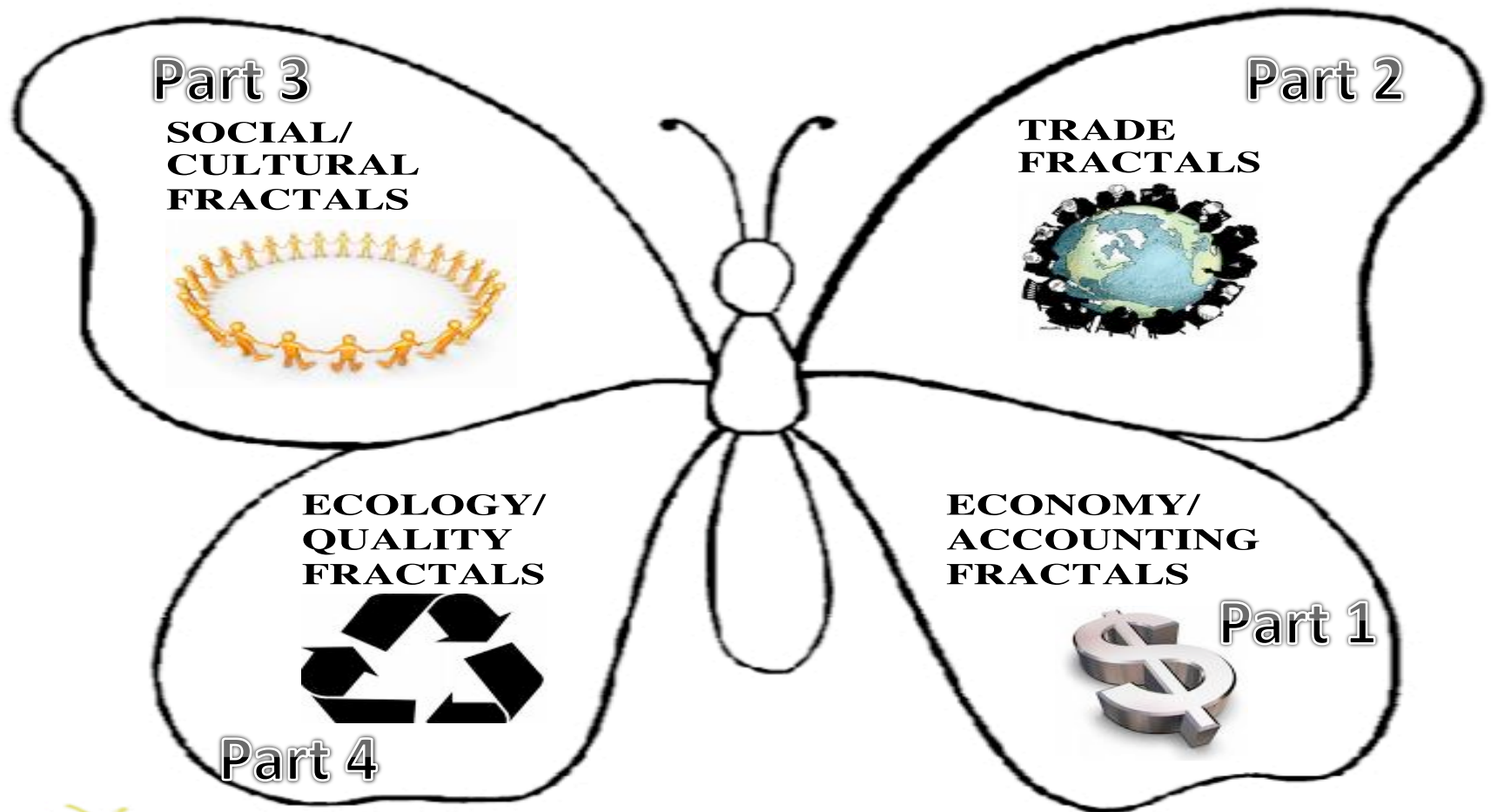
Patents – for COMMERCIAL TRASH COMPACTOR



MY DAD: Dan Boje's Invention & Spiral Fractal Web of Patents



4 TETRANORMALIZING Fractals of Global Standardization for BUSINESS



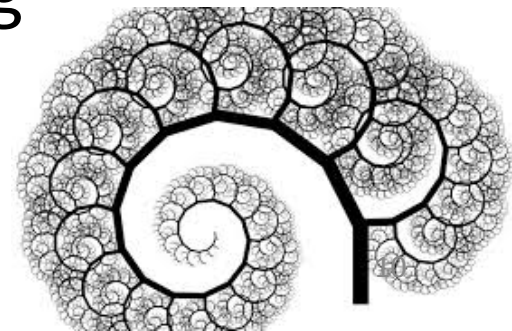
PART 1: Economy/Accounting Change

Fractals - chapters:

