Figure 1. Metaphors and Sub-metaphors (Bullet points) For Successful Situations

1. SOCIAL METAPHOR
- PLAY AND FUN
- RECEPTION

2. BUILDING METAPHOR

3. RECOGNITION METAPHOR
- REWARD AND ACKNOWLEDGEMENT
- ACCOMPLISHMENT

4. BONDING METAPHOR
- THE COLLECTIVE
- BONDING PROCESSES
- ADHESION
- UNITY
- COHESION
- MEDLEY
- SEWING

15. AFFLIATION METAPHOR
- FAMILY METAPHOR
- HOME
- FRIENDS

METAPHORS FOR SUCCESSFUL SITUATIONS

5. SUPPORT THEME
- AID AND SUPPORT
- SHARING
- CAMARADERIE
- RESCUE
- PROTECTION
- SPACE

14. EMOTION METAPHOR

13. IDENTITY METAPHOR
- BELONGING AND IDENTITY
- FIT
- REFLECTION

8. DESCRIPTION METAPHOR
- HEIGHT
- MATHEMATICS
- CIRCLE
- SPORT
- NATURE

6. HARMONY METAPHOR
- SMOOTHNESS
- BALANCE

12. TRAVEL METAPHOR
- JOURNEY
- GROWTH AND CHANGE
- GOALS AND PURPOSE

11. HEALTH METAPHOR

9. MACHINE METAPHOR
- MECHANICAL
- MOTIVATION

7. ORDER METAPHOR
- ORGANISING AND HOUSEKEEPING
- COMMUNICATION AND CONTINUITY

10. COMMERCE METAPHOR

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The following descriptions are of the metaphors and sub – metaphors assigned by the two raters. The following description conveys the researcher's and second rater's interpretation and perspectives on the material. Reasons for labeling the metaphors in a specific way have been provide with the intention of providing some insight into the analysis process and the researcher's self dialogue. The portions of the transcripts that feature, have been edited only to include pertinent passages and in no way has the meanings been amended. Unique identifiers (A, B, C) have been utilised to identify the individual team member that is speaking. Letters of the Alphabet have also been substituted for place names.

Metaphors for Success Situations

Metaphor 1 from Figure 1: Social Metaphor

The Social metaphor describes the social interaction of the participants and the sense of welcoming that greeted them when joining the team. The Social metaphor covers the Play and Fun sub-metaphor and the Reception sub-metaphors.

1.1 Sub-metaphor: Play and Fun

The play and fun metaphor depicts the team members' images of laughter associated with play and the fun in the team.

- *I think of* laughter, I get a vision of laughter (agreement from others)
  Yeah, we just laugh all the time.
  I wonder when we'll get told off sometime actually.

- I think most people sense, another good sense of humor. I don't quite mean clowns together *but I mean…is it joy, a sense of* joy… A Family that plays together, stays together (laughter)

There are also references in the Play and Fun metaphor to children's play, adventure and cartoons (The Smurfs, The Simpson's).

- Its good to *catch up and see* what's happening
  There's a sense ... *a certain lightly juvenile.*
- *The* Smurfing…

- The *latest escapades* and what have you.

1.2. <u>Sub-metaphor: ReceptionMetaphor</u>
The reception metaphor describes the sense of welcome and warm reception that new team members receive.

- You get such a *good reception* from whoever comes on after you.

- I got the feeling that the team *welcomed me ...*

- The manager really likes to make people *feel welcome* when they *first come in.*

The reception metaphor also describes the social interaction of the team members.

- A bit of *a yarn or social thing...I* think that *the social actually helps...*just sit around and *chew the fat* for a while*...it helps.*

The raters feel that the Social metaphor (Play and Fun, Reception) illustrates that, to these teams, the social interaction is an important component of successful team experiences.

Metaphor 2 from Figure 1: Building metaphor

The building metaphor refers to building and construction imagery. The Building metaphor conveys two ideas namely the presence of strong structural foundation or physical structure and the idea of growth and development.

- The *foundations* are good… the rest is a bit shaky.

- I think that with new staff and new people coming in we are *starting to rebuild* that.

One team member utilises the image of built structure (Bridge) to show strength of a structure as well the structure as a form of linkage.

- I was thinking about the Bridge itself. And as a *bridging of all our clients* in the catchment area and I think that that is the basis of what bridge is as well…the fact that *our systems is troubled waters* and lots of problems under that over that bridge that the fact is also that that *bridge is quite stable*. And it allows almost like *weighty things to go under there*... So I guess that at the moment for me because I do have to physically drive over the bridge to see my clients .I guess that that is quite a big thing for me... Bridge over troubled waters.

Metaphor 3 from Figure 1: Recognition Metaphor

The Recognition metaphor looks at the participants' views on the receipt of rewards and acknowledgement as well as the success and accomplishment sub-metaphors.

3.1 Sub-metaphor: Reward and acknowledgement metaphor

Participants talk about tangible / physical rewards like "lollies" and "Chocolate" as a symbol of recognition and acknowledgement. The teams also talk about the receipt of intangible/ psychological rewards that they received through the receipt of appreciation.

- It is a really positive thing when the patient gives you a *heartfelt "Thank you*" not just a polite Thank you

The reward and acknowledgement sub-metaphor covers team's receipt of organisational acknowledgement of the team's identity and the work the team is doing.

- The picture that comes to mind for me is the picture that they had on a magazine. They did an article on us and we had a *photograph* of us all and a few photographs of other people in various poses working and that sort of comes back to me as a good article that really *epitomized* who we are.
- To get that *pat on the back*.

The Acknowledgement sub-metaphor also looks at the teams' need to be 'visible' as opposed to not being seen or being unrecognized. Teams make reference to the sense of being a known entity, to the sense that you are being seen and therefore acknowledged by fellow team members.

- Its about being seen like at home well I know that I'm at home, I'm somebody, I'm seen and I'm valued. Here I know that I am seen by others and what I do is seen and acknowledged.

A team acknowledges the visible or physical presence of management.

- I think that the Lower echelons, I'm not calling our GM that but s/he is more visible than the higher ones. I think that the management here are much more visible that Place X. I know a certain person in Place X was walking around the ward and everyone was saying" Who is she? I mean everyone knows who Person B is here.

3.2. Sub-metaphor: Accomplishment metaphor

The accomplishment sub-metaphor refers to the sense of completion and accomplishment experienced by the teams.

- When you need assistance in that area…you take it as *read* almost.

- It's the satisfaction, there is a project that you can sort of carry out which has a *start and an end.*

- A: All the *celebratory ones* when the session goes really well

  B: It is quite exciting to share that with someone

  C; The *success stories.*

Metaphor 4 from Figure 1:Bonding Metaphor

The bonding metaphor covers the different types of bonds that exist within the team and the bonding processes that occur. The Bonding Metaphor covers the sub-metaphors of "The collective", Bonding processes, Adhesion, Unity, Cohesion, Medley, and Sewing.

4.1.<u>Sub-metaphor: The Collective metaphor</u>

The collective metaphor looks at the collective identity of the team. The idea is conveyed that individuals have come together to form a unit. There is a sense that the collection of people is formed to pursue a common interest and/or to fulfill a need or purpose. There is also a sense that the individuals continue to hold onto their individuality whilst simultaneously working as a unit. The collective serves to make people "not feel alone" or isolated.

- No man is an island. . You place yourself in the middle and *you are not alone*. That is the really important thing that you are not isolated. That there are others around.

- As soon as we massed together, it's a good thing, which is valuable again…
  The satisfaction you get that it has taken *more than one mind* to do it.
  And it has taken our resources as a team to make it happen.

- Half the time you find somebody else has got exactly the same problem, you're not on your own out there after all.

- Trust ...you are trusting other people too, you trust their skills and you are not going to stand alone in this and you'll have that support.

4.2. <u>Sub-metaphor: Bonding Processes Metaphor</u>

The bonding processes metaphor describes the different ways in which team bonds have been formed. The following exerts illustrate some of these differing processes.

- I exist really well and just sort of *blend in* with all those around. You sort of *fit in*.

- …Got the team *emulsified* as far as job function is concerned.

- *Osmotic process*.

- We all seem to *gel together.*

- To me it is like we *bind to* something that is the same.

- We worked in professional teams so everyone had their role and so we all the professions *stuck together.*

- Since ...moved in, we've *meshed with* them and now we now think of them as one of us.

- In a sense that is the angle on which the team *is forged*...its on how you find a way.

The above exerts illustrate the different bonding properties. "*Blend*" creates the sense of diffused identities of team members. "*Emulsified*" creates the sense of more enduring, or a more stable quality to the bond that is set. "*Osmosis*" creates the sense of bonding being a natural transition, fusion process, involving progressive stages before a bond /unit is formed. "*Gel*" creates the sense of a setting quality to form one whole. Gel also creates the sense of coming together of particles/ team members or the attraction quality that allows for different parts to set into one. "*Mesh*" creates the sense of a bond that serves as a support. Mesh also implies that like a net, the individual identifiable units come together, maintaining their identity but still forming one whole unit. "*Bind*" creates the sense of being tied together. "*Stuck*" creates the sense of holding fast to maintain the grip and a bond that is difficult to prize apart.   Stuck also creates the sense that the

individuals are holding on to each other. Some of the bonding processes described were smooth transitions like in the descriptions of "osmosis" whereas " *Forged*" creates the sense that some force (heat, pressure) is needed to bind the team together or to set into a shape, to set into one.

The differing words used above to describe the bonding processes can be used as a valuable source of contextual information on how the team bonds were formed. The differing words also provided an idea on the characteristics and type of bonds that exists in the team. In Successful situations the quality and types of bonds formed may therefore be different for different teams.

4.3. <u>Sub-metaphor: Adhesion metaphor</u>

The adhesion metaphor looks at the adhesive quality of relationship and transactions. There is the sense of the drawing together of two parts.

- We will actually work together, we will actually *pull the whole service together*.
- It is the bringing together of X systems and the way that the team works to do that is the sense of satisfaction that I get that ...we can *bring* such a diverse situation systems *together* in a way that people can use it.
- I think it has *pulled us closer as a team*.

4.4. <u>Sub-metaphor: Unity metaphor</u>

The unity sub-metaphor refers to the sense of " oneness" that exists within the team. Similar to the Collective metaphor, the unity metaphor also refers to the sense of what is common in the team. However what is common in the united team has led to a sense of

shared identity and solidarity amongst the team members. The united team also appears to place less emphasis on the individual team member whereas the sense of the individual identity is maintained when the collective comes together.

- I think of us *a unit*…most people *get on here*.
- We're very *united*. I still see unity because most of us have the *same philosophical belief* and at the end of the day we all have that *one focus* in mind that is the needs of the client. There is *common ground*, isn't there, here *we're united*, I think we are very united.

4.5. Sub-metaphor: Cohesion metaphor

The cohesion sub-metaphor refers to the relationship or bond between the team members or the 'amount of togetherness' that the team feels. Cohesion also implies a sense of consistency and loyalty. The cohesion sub-metaphors were predominantly used when the team members reflected on situations where the team members supported each other.

- In that year there's been a lot of changes and the team had to be quite strong, it had to *develop its own cohesiveness to survive*.
- I think that we're all very easy *to get on* with and I think we *relate well* to each other. We've got a *good cohesiveness*.
  - I was thinking...that it is *not just conformity*, its *proper cohesiveness* and you can actually *be like glue that can stretch and come back into shape*.

