



An analysis on Sunshade Management in the organization

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ABSTRACT: The present article analyzes Sunshade Management in organizations. This study is mainly intended to give answers to some questions including: How sunshade management penetrates into organization? What is the method of sunshade management? What are the characteristics of organizations in which sunshade management is executed? Which are symbols of sunshade management? What is the solution for tackling with sunshade management in organization? Methodology of the current study is of applied type in terms of objectives, qualitative in terms of data, and librarian type in terms of nature and technique. Its population comprises of librarian and internet sources with 12 books and 4 internet essays as samples. Sampling technique is of informative type, measurement tool is librarian form with qualitative analysis method. The findings showed that sunshade management influence in the organization by managing and direct dominance over the manager and through penetration into one of the subordinate ranks and creation of an informal manager in the organization (question 1). Notifying directives, lack of control on personnel, following up personal goals, and affectation etc. are some of sunshade management techniques (question 2). Some signs and characteristics of sunshade management include chump- choosing, rearing hypocrites, and criminality of knowledge, reduced productivity, and brain drain of talents from organization (question 3). Unfairly exploitation from manpower, tendency to passivity, inflexibility, affectation, promotional slogans, and familial managements are some of features of those organizations in which sunshade management is enforced (question 4). Some symbols of sunshade management are powerful and influential person or persons, political and informal groups and the countries with political, military, and economic powers (question 5). The solution for tackling with sunshade management in organization is to utilize sunlight in the given organization (question 6). This study suffers from some constraints like research tools and sample. So it is also suggested to deal with advantages of sunshade management in organizations rather than removing the aforesaid limitations.

Key words: Sunshade Management, Management Metaphors (Allusions), Allusion of Mushroom Management, Metaphor of Wet Blankets Management.

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INTRODUCTION

Certainly this has taken place for you so far or it will happen in the future that you refer to an institution or organization to do a task and despite of the fact that trend of your work to pursue legally but you are noticed that your work is exposed to a slow and significant trend and eventually when it is delivered to manager and or one member of high ranking officials, suddenly your work is blocked and after a little persistence and diligence for that task you are aware that despite of manager's willing to do something for you or at least trend of works might follow the routine trend and even with the existing authority for him or her, execution of your requested task is beyond of their liability so your file should be archived in one of the tables and in other words the heads of that organization may not do too work for you. These notes are only some part of status of an organization and institution over which sunshade management governs. As usual, several forms of sunshade management govern in many social organizations and institutions, where they differ from each other in terms of their influence rate in organization and type of their dominance over the

organization while we define sunshade management as follows (Moradi, 2010):

Weik (200) defines sunshade management in this way: "Sunshade management" is a form of management in which the beneficiary is outside the organization or in one of the lower layer of this hierarchy; and he/ she is really issue order but is not physically here so they may do this task through a channel and vessel that they have created.

Moghadasi (2011) defines sunshade management as follows: "Sunshade management" is a type of administration in which real commander who issues order, has no tangible physical presence but he/ she gives orders within the framework and others' appearance.

Several allusions (metaphors) have been expressed about application of managerial metaphors so we deal with some of them in the following:

Metaphor is type of literary term for similitude and comparison. Metaphors are some graphs and images through which one could find nature of organizations. Metaphor makes it possible to identify one object or experience based on its similarity with other object or experience (which is not usually considered as

equivalent for it); for example, life that has been assimilated to a long and meandering road or a brave and courageous person that is similar to a lion. With recognition of any allusion which was taken by the organization, something may be learned for the organization. Usually those images that exist in our mind are what we accepted them as reality. In fact, the metaphor which is used by scientists for study on a phenomenon forms their imaginations and conceptions. According to Einstein, theory by which we look at any situation may determine what we could see them. In book of organizational appearance, Morgan emphasizes on the important role of metaphors by the aid of analysis on theory of organization and uses their role to describe the organization. Morgan argues that organization may not be described or comprehended by of point of view of a theory or explained by it. He believes in that organizations will be conceived by means of taking approach from multiple attitudes or allusions. Any metaphor presents a fundamental and distinct way for seeing, thinking, and conversation about the subject so that based on which one can organized other findings and experiences from a separate and abstract view and based on a firm and strong framework (Halpin, 2006).

Background:

In third millennium, organizations mainly use managerial and leadership allusions instead of theory of management and leadership. Regarding managerial and leadership metaphors, several studies have been carried out so we refer to some of them in the following:

In a study, Movahedzadeh (2008) defines allusion of Endearment Management as follows: It is one of the third millennium metaphors in which some terms are taking into consideration like love, interest, affection, happiness, emotion, commitment, and respect.

Philosophy of endearment management has been derived from emotional and affectionate relations among mother and child. Also endearment manager pay special attention affects them in some phase of growth in enterprise, personnel, and customers to the extent that thereby to create sense of moral commitment, affection, and internal respect toward manager and company. As a strong tool to achieve organizational excellent objectives and social responsibilities, metaphor of endearment management has been put at disposal of today managers in order to achieve sustainable success by training enthusiastic, committed, and loyal personnel and having the interested customers. By considering emotional and behavioral needs of personnel and learners, endearment manager leads them to self-

reliance and sense of possessing value. The characteristics of endearment management include: 1- pure moral criteria- 2 commitment to human supreme values; 3- penetration into hearts by governing human relations; 4- justice- orientation; and 5- accountability.