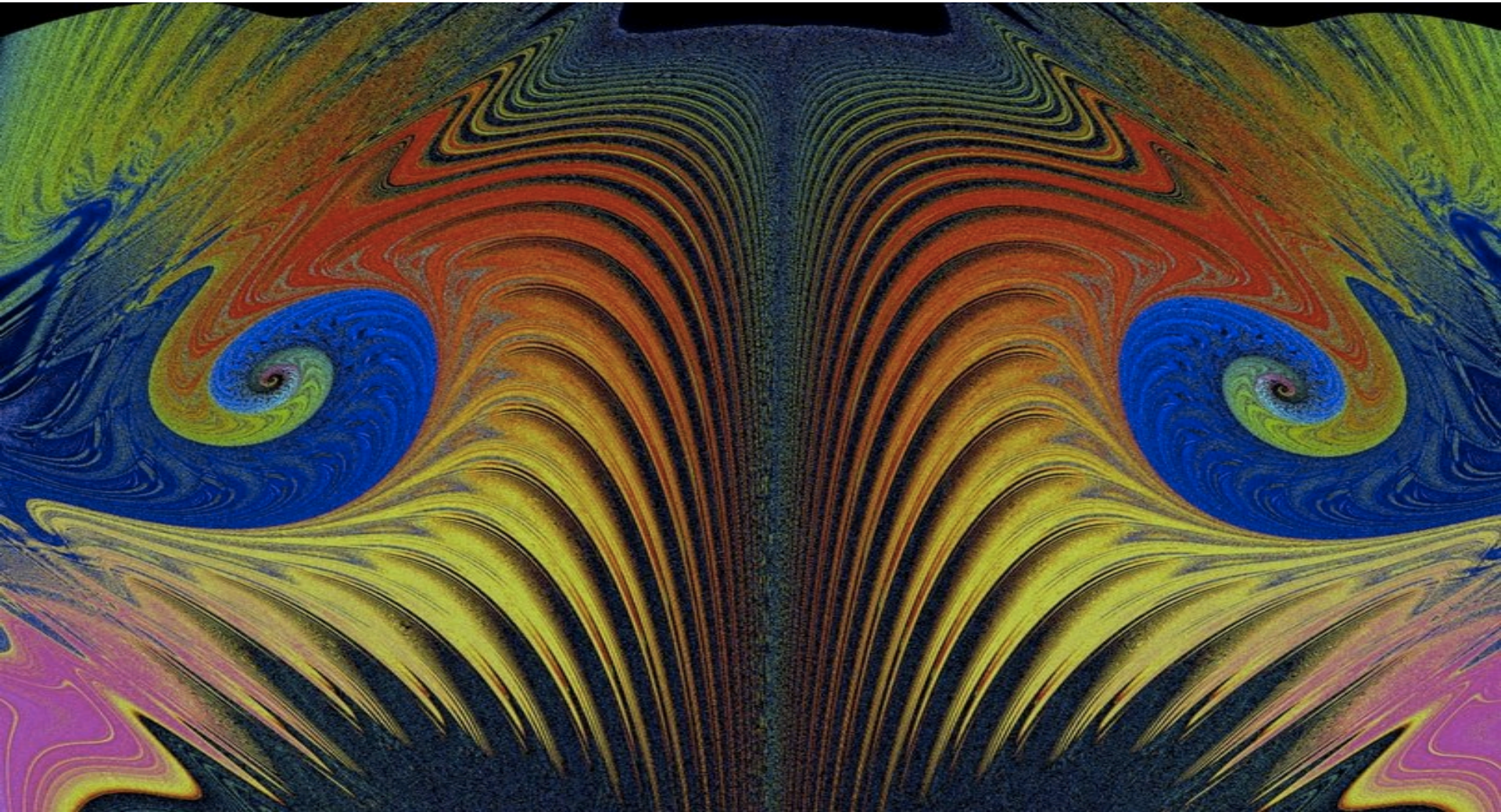
3. How Does the Creation of Local Accounting Standards Reflect the Identity of an Organization?
Tronc Boris and Plane Jean-Michel

4. Tetranormalization and the Accounting Standard Setting Process: A Retrospective View of the Accounting Principles Board. William L. Smith

5. Professional and neo-institutional Dynamics in the Islamic accounting standards-setting process. Aldo Lévy and Hichem Rezgui