It is interesting to note that the cohesion sub-metaphor was used by the only two community based teams. It would be interesting to find out if a community based team settings contributes to a more communal interactions and to a greater sense of cohesiveness. There is the possibility is that being away from a larger hospital setting and

having smaller staff numbers, have contributed to the two teams having to establish a stronger sense of team support.

4.6. <u>Sub-metaphor: Medley metaphor</u>

The medley sub-metaphor was originally labeled "Unity in diversity" to describe the sense of unity that existed in teams that were diverse (had varied compositions of skills, cultures, experiences, professions and people). However the researcher felt that the label "Unity in Diversity" is a paradoxical expression that creates the impression that a sense of unity needs to survive diversity. However, in the team situations described by the teams, diversity can enrich the team and unity can exist in the presence of diversity and not in spite of diversity. For this reason, the sub-metaphor has been re-labeled " medley", to create a sense of the acknowledgement and regard for differences (essential to team functioning) which like the sounds of different instruments come together to create a medley…one united, enriched sound.

- I think another factor about what makes the job special is the *skill mix* that we have. I think that we all *bring different skills* into the job and I think that is what makes it so *vibrant* as well. It makes us *learn off each other*.

- What I appreciate is the mix, the *mixture of experiences*. You know the level of experience and knowledge that people bring with them. …you can talk through situations...with *different people with their different points of view* and they have really good ideas about what is going on…

- We're a *few nations represented*, at least three, No four, so we are *multi cultural*…so I think we do appreciate other people's cultures and ways of doing things.

Team members have identified the differences and diversity of the team members (skills, knowledge bases, experiences, beliefs and cultures) that have assisted them to enhance team functioning and to produce more successful team experiences.

4.7. Sub-metaphor: Sewing metaphor

The Sewing sub-metaphor refers to the sewing terminology used to describe the kind of relationship that exists between people.

- We do care about each other, we are a very *close-knit* team.

The sewing sub-metaphor also refers to a service whose components are smoothly linked.

- Almost as if there is a *seamless service* with no boundaries…

The sewing imagery provides a strong mental picture of the threads that bind the team together.

Metaphor 5 from Figure 1: Support Metaphor

The support metaphor covers the sub-metaphors of Aid and support, Sharing, Camaraderie, Rescue, Protection and Space.

5.1. Sub-metaphor: Aid and Support

The Aid and support sub-metaphor has reflected the prominent usage of body imagery (eyelid, hand, back) to reflect aid and support. Numerous references are made to " giving a *hand*"

- Even if they aren't on call they just come out and *without even blinking an eyelid* to give you *a hand*.

The above use of "hands" reflects the use of metonymy whereby a part is used to reflect the whole. In this instance the hand is used to symbolize the whole person. Numerous references are made of the "back" as a form of support." or *back up*

- You don't *back up* your decision on your own, it's sort of a group effort together…Team 1

In a similar way that the back (spine) supports the body, the use of the word "back" has similarly denoted support. The teams also use the image of a Guide.

- I come in and try to guide the team and support them…

It is interesting to note that the teams have used physical imagery (body imagery, guide) to convey the emotional and psychological support they receive during successful team situations.

5.2. Sub-metaphor: Sharing metaphor

The sharing sub-metaphor looks at the team members sharing of tangible things ("food") and the sharing of the intangible.

- I think this team is quite good at sharing things, at sharing the work out fairly and lots of fairness helps.

References are also made to the sharing of the weight.

- Just discussing it with that person *took a load off* …
- I don't *hold the whole* responsibility for that client.

The ability to be able to share in a team setting appears to contribute to successful team experiences. Sharing also appears to prevent a sense of isolation.

5.3. <u>Sub-metaphor: Camaraderie metaphor.</u>

The Camaraderie metaphor holds the hallmarks of possibly belonging to the affiliation metaphor of family (brotherhood) or friends (camaraderie). The passages on camaraderie are however used specifically in the context of a supportive team operating in potentially taxing situations or within the context of the difficult nature of the work.

- I think of the *band of brothers* that was on TV, the talk of the *camaraderie*, the *fun*, and despite that the work *is difficult* and you feel like you are *in the trench* sometimes when you are dealing with System M/ management???? or the system, and I think that despite what is going on around us we enjoy ourselves and so like in the program there is a lot of fun, and laughter and its almost like a cynical humor. (others in team agree –Yeah, That's right)

- I think it's the camaraderie in the work on the ward. Definitely the work situation is damn hard but I rely on the girls that I work with.

The camaraderie sub-metaphor highlights that potentially trying and difficult situations to bring about caring team behaviors and positive team consequences (solidarity, support, fun, trust).

5.4. <u>Sub-metaphor: Rescue metaphor</u>

The Rescue sub-metaphor reflects situations where the team responds by serving as a safe haven or as a rescuer.

- We tend to be the *first port* of call …
- Someone will always *answer the bell*…They would *reach out t*o you…

The rescue sub-metaphor refers to a reactive response by teams to offer support.

5.5. Sub-metaphor: Protection metaphor

The team members refer to the ongoing protection offered by their fellow team members.

- I think we are quite *defensive* in our team though we are allowed to tear each other to bits but nobody else is allowed to.
- Each person *looks out* for the other person.

Team members make reference to the sense of "cover" that the team provides.

- You'll find if you are *down one* and someone will *cover* from somewhere else in the hospital.

5.6. Sub-metaphor: Space Metaphor

The space metaphor covers the need for both proximity and closeness.

- When you are working *close to* people you care about them.
- There is always someone *at hand* …that that person is just a *few steps away*…

The space sub-metaphor also covers the need for space and freedom.

- I think S you were there and you made *that space for us*…we can think about that, and that allows a *lot of space* that allows for good clinical decision making to be made.

Both physical proximity indicative of closeness and support and space indicative of freedom to choose, are described as being required by team members to enhance their team functioning. The amount of space required by the team members may vary according to the requirements of the individual team members.

The Support metaphor reflects team support, aid and protection, which appear to provide team members with a sense of security and safety, and therefore contributes to successful team experiences.

Metaphor 6 from Figure 1: Harmony Metaphor

The harmony metaphor in-cooperates the sub-metaphors of Smoothness and Balance.

6.1 Sub-metaphor: Smoothness Metaphor

The Smoothness sub-metaphor refers to states of tranquility and levelness.

- The flow of things…

- *Ohm sign*...it is a symbol of *peace, calmness and tranquility.*

- Just trying to sort them out but keep an *even keel*. …Everything goes smoothly.

6.2. Sub-metaphor: Balance Metaphor

The Balance metaphor looks at team situations of sharing the weight and examples of the even distribution in work situations.

- I see people linked but also carrying the same weight…everyone is carrying a similar weight.

- People have given their time and their knowledge in balancing and sharing.

The principle of equality is also linked with balance as is evident in the following exerts.

- With this team there is always a *give and a take*. I think there's a real *equal balance*.

- Everyone is standing alone, there is *no hierarchy* between the managers, nurses and everyone else.

The harmony metaphor describes the balance, equality of work distribution, sharing and sense of calmness and tranquility that characterize the more successful team situations.

Metaphor 7 from Figure 1: Order Metaphor

The overarching Order metaphor covers the sub-metaphors of Organising and

Housekeeping and Communication and continuity.

7.1. Sub-metaphor: Organising and Housekeeping

The sub-metaphor refers to teams description of ordering and organising.

- You've got to sort this out.

- Just that sequence takes a lot of decisions and a lot of communications.

House keeping terms are also utilised to show ordering, sorting and organising.

- Then everyone comes together, discusses or irons out any problems.

- We don't have much to clean. You don't know of us having to clean here as

  opposed to other wards.

7.2. Sub-metaphor: Communication and continuity Metaphor

Teams describe the quality of the communication that exists in Successful situations.

- I think the communication is a lot more free here.

- I go out and see them and I do get some good feedback.

An inpatient service team also refers to the sense of continuity that exists in

successful situations.

- Others are *picking up* work…Just *take it on and go with it*.

- We depend on these meetings, at the beginning of *handover* very much for support. (Personification of meetings is utilised to attribute the human quality of support to meetings)

Metaphor 8 from Figure 1: Description Metaphor

The description metaphor is made up of different descriptors of Height, Circles, Mathematics, Sport and nature. One property or description, for instance circles, is applied to varying contexts or situations.

8.1 <u>Sub-metaphor: Height metaphor</u>

The height sub-metaphor uses descriptions of height and altitude to indicate success or accomplishment, good feelings, challenge, the ultimate overcoming a load and increased confidence.

- I think we always have had and expect *high standards* from each other.
- They had a really good day cos they got *on top* of the patients and did all that work.
- I think of a mountain, a *really tall peak*, ...that's possibly what we *have overcome* or that is what we have *achieved*.
- I think the highlight is when we have times of difficult challenges and we had to *rise to* them…we *rose to the challenge* and made it happen.
- I see us being on *top of the mountain* and *being conquerous*.
- We ended up with the *top unit* probably the best in the country.
- And that person *inspired us* and we were *up 5 inches*.
- And I kind of *jumped for joy*.

8.2. <u>Sub-metaphor: Mathematics Metaphor</u>

The Mathematics sub-metaphor includes phrasing and terminology relating to equations, summations, balancing and calculation. Two teams (Team 6 and Team 8) who have members that have a Science background and training or who work with numbers and calculations, have used the mathematics sub-metaphors.
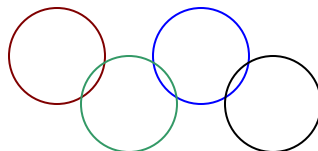
- I think we can *sum up* most of what we do under assessment; guidance is probably the word and treatment of –health problems. Team 6

- We have got to know what works into *the equation*...you know how much time we've got and how do we get the right skills to do this. Team 6

- Our team's sense of satisfaction is actually getting…that information out. Or even *reconcile*. And sometimes that can be a major. Team 8

- Being recognized by the organisation as *adding value* to what they do. Sometimes the users don't appreciate the work that we do…but I know that we are *adding* value to the organisation and that is going to *grow*. Team 8

The mathematical descriptions are centered on growth or addition (" adding value", "sum") or balance ("equation", "reconcile").

8.3. <u>Sub-metaphor: Circle</u>

The circle sub-metaphor describes how the circular shape describes team properties and the interlinking qualities of the circle. 6 teams in both geographical areas used the circle sub-metaphor. One team offered the picture of the Olympic circles that the rest of the team members expanded upon.

Figure 2: Linked circles

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- D: *Olympic games.* You know you've got *circles all entwined*. You have got your circles, they are all sort of entwined somewhere along the line so you're independent and yet you've got that sharing.

  E: Yeah *independent circles* but they are interlinked as well.

  F: And they are circles that can *move* too, I think...

  G: That's right, backwards and forwards it can move but *comes back together*. Pink

  H: I thought about circles yeah, I just thought that we're *complete* because of each other that's how I think of this *unit*. Team 10

Interestingly enough the process of 'interlinking' that this team is describing by using a circles description is being demonstrated by the team in their discussion, as each team member links in with the previous speaker and expands on the sustained metaphor.

The circle sub-metaphor also demonstrates an unbroken bond, "Having a very strong team, a very strong circle here." The circle also refers to a cyclical nature, "What comes round, comes round…" or " Its classic, Year in, year out…"

The circle is also formed by the human body formation. An example is the encircling of hands, a 'hug" or an embrace.

