Glossary for Storytelling and Organization Consulting in the AI Revolution

Penn State OD&C Professional Development Webinar | David Michael Boje

Storytelling and inquiry	SEAM and accountable change	AI consulting and labor
BME narrative: A finished account organized as beginning, middle, and end. Its plot pulls events toward one coherent explanation and often closes off unresolved or conflicting accounts. **Storying or living story:** Ongoing meaning-making in lived experience. Storying remains unfinished and allows multiple voices, contradictions, and possible futures to stay active. **Antenarrative:** A fragment, hunch, or prospective bet that exists before a dominant story settles. Different fragments compete to shape what the organization will later call its story. **Deconstruction:** A method for opening a dominant narrative by examining its dualities, omissions, marginalized voices, exceptions, and unspoken assumptions. It makes the story less closed, not simply false. **Luddite Consultant:** A pro-human, pro-quality consulting stance that challenges speed-driven deskilling. It uses technology while keeping human judgment, listening, and answerability in charge. **Tamaraland:** Boje's metaphor for organizations as many rooms where different stories occur at the same time. No boardroom, workforce, client, community, or university account is the whole story. **Composite character:** An explicitly fictional person constructed from documented patterns across multiple sources. Sarah illustrates a plausible work experience without claiming to represent one identifiable employee.	**SEAM:** The Socio-Economic Approach to Management. It joins organizational development with economic analysis to reduce dysfunction, recover hidden costs, and release human potential without treating layoffs as the default solution. **Qualimetrics:** A research method that triangulates qualitative testimony, quantitative frequencies, and financial estimates. It connects what people say and experience to recurring dysfunctions and their economic consequences. **Hidden-cost ledger:** A second accounting column for costs omitted from the visible invoice, including rework, overtime, turnover, lost quality, displaced labor, community burdens, and damaged learning pathways. **Mirror-effect meeting and DPI teams:** The mirror effect returns verbatim findings and hidden costs to the organization. Cross-level Diagnosis, Project, Implementation, and Evaluation teams then act on the dysfunctions. **Answerability:** The Bakhtinian obligation of a situated person to answer for an act. Responsibility cannot disappear into a platform, metric, committee, or algorithmic chain. **Ethical refusal:** A consultant's justified decision to stop, challenge, or decline a system or deliverable when evidence shows unverified claims, harmful design, transferred costs, or missing accountability. **Four-dimensional tesseract:** Boje's framework for examining accountability architecture, ethics in practice, business-model logic, and temporal consequences simultaneously instead of treating transformation as a linear sequence.	**AI agent or agentic AI:** A software system that interprets a goal, plans or selects actions, uses tools or data, and performs multiple steps with some autonomy. Human oversight remains essential for consequential work. **MLOps:** Machine Learning Operations: practices for building, testing, deploying, monitoring, updating, and governing machine-learning systems through repeatable operational pipelines. **AI Refinery:** Accenture's branded platform and services for building and deploying enterprise AI systems and agents. In the webinar it represents the proprietary layer through which consulting work is reorganized. **AI slop and remediation:** AI slop is generic, inaccurate, fabricated, or low-quality output. Remediation is the often-hidden human work of checking sources, correcting errors, rewriting, and making the output safe for use. **Ghost labor or ghost work:** Human labor made invisible by the appearance of automation, including data labeling, content moderation, evaluation, correction, and exception handling performed through vendors or digital platforms. **Productivity paradox:** The gap between investment in powerful technology and weak or delayed gains in measured productivity. In consulting, faster task execution can coexist with more verification, tighter deadlines, or lost revenue under hourly billing. **Seniority paradox:** Automating junior work may improve short-term efficiency while removing the apprenticeship through which future experts learn judgment, detect anomalies, and understand why complex systems fail. **Ecosystem lock-in and platform rents:** Dependence created when clients must keep paying model providers, cloud platforms, and transformation vendors to operate the system. Switching becomes costly and independent judgment can narrow.

Selected foundations: Boje (2001, 2011); Savall & Zardet (2008, 2011); Bakhtin (1990); Gray & Suri (2019); Brynjolfsson (1993); Google Cloud, MLOps continuous delivery and automation pipelines (2024). Definitions are tailored to the webinar and its accompanying book.