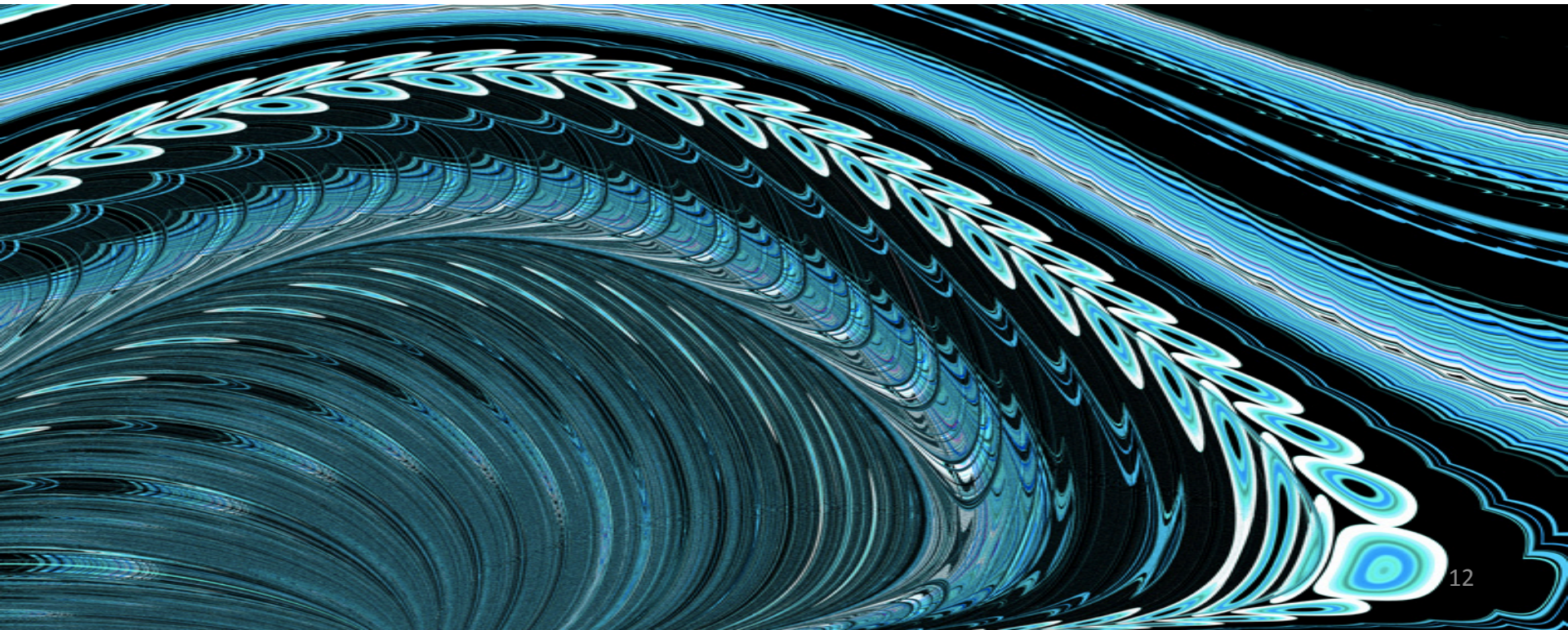


Benoit Mandelbrot (1999) developed a multifractal approach to analyzing Wall Street stocks.



Accounting Fractals in TETRANORMALIZING

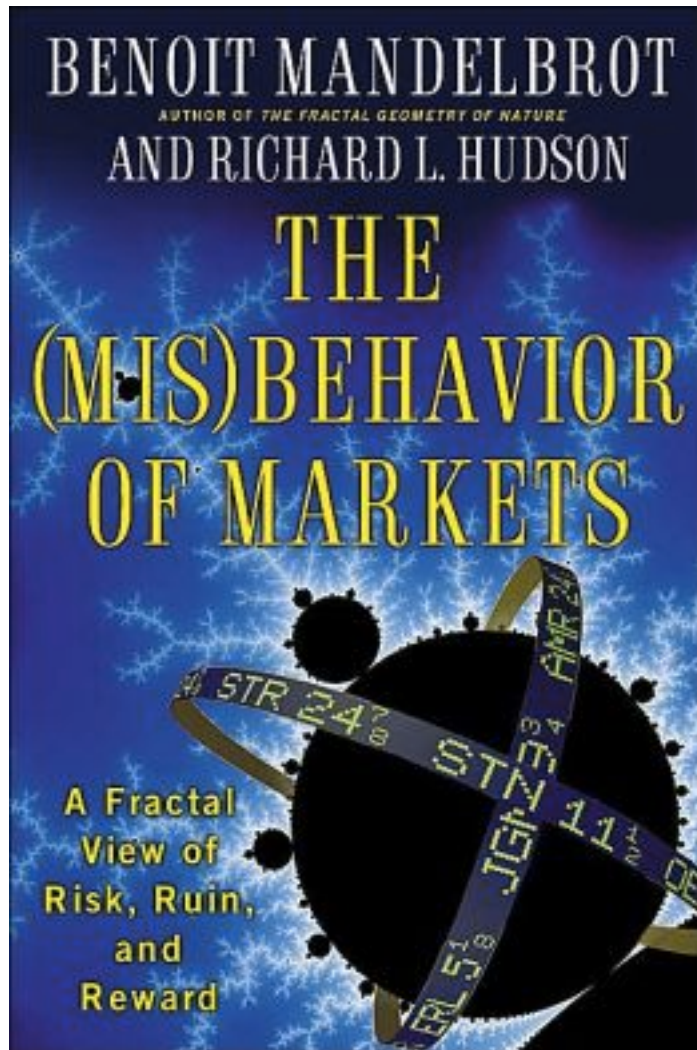
- Smith, Boje & Foster (2014) apply Tetranormalizing to the global competition to standardize accounting practices



Part II: Trade and Change Fractals - chapters:

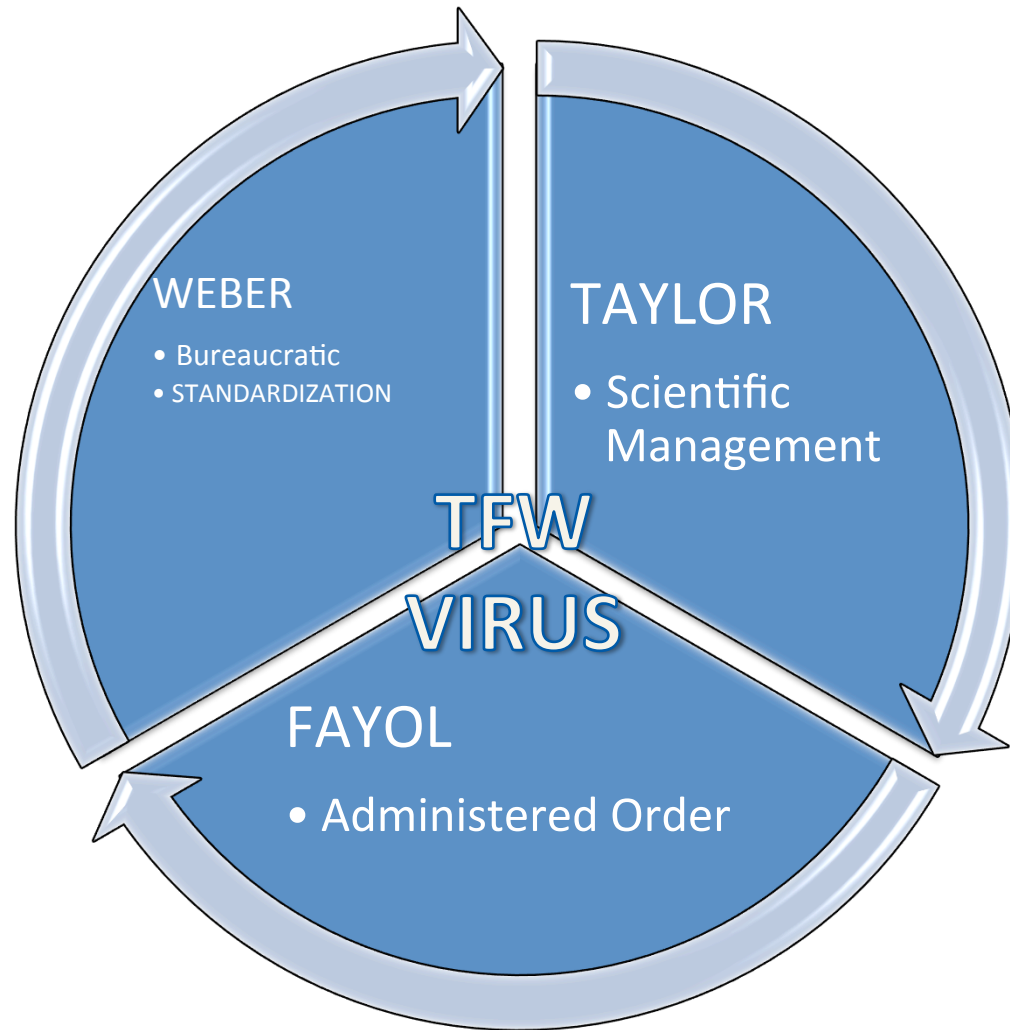
- 6. Tetranormalization, Disruption of Markets and Strategic Steering: Threats and opportunities. Henri Savall and Véronique Zardet
- 7. The loss of sense in labor legislation, a risk for Mexican small businesses and their employees. Luis Portales, Consuelo García de la Torre, and Osmar Arandia
- 8. Tetranormalizing Entrepreneurial Storytelling: Bringing complexity to the narrative of 'Born Global'. Rohny Saylor

Henri Savall



continues to draw inspiration from German Bernacer's critique of speculative markets, how they suck the entrepreneurial life out of productive markets...