- I: I have a picture of the team holding hands, that when there is any problem it is usually shared.

  J: ...it is a circle.

- I think of a team…in a huddle or something.

- We embrace the problems that others feel difficult.

8.4. Sub-metaphor: Sport metaphor

The Sports sub-metaphor makes reference to Physical activity, a sporting venue, a game, spectatorship and a sporting spirit.

- I have a picture of probable those *rugby teams* when you see them all lined up and arms around one another, bouncing about singing those stupid songs or laughing or something.

- Not much culture from where I came from so it is a *whole new ball game*, a completely new concept when I came here. We are well supported culturally...you are well trained and culturally sensitive.

- For me its been about *observing the others* and the manner in which they relate to the people they are going to help, how its always a really great concern when they are dealing with them...so that is just *observing from the sidelines* that that is the feeling here. (Administration support worker).

- You may take the time to help someone or show them where to go to if they are lost so it's the contact with the public as well and we are all out in *the arena.*

- I think it was a *good jog* and reminder of the fact that yes we had contributed.

Teams have, during the successful team situations, utilised descriptions of co-operative team sports (rugby), support from spectators (sideline) and the beneficial qualities of sport ("good jog"). The team spirit may be linked to the team spirit that exists in sports teams.

8.5. Sub-metaphor: Nature metaphor

The nature metaphor centers mainly on animal imagery for the successful situation descriptions. The team members make references to the team attitudes being similar to

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animals' behavior, animal's nurturing ability, animal colonies and animal work ethics (foxy slaves, bees).

- K: What is it she calls it? Foxy slaves

  L: What she calls foxy slaves when the day is going all right (laughter and chatter from others)

  K: Slaves and foxy slaves...if she doesn't say that you know that things are tense. Team 7

- M: I see a big clusp of …bees…you know we all know our jobs and we get on with it and we all support each other too and we all work together.

  N: In drones.

- I think of a mother duck and her ducklings.

- It will be like ducks swimming along, ten to the dozen.

The teams to demonstrate enhanced team functioning have used the positive animal attributes and co-operative animal behavior.

Metaphor 9 from Figure 1: Machine Metaphor

The machine metaphor covers the Mechanical sub-metaphor and the Motivation sub-metaphor.

9.1. <u>Sub-metaphor: Mechanical Metaphor</u>

Mechanical metaphors describe the functioning of the team as well synchronized parts of a machine and to the mechanical ability of the team to fix situations.

- We are probable in sync with each other.

- We *function* together, we do showers, we walk people, we're helpful. The team has been *rebuilt*…

- No matter what the situation is we sit down and we *fix it* and that's what we do.

9.2. Sub-metaphor: Motivation Metaphor

The motivation metaphor looks at the energizing and motivating qualities conveyed by mechanical terms.

- Its been a bit of positive a little *bit of a boost*, it's a good change a positive change.
- And the sum of the whole is worth heaps more than all the bits that go into it…that's the *driver.*

The machine metaphor has created a positive image of machines as being well functioning, energizing, synchronized, and solution focused. Team members have aligned themselves with these positive qualities of machines.

Metaphor 10 from Figure 1: Commerce Metaphor

The commerce metaphor addresses the expressions conveying investment, marketing and commodities. The term "Commerce" has been specifically chosen for the above metaphor instead of the term "Economic" as the State Health sector is not involved in profit generation and is not motivated by economic growth but may rather utilise Commercial or Business practices in their operations.

- It is real positive because you think of the time and effort *invested* in you.

Team 8 has predominantly generated the Commerce metaphor:

- Our department recently raised its *profile* because we 're *delivering* something now ...and we are just starting to see in the last ten months that people are actually *buying* what *we're selling* them, so that is very positive.

- There are also the other departments. ...they see a procedure well done or a person healed in hospital, there would be a sense of satisfaction with them. Our team's sense of satisfaction is actually getting the *right product out* …

Team 8 also utilise expressions indicating commodity, as is demonstrated by their description of Information as a commodity.

- The actual *information* is now being *used* by the team...it will have a big effect on the *whole business* as it gets used more and more…as opposed to when we first introduced it, it will be *used sparingly* at the start and people will get more and more used to it and then it will *get used more*…

The use of marketing terms by Team 8, to explain their work, is understandable as Team 8 is involved in delivering a 'product' to other users. The commerce metaphor depicts the growth potential and the utility value of the teams' work.

Metaphor 11 from Figure 1: Health Metaphor

The health metaphor covers the absence of illness and the presence of wellness in the team environment.

- For me it is quite a *healthy team*, people do their work but there is also space …
- It felt like a good team, a part of a team, a part of a *healthy environment.*
- I think you always get listened to…That attitude seems to have seeped through the whole team It just seems to me that that is such a *healthy way of being*…

It is interesting that the health teams have used a metaphor and terminology that is part of their everyday lives and that they relate easily to.

Metaphor 12 from Figure 1: Travel metaphor

The travel metaphor covers the Journey sub-metaphor, Growth and Change sub-metaphor and Goals and Purpose sub-metaphor.

12.1. Sub-metaphor: Journey Metaphor

The journey metaphor covers the ideas of a single direction of travel, the paths that are taken and working your way through.

- I think we are going in the *right direction.*
- We are all going in *one direction* and if one person decides to go the other way you can feel the difference.
- It took a long time but we got there in the end.

There are also examples of sea voyages.

- M: We are all on a *boat...a whaka*

  N: We are all *linked* together

  O: All *rowing t*ogether…
- They come *aboard* …

12.2. Sub-metaphor: Growth and change

As Travel involves a progression, Growth and Change therefore feature as part of that journey.

- My learning has just *evolved.*
- You have to *adapt* to a changing political environment ……
- We went through a sort of *norming again* of the state of this department as a team.

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12.3. <u>Sub-metaphor: Goals and purpose metaphor</u>

The travel metaphor also implies a destination, which is conveyed by the team goals.

- Having your *values and goals* so that you know you have got that to *anchor* yourself when changes do happen.

- To maintain wellness with as little intervention...that's the *goal to aim for*.

The Travel metaphor has described the adaptation, progress, sense of direction and the goals and purpose that are involved in the Successful team experiences.

Metaphor13 from Figure 1: Identity Metaphor

The identity metaphor covers the Belonging and Identity sub-metaphor, the Fit sub-metaphor and the Reflection sub-metaphor.

13.1. <u>Sub-metaphor: Belonging and Identity</u>

The belonging and identity metaphors reflect the teams' sense of being a part of a special grouping (their team).

- We had a team building exercise with a couple of o*ur patch*…

- People that connect people with numbers are quite a *rare breed*…

- He's a sort of *honorary member* of the team.

The Belonging and Identity sub-metaphors denote a form of classification or team identity that distinguishes teams from each other.

13.2. <u>Sub-metaphor: Fit</u>

The fit metaphor refers to the team members' sense of being a part of a larger unit. The Fit metaphor conveys the sense that there is a predetermined slot that all members fit into.

- Everybody works together and everyone *compliments* each other.

- I exist really well and just sort of blend in with all those around, *you sort of fit in*.

- He's *part* of us.

- Because we had a lot of emergencies coming through and we had to stay on late and everybody just *slotted into place*.

A sense of fit is also conveyed by the accommodating team actions.

- I will try to *accommodate* that in what I am doing.

The Fit sub-metaphor creates the sense of team members and their work as being parts of a puzzle that piece together.

13.3. Sub-metaphor: Reflection

The reflection sub-metaphor covers the idea of a mirror imagery or a reflection of similar qualities, characteristics and positions. Two parallels are implied.

- See what standard of work took place and I am really proud of it and it's *a reflection* on the *integrity and skills* of the staff that exists here.

- II rang *a counterpart* to come to work they have come straight to work for me.

The reflection metaphor also looks at the team members who listen to each other, who serve as reflector of ideas and thoughts and who serve as a form of team support.

- The person on the spot bounces it off someone else.

- We are basically a sounding board for each other.

Team members have highlighted in the Identity metaphor that a sense of accommodation, team belonging and team membership, contribute to successful team experiences.

Metaphor 14 from Figure 1: Emotion Metaphor

The emotion metaphor covers the feelings or the sense happiness that exists during successful team experiences. Several references are made to and hilarity and smiley faces reflecting a sense of happiness. There are also accounts of laughter associated with joy, which is slightly different to the laughter in the Play and Fun Metaphor that is associated with play and mischief.

- *(Singing and Laughter* heard in the background)…Does that not say it all...
- I get the image of a person with a smiley face…
- I really felt a part of the team because we had to get on with it …We sat down with all these notes in front of us …and just *burst out laughing* and said we have a *funny farm* here.
- We have a high laughter structure here and we try to maintain that.

During the interviews there were many occurrences of team members laughing together during their exchange or of team members laughing whilst recounting their successful experiences.

Metaphor15 from Figure 1: Affiliation Metaphor

The Affiliation Metaphor looks at the different type of relationships that team members associate their team relationship with. The Affiliation Metaphor covers the Family sub-metaphor, The Home sub-metaphor, The Friends sub-metaphor and The Community sub-metaphor. Reference is also made to the roles that exist within these relationships.

15.1. Sub-metaphor: Family

The Family sub-metaphor looks at the nurturing, caring roles within the family and its related loyalties. References were also made to television portrayals of family or family metaphors (the Walton family, The Simpsons, Band of brothers)

- All of these girls were like mothers to me, they were really supportive.

- P: Wonderful mother darling you're a wonderful mother

  Q: You are the lynch pin.

  R: She is Mrs. Walton. (Laughter from the others in the team)

- I guess its part of sharing the same space, sort of just a part of the family.

- They (nurses) really put a lot of effort into trying to support and nurture if they know that the less experienced nurse is not coping.

- There are related loyalties … you do feel a sense of allegiance.

15.2. <u>Sub-metaphor: Home</u>

Two teams that work in the community in Area 1, refers to the link with a base, or describe their work situation as resembling home.

- It's like home too. I 've caught myself talking about going back to work as going back home.

- All I wanted to do was to come home...I just want to keep working because you were all here and I just wanted to be with you, I was so much better when I was with you. Team 3

- Just want to go back and touch base. It ...is the need to go home.

- There is no place like home syndrome…

The team members may be associating the home with the homes properties of serving as a form of comfort, a security or a base.

15.3. <u>Sub-metaphor: Friends</u>

The friends metaphor refers to the friendships that develop in teams.

- There is a professional and a friendship thing as we're all the same.

- That's how I feel, like we're all mates just working together and we get on and we see each other all the time and so it goes quite well.

- I think there is more foreign people here and you don't know so many people so work is kind of the backbone of your friends and social gatherings...so we know each other in a lot of different ways ...you've got your professional relationship and your social and not so professional one.

15.4. <u>Sub-metaphor: Community</u>

The community metaphor refers to the community spirit that exists in the team.

- I think it creates a *bigger community,* when there is *more than one person* doing the job when you have to *work in together*...we did that and it worked, *its not just the individual but the team effort* that actually got it happening. ...*Everyone is talking to everyone else* here and I think it is a sign of the team working.

- I think that it is very much the *community spirit* in Area One and I think I rely on the *local knowledge* of a lot of our staff members.