It juxtaposes very small elements and creates a totality with concept. In fact, it uses potential of each of human resources of organizations. In integration management, manager explains his/ her ideas through integration them in an integrated planning with appropriate behavior and speech for personnel and mentions the expectations and asked personnel for achieving the given objectives with respect to their potentials. All personnel are valuable in integration management. The characteristics of integration management comprise of: 1- covering personnel's weakness accurately and promptly; 2- saving costs, 3- paying attention to mental health, 4- having systemic thought, 5- developing participation and sympathy, 6- improving self- reliance, 7- strengthening will, diligence, and intelligence quotient, and patience and insight.

In general terror management has two types: 1- Spiritual management: this type of management does not deem management as an unstable task. Thus, instability causes reducing prides, fear from work hardness, and respect for humanities and humans. 2- Destruction management: it forces managers to destruct unhealthy competitions, and winner- winner manner. Accordingly, managers are classified into two groups in terror management: One group is interested in change and improvement while the latter group opposes the change. In general, application of this metaphor depends on viewpoint of manager.

Crisis management techniques: 1) Determination of goals and priorities and prevention from unconventional and unsupported measures; 2) Reassessment of conditions; 3) Flexibility; 4) Commanding unit etc.

Mohammadi (2007) defines metaphor of matrix management as follows: It is a type of initiative management that its structure is adapted usually for execution of short term and transient projects and plans in large organizations. In fact, matrix management makes it possible for us to take help for solving problems by means of the maximum potentials of each and every individuals, sources, and facilities. Similarly, this type of management seeks for finding ways to provide and meet a group of organizational requirements and objective at the same time.

Hoy (2009) explains cell management metaphor as follows: this allusion expresses that so far a cell survives, the organization also possesses it specific life. In fact, one can coordinate all small units of an

organization by this metaphor. This allusion includes a dynamic and creative nature with wide and deep vision etc. In this metaphor, it is believed really in that we should count on all parts of organization and also manager should be sensitive to anything save oneself.

Pyne (2008) defines volunteer management as: This metaphor deals with recognition, growth, and resuming volunteer workforce in organization and identifying types of them. In fact this allusion enables managers about which workforce to be employed and what person to be assigned to do what task. Volunteer is someone, who feels execution potentials for doing a task sooner than others. As a result, metaphor of volunteering creates some conditions in which the problems to be solved by personnel. Principles of volunteer management: 1) constantly supervision and relationship with volunteers; 2) acquiring volunteers' trust; 3) adjustment of volunteer with his/ her task; 4) Having job description; 5) gathering information from volunteer; 6) properly recognition of volunteer's skills and abilities; 7) constantly evaluation of volunteer; 8) occupational training for volunteers; 9) reinforcement of volunteer's networks.

Khorshidi and Zolfaghari (2011) define constraint management metaphor as follows: This allusion enable manager regarding how to think and what executive tools to be considered for this purpose. As a result, this managerial style leads to better recognition and eventually noticeable advancements in the organization. In fact by the aid of constraint, manager identifies restrictive factors and takes measure to remove them.

Execution principles of constraint management: 1) recognition, determination, and accurately definition of organizational constraints; 2) identifying way of exploitation from the existing constraints; 3) codification of strategy for exploitation from pressure factor; 4) reassessment of the system. In general, application of this allusion may remove several organizational problems through thinking potential and cause- and- effect relations.

Fris (2010) describes quantum management as follows: He argues that in order to improve the effectiveness of their performance, manager require taking a new approach toward human resources, processes, and equipment's. In physics, word of quantum means particle, amount, and quantity while in human sciences it stands for possible tendencies and this point that order is a product of disorder. Quantum suggests this point that all the world apparent and hidden elements, including humans, are conscious and relevant creatures to each other and order is the product of disorder. Quantum skills are: 1- quantum view: ability of quantum view is the

capability to look at goals purposefully; 2- quantum thinking: to think paradoxically; 3- quantum feeling: strong and rehabilitative emotion; 4- quantum recognition, intuitive recognition; 5- quantum action: responsive practice; 6) quantum trust: positively thinking; 7- quantum life: ability for living. This metaphor generally is the origin for creativity and it leads to aggregation.

Sergiovanni (2009) describes metaphor of spiritual management as follows: This allusion is the harbinger for spiritual life instead of materialistic life. This type of management rears individual introvert so that to recognize oneself well and to establish relation with God. In this metaphor, manager seeks for correcting oneself and others spiritually. Managers in this allusion possess emotional and Charismatic power.