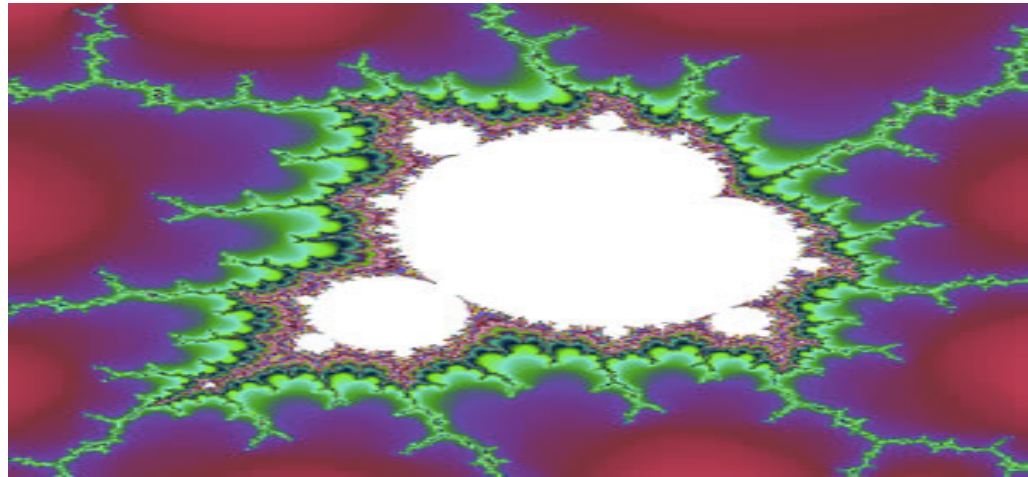
EXAMPLE of FRACTAL NARRATIVE virus



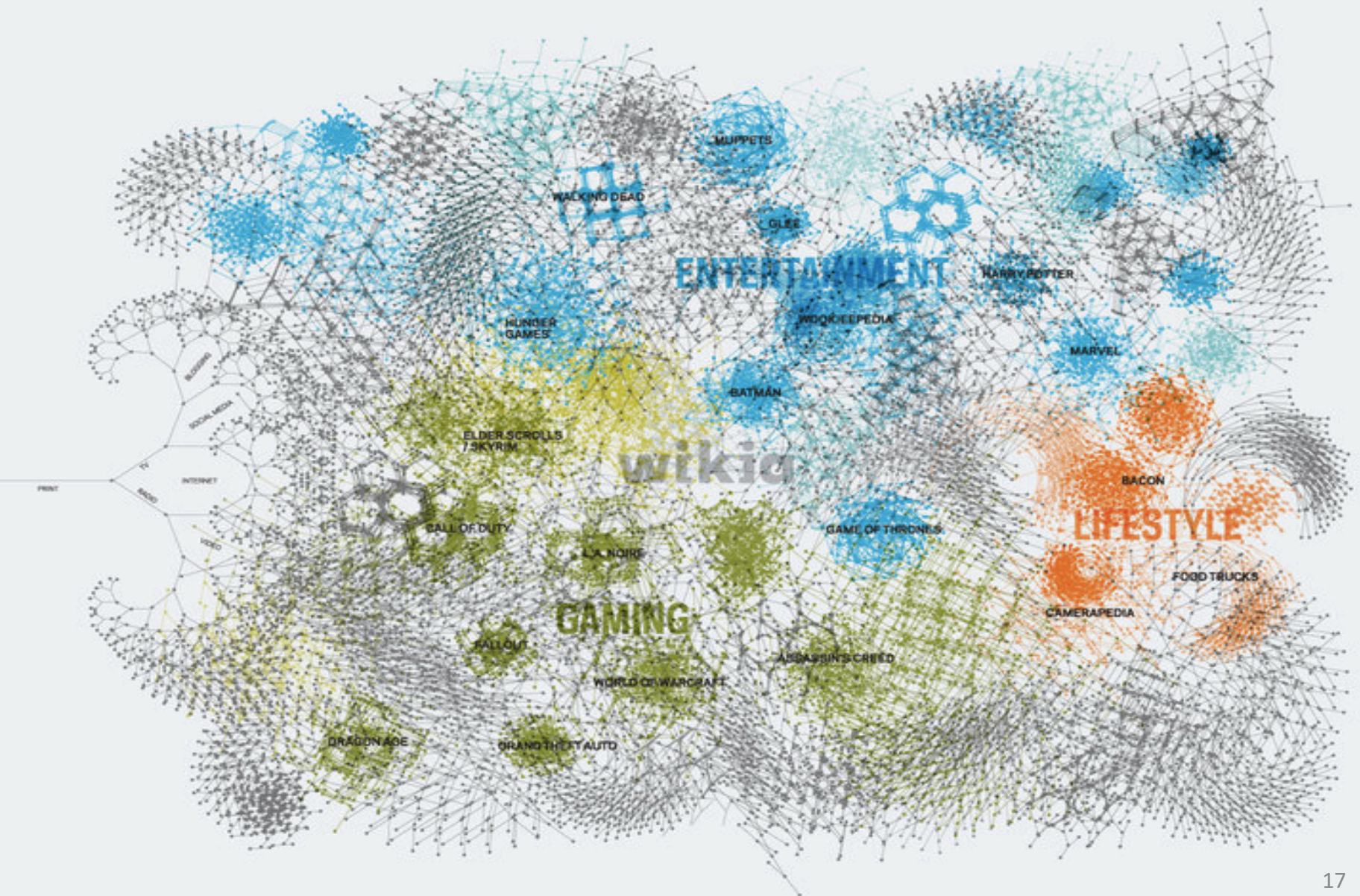
Deleuzian-Rhizome Fractals

WTO, IMF, ILO, and GATT as organization-network-regulatory-apparatus of world trade (Hardt & Negri) .