The community metaphor also refers to team members that serve as resources.

- You're learning different approaches from other countries…it is quite nice *drawing on these experiences*…. I probably use you as a primary resource as well.

The Community metaphor also refers to team's work in community development and in creating communities that can sustain themselves.
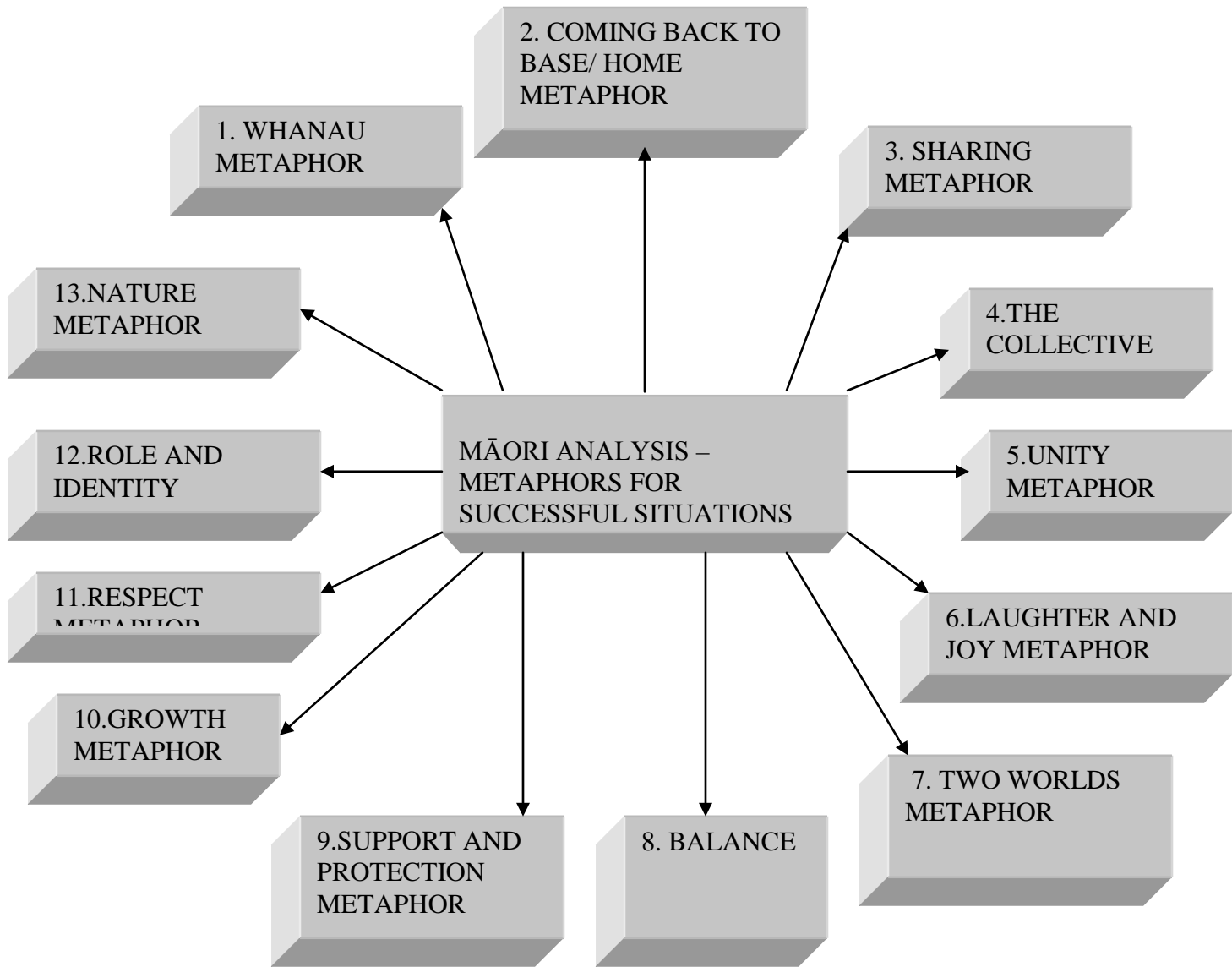
- Our work with clients is like coming to this island…we give them the stuff to survive .I would give them the stuff to survive, so I would give them a banana tree or I would make them a hut or I would give them the basics to survive like a bit of advice, and a bit of equipment but at the end of the day its up to that person if they want to survive…its up to them if they want to make a go off the island or live on another island. In our work we can only give advice and support. We can't live that's person's life or in that house, they have to be given the tools from us and then move on themselves and not be suspended.

The Affiliation Metaphor (Family, friends, community) does covey relationships that involve social interaction. Social interaction however is not the core role that these relationships fulfill as they serve companionship, psychological, economic and security purposes. The affiliation metaphor has therefore been distinguished from the Social metaphor that describes the type of social interactions that occur. The Affiliation metaphor therefore describes the more comprehensive and enduring relationship that exists.

The affiliation metaphor completes the description of metaphors for successful situations as depicted in Figure 1. The Māori analysis follows with an account of the metaphors for the Successful Situations. Figure 3 that follows, depicts the metaphors that arose from the Māori analysis. The raters proceed to describe these metaphors and indicate the significance of these metaphors to Māori.

Figure 3

Māori Analysis: Metaphors for Successful Situation

2. COMING BACK TO BASE/ HOME METAPHOR

1. WHANAU METAPHOR

3. SHARING METAPHOR

13.NATURE METAPHOR

4.THE COLLECTIVE

12.ROLE AND IDENTITY

MĀORI ANALYSIS – METAPHORS FOR SUCCESSFUL SITUATIONS

5.UNITY METAPHOR

11.RESPECT METAPHOR

6.LAUGHTER AND JOY METAPHOR

10.GROWTH METAPHOR

7. TWO WORLDS METAPHOR

9.SUPPORT AND PROTECTION METAPHOR

8. BALANCE

Māori raters comments: The following analysis is written with passages that show the metaphors that arose from the Māori analysis (one full transcript of Māori team members and the passages from the other team transcripts where Māori team members spoke). Whenever we thought it necessary, we provided an explanation as to how we see this metaphor being important to Māori. We are only providing our view as we see it and we know that there will be other views as well.

Metaphor1 from Figure 3: Whanau (Family)

- The team is a whanau
- I look up to …as a Aunty

Importance of whanau to Māori. Whanau is important to us Māori as a link to who we are, our identity. Whanau is our support. We view our larger families (like Aunties, cousins, uncles) as part of our whanau. If a team is seen as whanau then that team must have a close relationship where they awhi (care about) each other and look out for each other.

Metaphor2 from Figure 3: Coming back to Base/ Home

- That was the most awesome. Wasn't an easy feat getting O's legs back from Place X.
- It is the knowledge of you being a local and that helps
- We are on one side of the nest together.

Our homes (whare) are important to us. Home to Māori is not only the physical structure but also our ancestral land, our marae, our whanau, our iwi and our hapu all means home to us. For teams the workplace becomes their home to them and team members will treat the workplace with the same respect as they do their home or their own whare.

Metaphor3 from Figure 3: Sharing

- There's exchange of cultures and ethnic background.

- What we call kuti kuti korero which means that one always bounces from here to there

- which is what you gave us an opportunity to do…or it is the structure oh its your turn bro

Like in the days of old, nothing belonged to one person but had to be shared amongst everyone. Work was also shared in the community. Sharing still will go on today but with other people and cultures as well. We share our knowledge and our ways.

Metaphor 4 from Figure 3: The collective

- It takes different steps to get to there collectively.

- … And everybody puts their heads together and to see what we can do in a limited time

- Ka korero a "E" he whanau kotahi tatou…Na mahi ka oti…
  (We are all one group…to complete the work together)

As Māori, we have to work together as a group and not only as a single people.

Metaphor5 from Figure 3: Unity

- and the way the team pulled together, to support me and each other during that time it was magnificent.

- and we're a really close-knit team.

- Mamaki – aroha nga kau nui (shared love)

- Ka noho tahi tatau (Being united)

- Ana he mahi tiima ke tena- "stick together"

- Pera pea ka korero katahi mo nga whakaora ia a atou penei te tiima. He aha a tatou (Working together)

- Ki wáhi ka mahi tahi tatou. Kaor wehe (We are not separated, we are United.)

Unity is important to Māori. Unity means we can work better together as one and we are able to do more because we are one.

Metaphor 5 from Figure 3: Laughter and Joy:

- I got a smiley face in mind.

- And another thing that is satisfying is that we have fun, I think you have to

- We always have a laugh…that is the whole team.

The tapes are filled with the laughter of the team members talking about their work. Our Maraes are filled with people working and laughing together, playing and teasing each other. Even during difficult times like after a Tangi (funeral), you will find people will still be able to laugh together. That is our way…being positive and sharing our joy of being together. In a team we should be the same way. We will try to find the positive in the situation and even in hard times we will find some laughter (humor).

Metaphor 7 from Figure3: Two Worlds

- Accessing ourselves in the taha maori pehea te taha pakeha. Actual fact we should be part of Ao e rua.

- Translation: Walking/working in both worlds

- We got the glimpse of both. How do we show them we equalise in both work environment. How do we stand tall?

- I roto I nga ao ereua (Brought up/ Grew up in Both Worlds)

- Equalise: how do we show them

Having both heritages and both lifestyles (Māori and Pakeha- European/ Western), is a help to us as we can be a part of these two worlds. When working in teams and in health, we have to be a part of these two worlds.

Metaphor 8 from Figure 3: Balance

- Seeing people as clients…as equal

- All seen as equal

All people must be valued and treated as equal. It should be team's way of life and a value. One person is not more important than the others in a team.

Metaphor 9 from Figure 3: Support and Protection

- When I am not available…" mahia atu" Do what you can

- Pera nga hui mahi mai koinei. Kei konei tonu tatou

  Translation: Like the meetings we have, we are here to support.

- Tino awhi tera (support each other)

- Hinga atu he té té kura ar mai he tété kura

Translation: when one falls another takes their place.

- They are falling but have done as much as we can.

When one team member needs help, others will provide the help. When one team member is not able to do something, someone else will step in to fill that gap.

Metaphor 10 from Figure 3: Growth

- Huge learning
- Good feeling… rubs off
- A huge journey took place

There is growing and learning to take place in the team. Everyone can learn from each other and grow.

Metaphor 11 from Figure 3: Respect

- I look up to Aunty

Respect is important to Māori, respect for elders and for people who have wisdom and knowledge. In the work situation this respect is shown in the respect shown to other team members and more elder and experienced team members.

Metaphor 12 from Figure 3: Role and identity

- Kaupapa (roles we fulfil)
- Part of my job is my culture
- kare te kumara e korero mo tona eka

    Translation : a kumara does not speak of its own sweetness

The roles that Māori have in their jobs or their teams will show their Māori identity, their culture and their humility. You cannot separate your culture from your work. Your work is part of your culture. Your work is like an arm that grows out of you. (An extension of you).

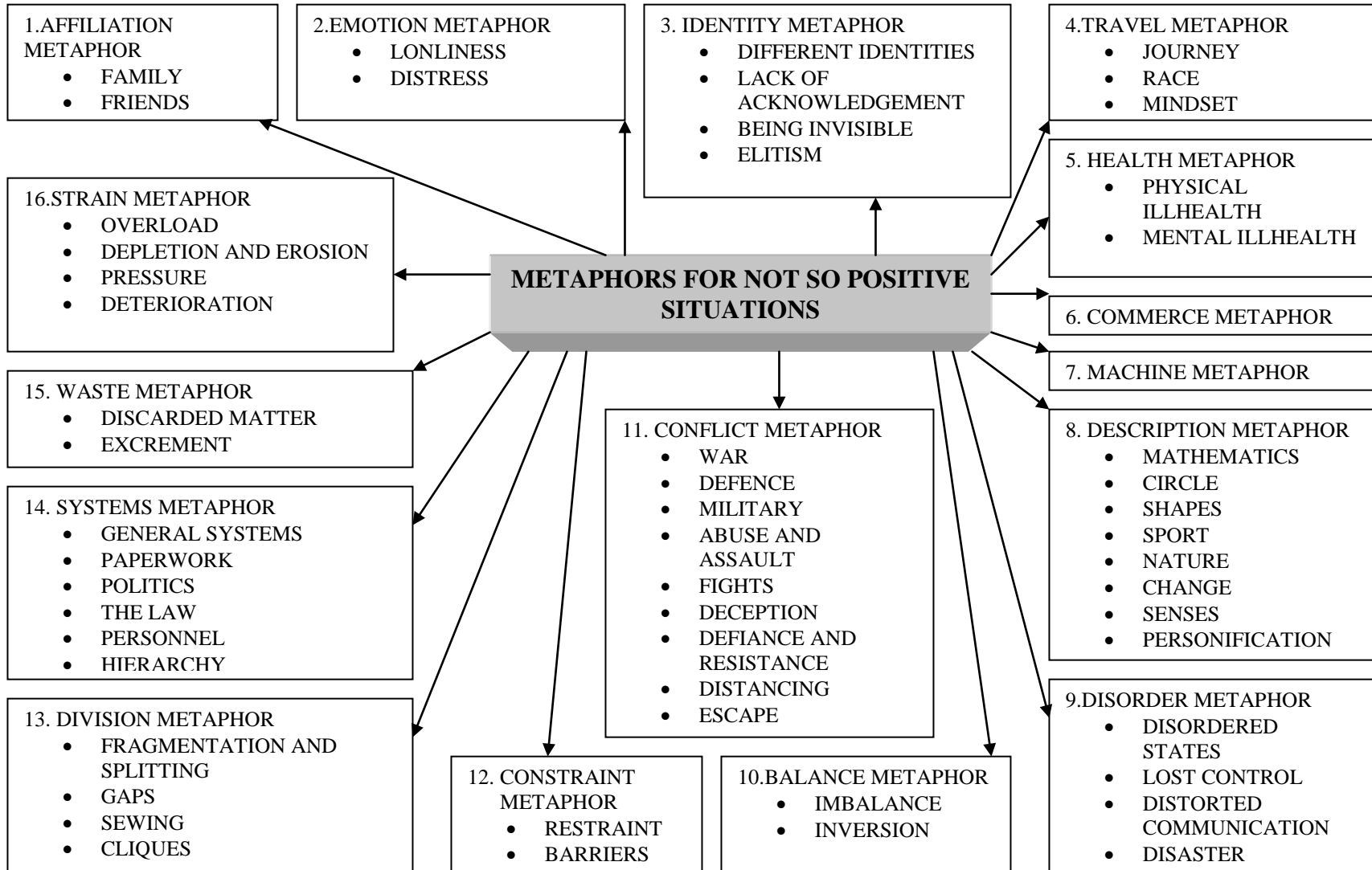*Metaphor13 from Figure 3: Nature:*

- Ka amu amu mai etahi

  Translation: some growl but work still gets done.

- Support as a tree

Māori are linked to the land and to nature. Therefore it would make sense that Māori will use nature to describe things, as nature is very important to Māori.

The above discussion has covered the metaphors applicable to Māori during Successful team experiences. Part 2 of the CD addresses the Unsuccessful or "failure" situations and metaphors.

Figure 4: Metaphors for Unsuccessful (Failure) Situations

1.AFFILIATION METAPHOR
- FAMILY
- FRIENDS

2.EMOTION METAPHOR
- LONLINESS
- DISTRESS

3. IDENTITY METAPHOR
- DIFFERENT IDENTITIES
- LACK OF ACKNOWLEDGEMENT
- BEING INVISIBLE
- ELITISM

4.TRAVEL METAPHOR
- JOURNEY
- RACE
- MINDSET

5. HEALTH METAPHOR
- PHYSICAL ILLHEALTH
- MENTAL ILLHEALTH

METAPHORS FOR NOT SO POSITIVE SITUATIONS

16.STRAIN METAPHOR
- OVERLOAD
- DEPLETION AND EROSION
- PRESSURE
- DETERIORATION

6. COMMERCE METAPHOR

7. MACHINE METAPHOR

15. WASTE METAPHOR
- DISCARDED MATTER
- EXCREMENT

11. CONFLICT METAPHOR
- WAR
- DEFENCE
- MILITARY
- ABUSE AND ASSAULT
- FIGHTS
- DECEPTION
- DEFIANCE AND RESISTANCE
- DISTANCING
- ESCAPE

8. DESCRIPTION METAPHOR
- MATHEMATICS
- CIRCLE
- SHAPES
- SPORT
- NATURE
- CHANGE
- SENSES
- PERSONIFICATION

14. SYSTEMS METAPHOR
- GENERAL SYSTEMS
- PAPERWORK
- POLITICS
- THE LAW
- PERSONNEL
- HIERARCHY

13. DIVISION METAPHOR
- FRAGMENTATION AND SPLITTING
- GAPS
- SEWING
- CLIQUES

12. CONSTRAINT METAPHOR
- RESTRAINT
- BARRIERS

10.BALANCE METAPHOR
- IMBALANCE
- INVERSION

9.DISORDER METAPHOR
- DISORDERED STATES
- LOST CONTROL
- DISTORTED COMMUNICATION
- DISASTER

Metaphors (numbered) and sub-metaphors (bullet-points)

Please note that as in Part 1 of the CD, the metaphor labels and descriptions that follow are those assigned by the researcher and second rater. The passages from the transcripts are those of the respondents.

Metaphor 1 from Figure 4. : Affiliation metaphor

From Figure 4, we see that the Affiliation metaphor in the "failure" or unsuccessful situations has similar affiliation sub-metaphors in the successful situations and covers the sub-metaphors of the 'Family' relationship (and the concept of home) and 'Friends'. There was no Community sub- metaphor identified in the unsuccessful situations.

1.1.<u>Sub-metaphor: Family</u>

Some of the following references were made to family.

- You obviously going to get the *problems* that you have in a *small family unit* so you are going to get them here

- When we were at the hospital, when we had *no home* and people wondering what we do and no place to be.

- It is *not a culture* that works as a *whanau (family) unit*...we're all *independent, we come together when we come together so it is not a feeling of togetherness*...unless I'm talking about that *wider family* or maybe that wider family *spread out and acting independently*.

- A: The analogy of the *little sister, the real pain in the neck* who tries to join in with all their games...

  B: Yeah and gets *pushed out*.

1.2. Sub-metaphor: Friends

The friends sub-metaphor is used to depict an absent situation description or state where the social contact and association does not occur.

- I always think that we are not social buddies and we don't socialize a lot.

- They don't associate themselves with us, they associate themselves with other wards.

Metaphor 2 from Figure 4.: Emotion Metaphor

The Emotion metaphor covers the sub-metaphors of Loneliness and Distress.

2.1. Sub-metaphor: Loneliness

The participants refer to their sense of isolation and their feelings of rejection.

- " My cubicle is something …and it can be like that when the job is so isolated.

- When we were changing over to a totally new system, I think I got a *bit left out;* I wasn't at all a part of that.

2.2 Sub-Metaphor: Distress Metaphor

The distress sub-metaphor covers the physical manifestation of frustration, anger, stress and grief.

Anger is expressed through expressions indicating loss of control such as " I really blew up" or I'm probably much more short tempered…*fly off the handle* a bit more".

Distress is indicated through physical manifestations of " *Pulling your hair out*", *Tears and a far away sort of look*", " *keeping your fingers crossed*", " no matter how much you *knock your head* against a brick wall…?"and " it's a *teething* process".

The teams also express grief and loss reactions.

- We do have sad times… It was like a grieving thing. Team9

- Really respected and long term people that have been in our family, that is really hard to let go off these gorgeous people.

One team describes their stress reaction through a cartoon description.

- There is this cartoon where the workers go into this building and they are all sparkly and they are all coming out the other end, all dazed and frazzled.

Personification is also used by a team member to convey the insidious nature of an emotion " So *self doubt creeps in* and you keep wondering is this going to *end up* in court, is there something I missed, or did not document and *it is really scary*."

Stress is also talked about in economic terms.

- And then the stress rates go up.

Metaphor 3 from Figure 4. : Identity

The Identity metaphor has 4 sub-metaphors of Different identities, acknowledgement, Being invisible, and elitism.

3.1 <u>Sub-metaphor: The different identities</u>

The different identities cover the reference to the fulfilling of different roles (hats), and the stereotypical roles of the participants professions.

- When you are a nurse your aim is to please...and it is difficult to *break the mould*.
- I have had the experience of saying something and wondering if I had on *two hats*.

The different identities sub-metaphor also covers the portrayal of false appearances.

- We just go on *pretending* we know what we are doing.
- I see a person who *outwardly* is very *calm* but *inwardly* is in *total turmoil*.

3

3.2. <u>Sub-metaphor: Lack of Acknowledgement</u>

The lack of acknowledgement sub-metaphor details the absence of acknowledgement and professional recognition and the mystery surrounding the workers' roles

- C; Not having the *recognition* and respect for your role and the team's role. We do a very good job and they *do not have a clue*.

  D: And they are not the least interested to find out.

- You are *not* supposed to *reap* the financial or the emotional rewards.

- I think it stems back to the lack of acknowledgement from (System X)/ management. Hey they do a good job there but they are never told. Or the *extra mile* we go...you think well what is the use?

The teams also refer to the "negative" attention that they receive.

- I think we do get *bad press*…it is not the workers though, it is the workload that gets bad press.

- I think the 3 R's of management are Reward, Recognition and Reinforcement…excluding the reward side, the reinforcement and recognition just doesn't happen here and it goes back to this *Blame culture* which definitely affects the morale of the staff ...the recognition and reinforcement is not that good.

3.3 <u>Sub-metaphor: Being Invisible</u>

The teams also refer to their sense of being "Invisible".

- E: If we *disappeared* one day you'd wonder if people would actually miss us.

  F: They will know what we do when we don't do it anymore.

- If its working its *out of sight out of mind*. If things are not working very well then the blame culture starts coming through straight away.

3.4. <u>Sub-metaphor: Elitism</u>

Two teams mentioned the presence of professional elitism that exists in their teams. Elitism creates the sense of superiority, exclusiveness and restricted membership.

- G: It strikes me that there is a certain level of comfort in being a *member of this club*.

  H: I think so and it is exceptionally long, it is such a *hard process to get into that club* in the first place, you don't want to forget who you are

  I: But …I don't forget who I am.

- J: A lot of doctors in this hospital are still male so it is a *male dominated area*, so they really seem to *play on your emotions* as a woman. Say that you choose this career, (you) will work overtime or not get better pay because according to them this is a choice you made… It is the old- fashioned *nurse-doctor clash* that still happens even though we supposedly are so enlightened.