But 'free market' 'anti-state' 'anti-regulation' ideology counter-fractal of great speculative debacles, from Enron and WorldCom to the Banking and Foreclosure global crises ... (Williams, 2002: 119)



Wikia - Fractal-Rhizome Example

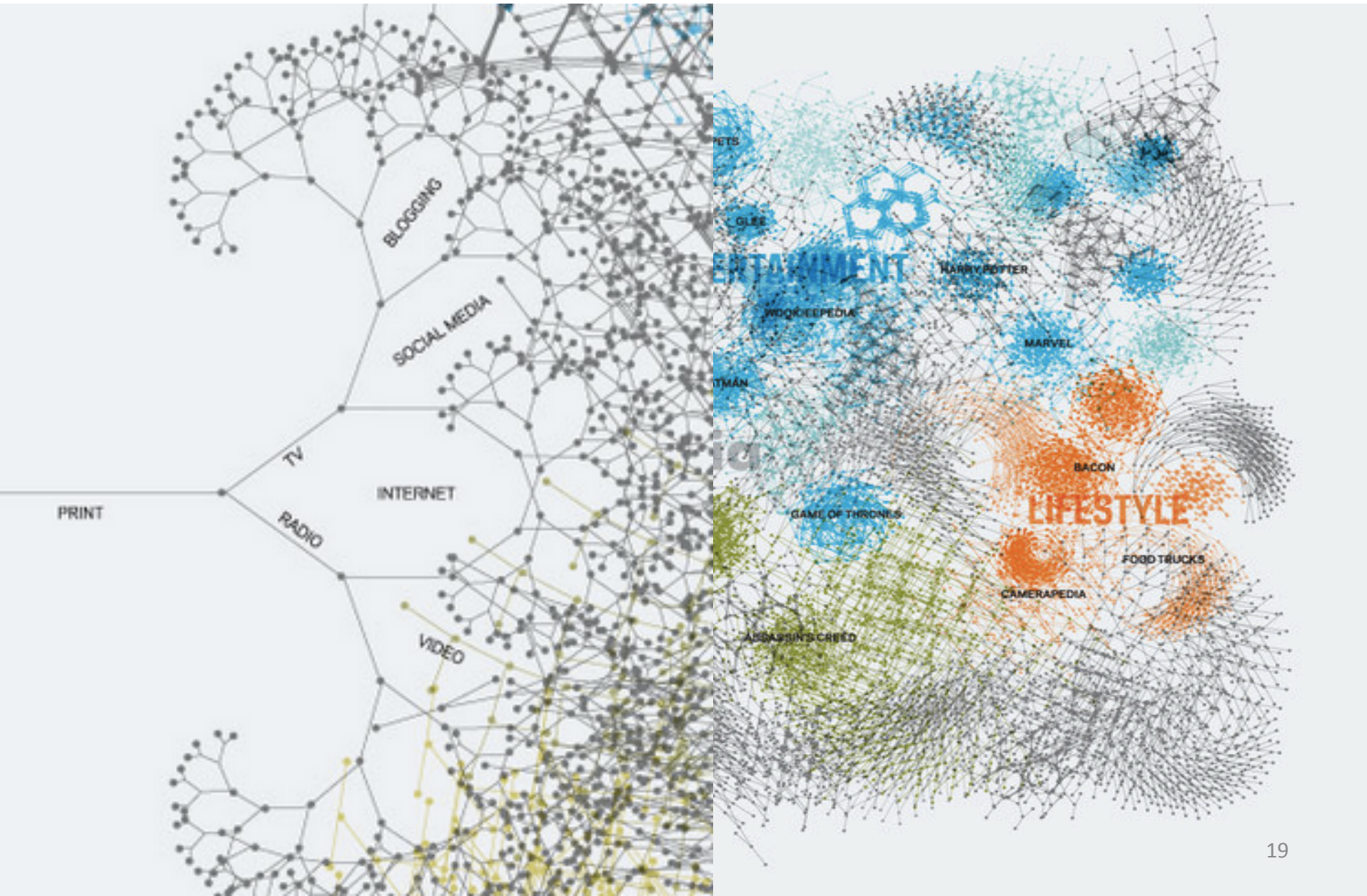


Part III: Social/Cultural Change

Fractals - chapters:

- 9. The decision-making smart information system based on the human behaviour Patrick Haim
- 10. Recent Advances in Standardizing the Reporting of Non-Financial Information Juan Pineiro-Chousa, Marcos Vizcaíno-González, and Noelia Romero-Castro
- 11. Profession Architects: Normative dispossession of an art trade is not inevitable Miguel Delattre and Véronique Zardet
- 12. The Tetranormalization of Human Resource Management of Persons with Disabilities Jillian Saylor
- 13. Corporate Social Responsibility disclosure and institutional legitimacy: A comparative analysis Bechir Bellahouel, Nader Mansouri, and Jean Marie-Peretti