  K: But it is not just men…It's women too...

  L: It is not a woman...it is *a lady*…

Metaphor 4 from Figure 4: Travel

The travel metaphor comprises of the sub-metaphors of the journey, The Race and the mindset.

4.1. <u>Sub-metaphor: The Journey</u>

The journey in the unsuccessful situations is described as having no direction ("I get frustrated when we *go on and on*"), not being two way ("I don't think it comes *the other way down to us*") and the travel being terminated ("You're pretty much the *last stop*"). The journey entails time and distances that have to be traveled ("It's a *long road* in learning to trust people and to get used to them"). The team members as travelers are seen as having limited vision ("I feel like I'm walking down a hole traveling with *blinkers on* …channeled in your thinking") and

being off the track ("They are individuals…who *go off* on their *own little track* and then that's it you can't see the other side" or " you go *out of your way* to help...and it does not matter").

There are also references to sea voyages. Reference is made to non-smooth travel ("we do have our ups and downs ...its *not plain sailing*") and missed opportunities ("I've *missed the boat*").

4.2. <u>Sub-metaphor: Race Metaphor</u>

The race sub-metaphor describes the act of running which creates the impression of the team's hastened pace and speed.

- You learn to run, you've got to think on your feet.
- Need *to keep up* with the latest trends.

The race is also conveyed by the act of catching up and chasing paper work ("You don't find the notes, you're *chasing* notes all the time...") or people ("Can I *catch up* with you…I think of us zooming about").

There is also the indication of the pace of work as illustrated by the running imagery.

- So everyday there is a *list running*.
- It got on *the roll,* when you couldn't do it. It got *faster and faster* and then there was a lot of attacking going on. That did not help.

4.3. <u>Sub-metaphor: Mindset</u>

The mindset sub-metaphor refers to the fixed, single direction taken and a limited viewpoint.

- It's about convincing people who have all the clout that this is the reality...because the *mindset is not in that direction and it is very straight down the middle.*

Metaphor 5 from Figure 4. : Health Metaphor

The health metaphor looks at the symptoms and sub-metaphors of physical ill health and mental ill health.

5.1. <u>Sub-metaphor: Physical ill health</u>

Some of the comments relating to symptoms of physical ill health were of the team members having " this gut ache"," a heart attack"," "Pain in the butt", blood pressure goes up", ' a sort of reaction to …" and "retched".

5.2. <u>Sub-metaphor: Mental ill health</u>

The health metaphor in the unsuccessful situations has introduced the stereotypical mental ill health symptoms and terms.

Participants refer to "the place is *absolutely mad*", "We get into *hysteria* sometimes", its *crazy*", It's all pretty wacky", People are making judgments or comments about what should happen to your patient and that just drives me crazy." Or " just *drives me nuts*."

The teams also describe the increased stress that is experienced, " have a lot of *stress going*" and "Sick leave went right up. Being the *sick leave queens*."

Metaphor 6 from Figure 4. : *Commerce Metaphor*

The commerce metaphor covers participant's descriptions of the commodities concept, quantities, cost, business terms and accounting terminology.

 Health work is referred to as a business: " It's their business"," "that is just the business of the ward" and "It is the whole business of getting everyone else to there".

The commerce metaphor is also evident in the use of terms conveying commodity and resources. For instance, Time is seen as a commodity" "we don't spend enough time doing joint visits". Trust is also seen in commodity terms" you have got this amount of trust ".

Teams also refer to the focus on 'numbers' and quantity focus in health care compared to the quality focus of health care.

- " In one hand you are really keen to do a good job but then it comes *down to numbers*. We are not of that culture where you don't want to be *thinking in numbers*. Numbers isn't necessarily good work. It seems to be that we are *driven by these numbers*. Their *dock has got to be full*. Even if full up."

The teams' also use accounting terms.

- That involves public money...we have to take this *into account* as well"
- We do get *taxed*.

Cost- Benefit analysis is undertaken that take into " account" personal cost:

- "When you have to work overtime, a lot of us are prepared to do that but it comes at a cost and we have got children and your kids suffer. And at the back of your mind you have got this guilt all the time. That you can't do this job well enough and you can't get home to be home with your kids and you still have to cook tea when you get off duty."

Metaphor 7 from Figure 4: *Machine Metaphor*

The machine metaphor describes participants' view of themselves as machines or mechanical operations. References are made to feeling " *cranky*", to feel like "starting to *wind me* up", "there's a *button* for me...", " *technological way* of recording notes", ", " I have to go *full gear*" and the need to "*fix* " problems.

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The machine metaphor also conveys a lack of emotion as indicated by the "robotic" descriptions of team members.

- "I can describe very well how they looked last week, it was this group of people…*operating on robot mode*, like there was *little animation* and what animation there was, was not happy, …but really the body language, well there was *no body language* really, it was *all very automated*, it was from one task to the other", "putting *one foot in front of the other*..."

Metaphor 8 from Figure 4. : *Description metaphors*

The description metaphor covers the Mathematics sub-metaphor "Circles sub-metaphor", Sports sub-metaphor, Nature sub-metaphor, Senses sub-metaphor, Shapes sub-metaphor, Change sub-metaphor, and Personification sub-metaphor.

8.1. Sub-metaphor: Mathematics

The Mathematics sub-metaphor is seen in the Division terms that are used: " If we can talk about it well it *halves* the problem.", "*slit* the unity" or " *Fraction* of the ward still working." Addition terms are seen in expression such as "the pressure…*adds* up".
Participants also talk about trying to " *Figure* out ways..." out of difficulties.

8.2. Sub-metaphor: Circles

The circles metaphor describes the circular properties, a fruitless cycle, continuous, incessant characteristics and broken links.
One team member describes their work as a roundabout.

- It is like a *sequel*, there is no time to step off the *roundabout* sort of thing and get a grip and get back again. You know you *don't get down* time and the only time is when you go home and you worry about it. I think we don't realize that those times that we *keep on going on* and

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you don't actually see that the team morale is going down all the time. And sometimes perhaps when you are away from the department and come in and you can actually see it. Team 9

 Other references to the circular shape is contained in the descriptions of "*turnover*", "run around *in circles* talking about …", " *Roll* them on", "we are working harder trying to *catch your tail*", "*go around* the hospital policies", " feel *out of the loop*"," The *missing link*, " becomes a *snowball effect*".

8.3. Sub-metaphor: Shapes metaphor

Other shapes besides the circle are also introduced in the unsuccessful situations. Lines, angles and squares are described.

- There… could have had repercussions further down *the line*…

- If you asked them what was going on, only a *margin* as team people might say that it doesn't work...

- He's only the new guy and he's trying his best but he gets into *a corner* and he rings me…and I am not going to tell him to get stuffed because I know how he feels.

- They live in *those four walls* that is where they work the day…

8.4. Sub-metaphor: Sports

The sports sub-metaphor refers to the physical acts, sporting areas, strategic play, and the use of wrestling imagery to indicate a struggle.

- In our department…we are always *wrestling* with trying to keep on top of the work. Team 5

- A team like us do get a lot of pressure put on us from the *wider field* of management not just local management. But it is also about the ministry of health…

- We have tried to be on *top of that play*, and all the Management pressures were just allowed to drift away.

- I have to work *side by side* all the time *tackling* the same issues together which is in keeping with the traditional models of teams where we are all together *tackling* one issue together, yet we really identify as being a *strong team* working *together in isolation* and that's quite unique (an example of an unsuccessful situation with a positive team effect!)

8.5. <u>Sub-metaphor: Nature</u>

The nature sub-metaphor covers the involvement of a predator, poor weather, restricted growth of a unsuccessful situation. In comparison to the smooth flow of water in the successful situation description, there are stronger currents in the unsuccessful situations.

- I think the *currants ran tough*, everyone's got it but we just couldn't talk about it as a collective group.

- I am not joking, she was stomping and she was like a *black cloud*"

- I think that if things get vile they get *nipped in the bud* early on.

There is noticeably more "predator" imagery in the unsuccessful situations as compared to the nurturing imagery of the successful situations.

- M; You have these *ducks*…

    N: And a *big shark* comes along.

    O: I don't think it is a picture as such but I think about that cartoon of the big eagle and the *mouse and the eagle* comes down...

    P; …we are only the *little mouse*.

8.6. Sub-metaphor: Change

- Change will happen and it won't happen overnight.

- Q: I still find changing hard to accept in a lot of things even though it is probably for the best but I still find changes hard, maybe that goes with age,

    R: you seem to get a bit *sick* of it

But it is something *we live with* constantly isn't it …*keep up* with the changes, try to *digest* it…(change as palatable)

- Things have *evolved* there…

- This area seems to me like its on the *cusp of moving from a small hospital into a big hospital* and we are *right on the edge* and there is a lot of stuff that we still do with a small hospital mentality which is not to say a bad thing. In fact having the General manger (A) walks around the ward is mad (unknown of in bigger hospitals) and the fact that if anyone can write a letter to A, …a lot of that is really good! And I think it is the community accountability that is something you feel you don't feel in a big hospital so there are things like that that I hope we *never lose*, but *we are on the cusp* we're as tight as we can be with all our resources in keeping to the same services but you know we can *see development*, we are bound to have a restructuring and resolve that *we're going to tip* over into a big hospital and my vision is that we do that in a way that is a good opportunity to rebuild the team or to grow it to change in a way that is going to be supportive for the team and also set ourselves up well for the next phase. Because if we carry on like we are we'll cancel out it won't work and *we are going to fall over* so it is *that gap* between what we want now as a cohesive group and what we are going to grow into when we are a bigger hospital …

8.7. <u>Sub-metaphor: Senses metaphor</u>

There is the predominant reference to the absent sense of sight.

- She was *blind* coming into the job because she did not work here before and she did not know how everything ran or worked.

- And not trying to *lose sight* of the fact that we are treating the individual, the human being …

- I know this may sound strange but in industrial settings the management were much *more visible*…a factory manager even if he's the chief executive on that site is very visible. He's there, he's *seen* working in the factory regularly, he's approachable and they do approach him directly whereas here management *isn't visible above a certain level*.

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8.8. <u>Sub-metaphor: Personification</u>

Personification refers to the attributing of human qualities or actions to inanimate object or ideas. The teams in a health setting have used Personification in three ways. Firstly, the use of personification serves the purpose of assigning responsibility for failure or dysfunction to an external source.

- When the system *fails* us.

- That's not our fault that's the *computer's fault*.

It is noteworthy that the above exerts all refer to the personification of 'systems' and attributing human qualities to the system.

The second usage of personification is for 'generalizing'. The teams generalize individual qualities and characteristics to a group of people. In this way, the characteristic or the responsibility does not belong to the individual but is shared by the group.

- It was totally *non-supportive* that *meeting*.

- This *ward* is getting a *reputation* amongst the house surgeons.

- The meeting was a *bit scary*.

The third usage of personification is a means of attributing status to the inanimate by imparting the inanimate with human qualities.

- Treat the patient ...now go *treat the chart*.

- I have *huge resentments* with the filing system.

The attributing of status to the inanimate by ascription of human qualities described above, serves a reversed function to the mechanising of people of depreciating humans or depersonalizing people by referring to people as "robots" in the unsuccessful situations.

Metaphor 9 from Figure 4.: *Disorder Metaphor*

The Disorder metaphor covers the sub-metaphors of Disordered states, Lost control, Distorted communication and Disaster.

9.1. Sub-metaphor: Disordered states metaphor

The team members have described situations that were " an entangled mass of wool", "messy" and "out of hand". Some team members are reported to have " upset the apple cart".

9.2. Sub-metaphor: Lost Control

 Lost control was depicted by references to systems that "slips" or are "lax" or "out of hand". A managers lost control over a team, was described, as "we are no longer under his realm",

9.3. Sub-metaphor: Distorted Communication

Distorted communication was depicted by reference to non-sensical sounds that depict non-sensical talk… "the eek, eek, eek behind closed windows"or "blah, blah, blah, they just don't get it." Distorted communication is also indicated by the reference to " Chinese whispers, by the time info is passed on and passed back"

9.4. Sub-metaphor: Disaster

The disaster sub-metaphor reflects a catastrophic sense of disorder, trauma and chaos.

Team members refer to the situations where the work area resembled " Disaster areas" or

Or "disaster scenes". Individual team members had " personal tragedies" or tragic situations"

and one team member predicted disaster " We only do maintenance on certain gear...otherwise

we are going to end up with the hospital down the gurgler".

A nurse who went through a traumatic incident describes how she felt, " I could not sleep because every time I shut my eyes it was just this blood bubble in front of me, I could not do anything."

Metaphor 10 from Figure 4. : *Imbalance Metaphor*

The balance metaphor covers the Lack of balance and the inversion sub- metaphors.

10.1. <u>Sub-metaphor: Lack of balance metaphor</u>

Compared to descriptions of maintaining a sense of balance in the successful situation descriptions, the unsuccessful situations, looks at the situations of imbalance and a "tipped scale" picture is created.

- The negatives were so much that in the end the positives that were coming through wasn't being recognized.
- Despite their skills they got a real behavior problem, the problem with their behavior out way the skills and the benefit that we get from the skills.

There are also references made to the sense of imbalance associated with being in a predicament and to the difficulties in maintaining balance.

- I mean if someone breaks their leg, you're in the balance.
- Having a working team leader…It is a hard balance for M.

The juggling imagery is also used to describe the difficulties in trying to maintain a balance.

- S: So its all about juggling, isn't it

  T: Absolutely, the work itself when you're on the job a juggling act.

  U: I thought about what happens at the Olympics, where there are a hundred million things all going at once …and then having to *juggle* that as well. ...Try to *run that balance* between supporting the group and …trying to do it in a way that is not " what were you doing and why were you doing?"

10.2 Sub-metaphor: Inversion

The inversion sub-metaphor looks at the inversion of a naturally occurring or expected state. Team 8 made three references to inversion that existed in the team during the unsuccessful situations. The team describes one of the roles that have been " *topsy turvy*", or describes situations as " That's the *same situation in reverse* …", and " It must be like *driving the back end* without much publicity to start from."

Team 6 refers to " A difficult clinical situation that got out of hand because there were *15 Indians and 12 hundred chiefs* and it got really frustrating."

Metaphor 11 from Figure 4. : *Conflict Metaphor*

The conflict metaphor covers the War sub-metaphor, the Defence sub-metaphor, the Military sub-metaphor, the Abuse and Assault sub-metaphor, the Fights sub-metaphor, the Deception sub-metaphor, the Resistance and Defiance sub-metaphor, the Distancing sub-metaphor, the Escape sub-metaphor.

11.1. Sub-metaphor: War

The work situation is described by using battle and adversarial terms. Teams talk about " phone calls and bombardments…", " Focus…may be under threat", " threading carefully through that minefield", "snipers", "you don't want to make yourself the enemy (amongst staff), " we view them …as the common enemy" ," adversaries from the outside", "firing" and " I wasn't going off kind of half cocked".

11.2. Sub-metaphor: Defence

Teams have described the need to protect themselves against attack or criticism and for them to maintain a sense of safety.

- V: " Keep your butt covered"

  W: Defensive practice"

- People trying to protect themselves, people starting to draw themselves away from the team as a protective measure mmm…that makes the team more dysfunctional. Team 9

11.3. Sub-metaphor: Military metaphor

The military is utilized as a symbol of the sense of Duty, the protocols and habits of persons in armed or defensive forces. The characteristics of these servicepersons are in existence irrespective of their service being mobilized for a war or for a defence strategy. The military sub-metaphor has therefore not been included in the war sub-metaphor.

- I mean the guys *go beyond the call of duty* to sort things out. Team 5
- I see infection control *charging* down the corridor. Team 9

Other team references are made to being a "*united front*", " to *stand your ground*, and " you can *order* us around."

11.4. Sub-metaphor: Abuse and Assault

The teams describe situations depicting physical assault on others and on themselves. The word "*banging*" is used by three teams, "" banging on my door…demanding", "We're banging another agency", and "She is banging her head against a block wall and she is completely unsupported on the other end."

Other terms of physical assault include " As sure as eggs, it will come back to *bite you*.", " drag them", cut you down" and "you *kick* yourself".

Team members to show the non-physical impacts they experience use terms of physical assault.

- These *uncertainties*…Seems to *kick* in.

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- We lose permanent staff...it is a *big blow*, it is a *noticeable blow*...it *impacts you*.

Besides the reference to physical assault terms, the teams also refer to emotional abuse and bullying.

- You get abused…you get *abused* all the time (by the public).

- I don't know if it is just a man thing, because the last two people I have been *bullied* by were women.

- The *interaction* with the other teams …I suppose it is very *hostile and unsupportive*.

In the unsuccessful situations, there is a substantial reference (20 references) made to assault terms. Team 7 had seven metaphor counts of abuse and assault, which may be an alert to the potential conflict that may exist between the differing professional disciplines in the team.

11.5. <u>Sub-metaphor: Fights</u>

Whereas the war sub-metaphor describes active warfare or battle terms used with an externally identified enemy, the Fight sub-metaphor looks at the battle between two teams/ team members (internal to the organization), or the "*fighting for money*" and resources or the personal struggles facing the individual team members.

- We really *struggle* to seem to please.

- There was a bit of *Tutti Fruity* in the 'workplace' between him and another guy.

- That is how I feel that we are just *banging our heads against each other all day*. I think as a team I think that almost every nurse in the ward feels like we are banging our head all day and trying to be nice to the patients. And it is very difficult.

11.6. Sub-metaphor: Deception

The teams refer to the deceptive behavior that is involved in the unsuccessful situations.

- We have had a few difficult patients in the past…when rather than breaking the team up which was the *ploy of the patient*, rather it worked the other way and brought us all much closer together. Team 1

The above exert illustrates that an unsuccessful situation can yield positive outcomes for the team.

- We felt System X (management) betrayed her.

The word " back" is noticeably used in the descriptions of deception.

- The back stabbing …

- Instead of going behind her back…

The word "back", does not indicate support as with the successful situations but rather actions are portrayed, that erode or compromise that support ("backstabbing", "behind her back").

11.7. Sub-metaphor: Defiance and Resistance

Team 6 is the only team that referred to the sub-metaphor of defiance and resistance.

- The image that comes to mind is we're a jug of water, we're on one side *all pouring together* and there's something *pouring against*.

- Everyone got *stubborn* and *stood* in their *corners*.

- There is a sense that we actually stood *up* to System X? / Management

- Support? … When you've *dragged* someone out of their beds

All the descriptions of resistance or defiance have some form of body imagery and physical resistance in common. The action of standing as a symbol of defiance or resistance, or digging your feet in …lying down and refusing to move and physical stiffening of the body requiring the person to be dragged.

11.8. <u>Sub-metaphor: Distancing</u>

The distancing sub-metaphor describes the acts of alienation and exclusion. Team members

are physically distanced through "closed" curtains and doors.

Eek eek eek behind *closed curtains*.

I can go to the office and *shut the door* but I feel the mood *out there* is not good.

They always *close the door*.

The use of open structures (windows) depicted in the successful situations is in contrast to the

closed structures (doors and curtains) in the unsuccessful situations. The structures appear to

symbolize the attitude of the rest of the team in these situations that is openness and reception

in successful situations and closed responses and exclusion in unsuccessful situations.

11.9. <u>Sub-metaphor: Escape</u>

The escape sub- metaphor depicts the need to escape from difficult situations. Team members

(from Team 1 and Team 5) talk about "feel like *screaming and running away* ", "*Got out of*

sticky situations", and " Get *on top of* things".

Team 7 uses personification to indicate their loss of something important, "That sense of

satisfaction has *gone through the door* in the last 6 months.

Metaphor 12 from Figure 4: *Constraint*

The constraints metaphor looks at teams' view of the restraining factors that they face in the

unsuccessful situations. The constraints metaphor covers the Restraint sub-metaphor and

Barriers sub-metaphor.

12.1 <u>Sub-metaphor: Restraint</u>

The restraint sub-metaphor refers to teams' sense of being restricted. Team members refer to being " *ruled by the belt*", being " *caught* in that case", being " *tied up* working" and " not getting *bogged down*." The restraint sub-metaphor also refers to team's reference to being caught in the middle, " completely *jammed in the middle* of politics", being " the *meat in the middle of the sandwich*" and "Communication is *sort of piggy in the middle*".

12.2. <u>Sub-metaphor: Barriers</u>

The barriers sub- metaphor refers to teams descriptions of the imposition of systems or structures that serve as physical barriers. The barriers imply that the situations are difficult to surpass.

- I can't change *the system*. It's a *brick wall.*
- Sometimes it is *right there in your face* and it is *hard to get past it*.

The barriers serve to impose a sense of separation.

- I think it is *physical barriers* like you three being in that room and us being in this room and there is a bit of *team separation.*
- We're got *site barriers* because we've got teams down in Area One and then you've got the team in this site with our team *being split up*.

Metaphor 13 from Figure 4: *Division*

The Division metaphor covers the Fragmentation and Splitting, Gaps, Sewing and Cliques sub-metaphors.

13.1. <u>Sub-metaphor: Fragmentation and Splitting</u>

The fragmentation sub- metaphor covers the descriptions of separate and disjointed pieces.

- I think the *fractures* when people are in their own wee rooms"
- You never get us all together. There is always a *fraction* of the ward still working.

The teams also refer to "lots of *different factions* …", "trying to pick up the *pieces* of policies or things" and " you become *fragmented*…"

The splitting sub-metaphor covers descriptions of the splitting or separation of a whole single unit. Like the barriers sub-metaphor, The splitting indicates that there is separation of teams in the unsuccessful situations.

- The only thing that has the potential to split the unity that we have here is the sense of elitism in profession X and that we need to work against strongly.
- We just need one or two people like that and it creates this sense of *divergence*, this difference and you end up with two teams or two groups not the one.
- We were having to work closely together but we were *walking on the other sides of the fence.*

13.2. Sub-metaphor: Gaps

The gaps metaphor looks at the distances that separate departments from each other. Descriptions from the team members refer to " the *gap* between us and the board", "we're *at odds* with each other, and it *doesn't* seem that the t*wane shall meet*.

13.3. Sub-metaphor: Sewing

The sewing sub-metaphor utilizes sewing imagery to indicate a sense of separation.

You become *fragmented* and everyone is *not as tight knit.*

Patchwork course on *patch it up*.