Wikia - Fractal-Rhizome Example

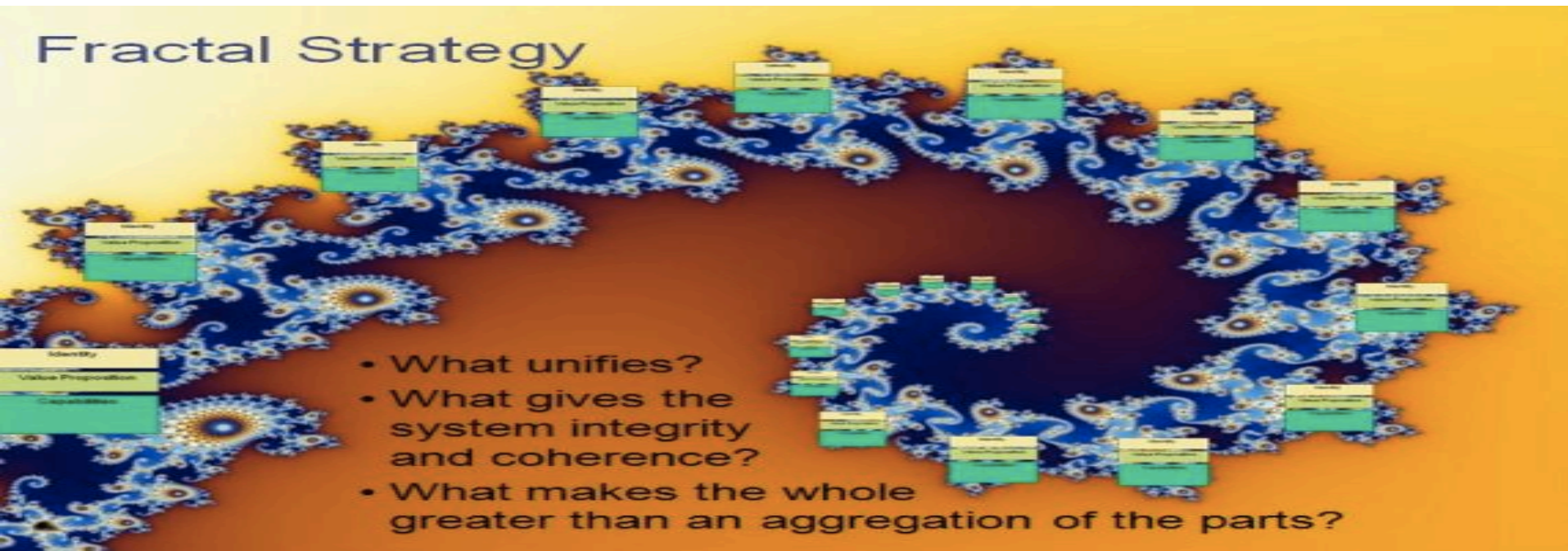


More on Social/Culture Fractal

- The Web fractal (the Internet) created limitless accessibility. This is what Abbott (2001) calls the fractal re-parameterization of morals and ethics within late modern capitalism (Williams, 2002: 120).

Savall connection

- Jenson (2007) says the relation between the micro scale and the macro scale is a long-standing concern of social theory.
- Savall thinks in terms of the scale of sociotechnical relations in relation to socioeconomic/sociotechnical relationships



In Sum

As this standards-fractal becomes more monomythic, it encounters a counter-narrative, the way the professoriate is becoming posthuman resist becoming just cyborg-professor, doing distance education, the professor-self no more than the information-materiality of their Internet, Google Scholar, citation counts, journal rankings, etc.

Part IV: Ecology/Quality Change

Fractals - chapters:

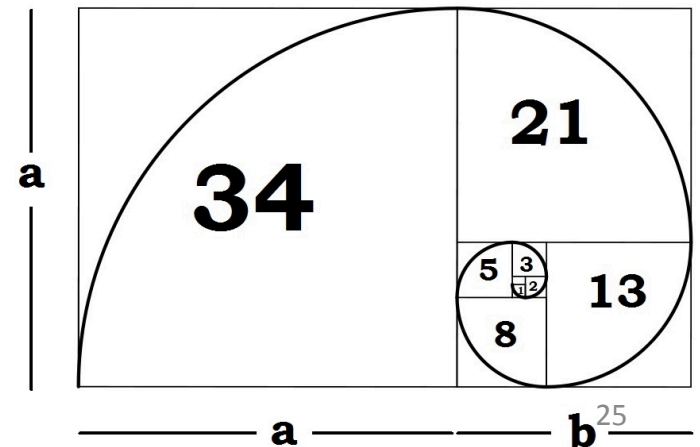
- 14. Disclosure of Sustainability Information and the Evolution to a New Type of Report in a Tetranormalization Context. Hong Yuh Ching and Fábio Gerab
- 15. The Quality Management Systems, The environmental and the social responsibility management systems and their effects on the Human Resources practices. Riad Makdessi and Sélim Mekdessi
- 16. Taking the Natural Environment in the Hospitality Industry into Account: An examination on the relevance of the diversity of standards. Bernard Guillon and Gisèle Sigal

Quality/Ecology fractals:

- the ecosystem-fractal sustains human and non-human life;
- the standards-fractal brings quality-compliance-reporting into software algorithms;
- fractals-driven by commercial exploitation of earth result in global warming.

Fibonacci-Spiral Ecology Fractal

- in the historical events (disease pandemics, famines, revolutions, wars) in England, and political turmoil dating back to the 6th century (Pugesek, 2014)
- Fibonacci # series: 1 2 3 5 8 13 21...



ECO Multi-Fractal

Veta la Plama Fish Farm, SPAIN

- They replace a (narrow focus) MONO-FRACTAL of agribusiness with a MULTI-FRACTAL of different kinds of fractals
- fertile soil, fresh water for fish and birds form an eco-network
- E.g. Flamingos eat shrimps, shrimp eat Phytoplankton, etc.
- This iteration of recurring pattern of self-sameness of scale that comes from implementing the multi-fractal of EXTENSIVE agriculture at higher magnification scales

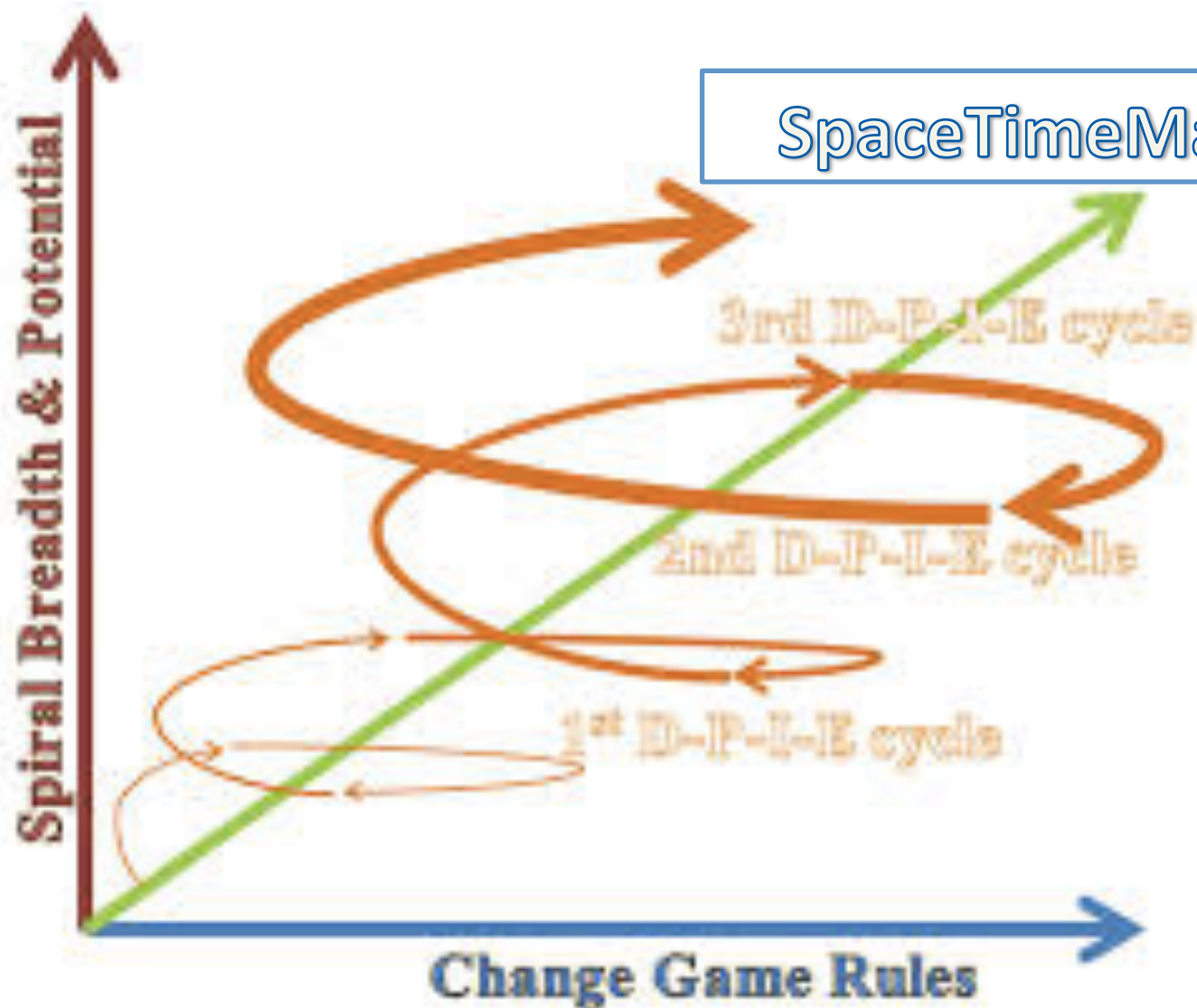
Veta La Palma Fish Farm Case

CONTRASTS	Mono—Fractal Fish Farm	Multi-Fractal Fish Farm
1. Design Rules	Iteration of one kind	Iterations of many kinds
2. Measurement	Maximize one thing	Pinkness of Flamigo belly
3. Focus	Intensive agriculture	Extensive agriculture
4. Control	Hierarchy	Heterarchy
5. Thinking	Uncritical	Eco-critical
6. Logic	Monologic	Polylogical
7. Voice	One	Polyvocal
8. Storytelling	Mono-narrative	Living Story Web

HOW TO CHANGE FRACTALS

All four Tetranormalizing Wings are turning multifractal. Use SEAM to develop attunement by successive projects that brings momentum

Using SEAM to tame FRACTAL VIRUS



CONCLUSION

Instead of separation of SOCIAL and ECONOMIC, Henri Savall and Veronique Zardet developed **Tetranormalization** to bringing about socioeconomic NORMS that refractalize the wings together across scalabilities

Thanks to you, and all the authors of this book

- Contact David Boje
dboje@nmsu.edu
- Slides, Cases, etc. can be found at
<http://davidboje.com/fractal>