The patchwork image of separate individual fabrics having to piece together is different to the "Seamless service" imagery of the successful situations where there is no break in either the fabric or the service.

13.4. <u>Sub-metaphor: Cliques</u>

The Cliques sub-metaphor looks at the subgroups and in-group and out-group formations. The label of this sub-metaphor was gained from the two participants who referred to these sub-grouping as "cliques" that existed within the team and that has the potential to divide the team.

- You have this *own little niche* and perhaps this *divisionism is wired,* as I never think of them as being members of our team. Team6
- We don't want to be closing people out, one *little tight group*…We all like our *own little circle*, don't we ……*Nobody likes moving out of* their own little circle.
- You feel like an outsider ...so you don't feel part of the team. Their routines are different.

Metaphor 14 from Figure 4: Systems

The systems metaphor covers the different systems that operate within the organizations namely the general system, Hierarchy, Politics, Personnel, Paperwork and Law.

14.1<u>. Sub-metaphor: The General systems</u>

The general system sub-metaphor refers to the systems that operate within the organization and affects the way the teams function.

- *One circuit out* can disrupt the *whole system.*
- Even though we work as a team, the political situation, and management's side of how they are dealing with things are *all entwined.*

14.2.<u>Sub-metaphor: Paperwork</u>

The paperwork is predominantly an issue for Team 6.

- It is a *paper war*… The paperwork is *like a vine*. I think there could be a better paperwork system.

- Make sure the i*'s are dotted* and the *t's are crossed* and when the shit hits the fan it will seem like it is okay….

- I have *huge resentments* with the *filing system.*

There is the noticeable use of Personification to describe the paperwork and the filing systems.

14.3. Sub-metaphor: Politics metaphor

The teams make reference to Politics, " the politics of it all", ' getting hemmed into politics"

You work with the political stuff", Being jammed in the middle" ...of the politics.

14.4. Sub-metaphor: The Law

Team 6 is the only team that makes reference to the Law sub-metaphor.

Team members make comments about " the law being an ass" and that "someone is looking over your shoulder and *judging* whether you've done a good job". One team member expresses their difficulties " I get *stuck* because I have to *enforce* the law to that degree, but equally it is about *protecting practice*."

14.5.Sub-metaphor: Personnel

The personnel sub-metaphor looks at the "turnover" or "changeover" of team members.

The personnel sub-metaphor has dealt predominantly with the shortage of staff expressed in terms of the " physical" and numerical deficiencies.

- We are short staffed. …We are two staff short and it makes an enormous difference.

- Not enough *hands* to do it. …(Metonymy- Hands representing people).

- You're *down* one

14.6. <u>Sub-metaphor: Hierarchy</u>

The teams make reference to the hierarchy that exists by utilizing "Up and Down" imagery and terms.

- Recognition from the *higher centers*, higher up in the organization would have been nice. Team 1

- I went to team management ...and then *coming down* to the team.

Metaphor 15 from Figure 4: Waste

The Waste metaphor covers the sub-metaphors of Discarded matter and Excrement.

15.1. <u>Sub-metaphor: Discarded matter</u>

Teams to show Waste and the discarding of waste utilize imagery.

- We have a lot of *recycling* …recycling of middle management.

- We have a nice new building and *rubbish resources* within it.

- I am *discarded* as a worker because I am not a Profession X

15.2. <u>Sub-metaphor: Excrement</u>

The word "shit", "crap" and "poop" have been used to describe distasteful or difficult

situations (problems, troubles, hard times, abuse).

- As far as the public saying you're doing a good job, I get *shit* everyday.

Teams also talk about " *Shitty times*…work through getting *rid* of the shit", "When *shit* hits the fan".

The most expressions of excrement sub- metaphor arose from the all male participant team.

Metaphor 16 from Figure 4: Strain

The strain metaphor covers the sub-metaphors of Overload, Erosion and Depletion, Pressure, Deterioration.

16.1. <u>Sub-metaphor: Overload</u>

The Overload sub- metaphor looks at the high or increasing workload that the teams face.

- Because of the workload, they just keep *pouring in*, … if a patient dies, get him out of the room, get the room blessed so you can put the next one in and sometimes you don't have time to deal with what has happened before the next one is on the room and it is forgotten.

- X: I used to be a bartender and there used to be *loads of people*, I can't remember who was first and they are all shouting these weird orders at me and then I got my manger on my back to stock take and…there is just these loads of people…

  Y: How often does that occur?

  X: Well it depends on how many people come to the bar…

- I got the image of K *sinking under a pile of files* and trying desperately to keep things …on a straw (laugh) on a snorkel…

Hyperbole (exaggeration) is used to depict the sense of overload, " *endless things*", "*flat out* ...people *wanting more* and *more* out of you", "it *expands* it just *expands*" and "feel *totally loaded* down".

16.2<u>. Sub-metaphor: Erosion and Depletion</u>

The erosion and depletion sub-metaphor covers team members' sense of depletion and their sense of being worn down.

- Our value system …it gets *diluted out*.

- Your self esteem is consistently being *chipped away*…

- We are running on the *skin of our teeth* really when it comes to resources.

- I don't feel like I have done my job today because I have been *stretched to the limit*.

- I am half in the community as well…it is really difficult sometimes *being spread thinly* and not being able to *concentrate on one area*.

16.3. Sub-metaphor: Pressure metaphor

The cumulative quality of pressure is conveyed with expressions such as "*stacks up*", "*Store* it up", " feeling that is *building up* inside of you…need to be able to *blow off* steam. The following are a few of team member's expressions that describe the pressure that they experienced.

- I was being *rail roaded* by the service...

- *Energy that knaws* at you, *bloodly stereo* some days…

- Not being the *fevered ground* and not *being the pot*.

- They need the time off to recover from the *onslaught*…
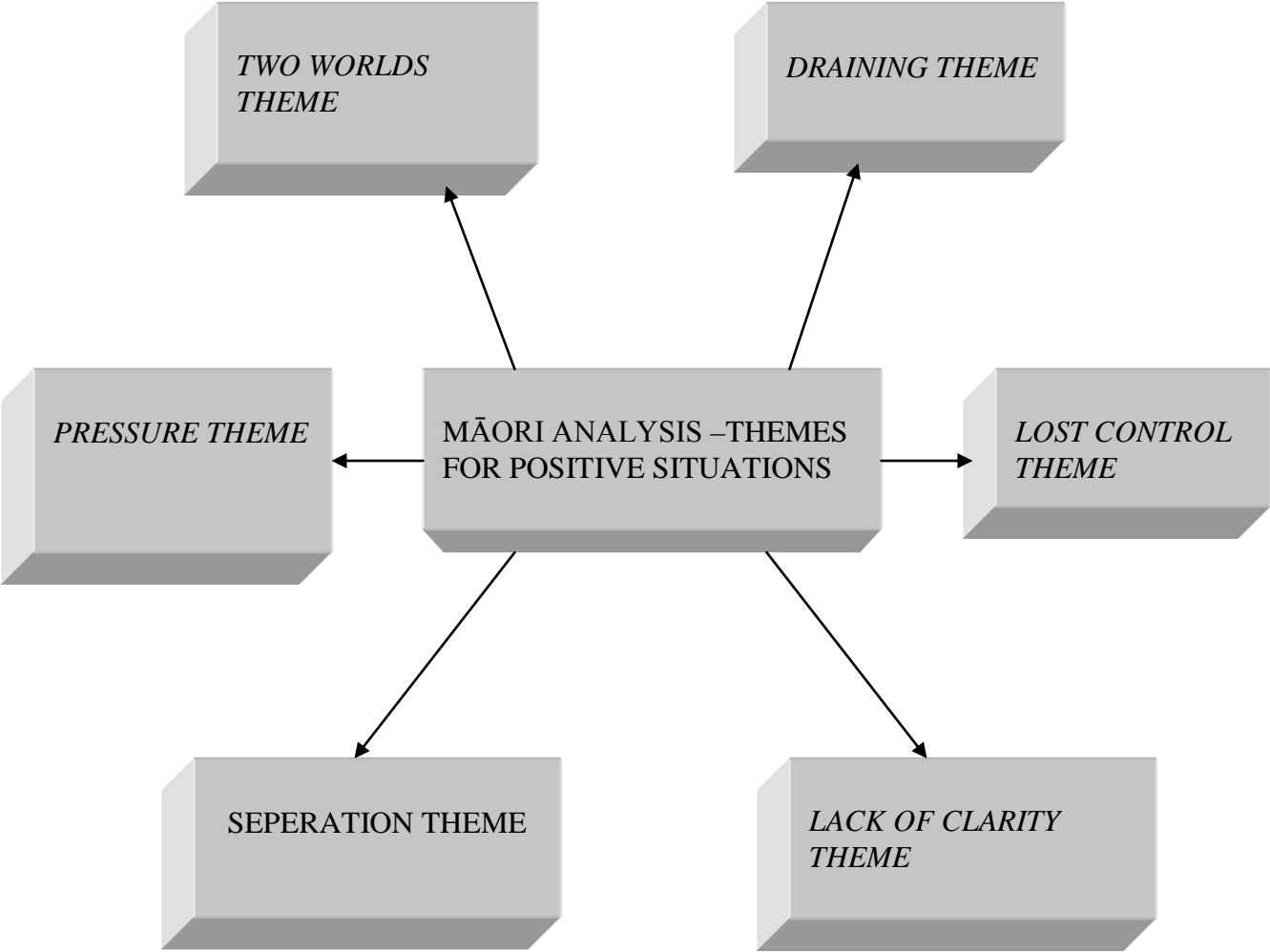
16.4. Sub-metaphor: Deterioration

The deterioration sub-metaphor covers the sense of decay and diminished capacity that is experienced by the team members.

- All *old* equipment, *big gapping holes*

- A *net of holes*…because we start pulling away from each other and you are trying to analyze it and protect yourself, you aren't very well protected, holding on to this big net, you just end up *leaving big holes* and they get *bigger and bigger* because the person next to you is the one that is not going to get support and they haven't got something to feel safe with.

The 16 metaphors discussed above are applicable to nine teams. The following metaphors are

applicable to Māori in the unsuccessful situations. Figure 5 that follows depicts the Māori

metaphors.

Figure 5

Māori Analysis : Themes for Not So Positive Situations

Metaphor : Pressure

- Ka aki aki mai
  Translation **:** Pressure from…

- I tetahi atu mahi
  Translation : other work that needs to be done

- "The most pressured part of the job …"

Metaphor : Lack of clarity
- Messy
- All the rubbish (of rules)

Metaphor : Two Worlds

- Tau patu patu
  Translation : clash between different points of view. Patu is a weapon and is used as a symbol of warfare.

- Te tahi taha
  Translation : The opposite side

- Mohio ratou engari etahi o ratou…kaki maro
  Translation : Some are knowledgeable , some do not listen (hard necked)

Significance of the two worlds to Māori: The two worlds tend to clash and there are two conflicting point of views. Partnership as a treaty principle (Treaty of Waitangi), is not present.

Metaphor : Lost control

Me he awangawanga puta mai
Translation : to drop out

Significance to Māori: Lost control is significant to Māori because of the Treaty issues.

Metaphor : Draining

- Emptying of energy, time and skills from the team

Metaphor : Seperation :

Nga whanau a tera taha e watea ana haera ki te awina
(Two separate sides, those on the other side)

The above examples mark the end of Part 2.