Pourjafar (2010) explains metaphor of mushroom management as: It is a philosophy of management which argues that in order to create motivation in personnel at all times: 1) you should keep them in darkness; 2) you should feed them wastes. This philosophy of management, which intended to create more motivation in personnel, is used to non-transfer of crucial information to personnel like change in organizational policies that are considered as basic information. In this managerial style: 1) occasionally by keep personnel in dark side, they throw away some burnt information for them like trash; 2) it restricts personnel to access information and decisions of organization and distributes a series of incomplete, improper, and totally exaggerating information like trash among them. This managerial method takes place in organization with low level access in which the communication stream is reserved and limited. In fact, personnel in these organizations are placed at narrow margin of the limited job description within organizational chart such a mushroom.

Ghadamgahi (2010) describes clover management as: In this metaphor, organization is similar to clover leaf. Clover has three leaves. In this allusion it is argued that like clover leaf, organizations have three parts: 1. major leaf: The main and strategic personnel of organization; 2. minor leaf: contractors, and contractual personnel who are insured; and 3. Non-minor leaf: part- time and informal personnel who are not insured. Clover management is suitable for segmental or clustered, binary, beating, single-beating, double bead, commissary, feudal, ferret- like (squirrel), self- motivated, mantis- like, and federal organizations.

Khorshidi (2011) defines horizontal management (bidirectional vertical like) as follows: This metaphor considers leadership and subordinate as an interactive process in which we have no subordinate and superior

ones. Organizational success requires mutual interaction.

Khorshidi (2011) describes connection (multiple) management as: this allusion denotes cause- and-effect relationship among leader's behavior and organizational performance. Leadership, organization, and organizational performance have interactive and two- way relationship and they effect on each other and also are affected by other.

Shariatmadari (2010) defines wet blanket management as a metaphor in which wet blankets are some factors that suppress motive, spirit, satisfaction, creativity, talent, and thriving of personnel. As these wet blankets extinguish fire flames at the same time they remove motive and spirit in personnel. The managers spread wet blankets throughout the unsuccessful organizations while in prosperous organizations, managers always tend to remove wet blankets from organizations. A list of some these wet blankets are as follows:

I have no time for learning; it is a good idea but the time is not ripe; I have no budget; theory greatly differs from practice; have any other task to do?; I think this is not compatible to the policy; it is not in the field of our authority; let another one to do it; are you satisfied with your task?; this is not an improvement but a common sense; I know the result of this task; even though you do not do this task; I have no explainable response for that; would you think about a better idea?

Ghadamgahi (2010) describes chess management allusion as follows: This style is originated from chess game in which the person adjusts his/ her moves with respect to opponent's moves. This management is based on creativity, brainstorming and it prepares suitable ground for planning, organizing, coordination, and other tasks of managements. This management style generally expresses that one should keep out and is careful about opponent's moves.

Chess management characteristics: 1) one should think carefully before any move; 2) any move should be done with great care; 3) one should assign his/ her move to a key hierarchy method; 4) preference of cumulative interest to individual priority; 5) flexibility; 6) avoidance from haste; 7) group unity and commitment; 8) creation of logical relationship; 9) attention to informal groups; 10) systematic moves and operation (the first mistake is the last one); 11) purposefulness, systemic thinking, and productivity etc.

Bate (2005) defines renewable (or innovative) management metaphor as: this management denotes updating of thinking in managing organizations. In this allusion, human resources are improved through adding to knowledge and skill and information of

them about the related subject. In fact, we update this system via this management and we can update all methods, processes, techniques, goals and objectives, policies and procedures.

Techniques of renewable management are as follows: 1) comparative study; 2) constant need analysis; 3) using human resources effectively; 4) adaption of novel and new techniques; 5) updating organizational technology; 6) constant training development; 7) priority of effectiveness over efficiency; 8) systemic thinking.

With respect to what it mentioned, the present study is mainly intended to find appropriate answers to the following questions:

- 1- How does sunshade management influence in an organization?
- 2- How is sunshade management?
- 3- Which are signs of sunshade management?
- 4- What are the characteristics of organizations in which sunshade management is executed?
- 5- What are symbols of sunshade management?
- 6- What the solution for tackling with sunshade management in an organization?

The current methodology is of applied type in terms of goals, and it is qualitative in terms of data, and librarian type in terms of nature and technique. It statistical population includes librarian and internet sources with two sample books and 22 internet essays. Sampling method is of informative form and measuring tool is of librarian type with qualitative analytical method.

RESULTS

1- How does sunshade management influence in an organization?

In sunshade management, organizational manager is apparently is director in the given organization but the real manager(s) is/ are those ones who have not any defined organizational position and they rule over organization behind the scenes. Thus, the manager, who is puppet or victimized for furtherance of real organizational expediencies and goals, typically has to use organizational facilities and sources to provide interests and goals of the aforementioned person/ persons, who effect on way of organizational goals trend and advancement and for this reason they penetrate into the given organization in such a way that to change organizational progress path in favor of them so such penetration and changes are possible in two ways:

1) through directly managing and dominance over the manager:

Upon election and appointment of managers in organizations, the influential members, who make decisions at higher ranks, try to support the weak

persons; they assign person/ persons on the top of their beneficiary organizations that they lack the needed knowledge and expertise in order to abuse their thinking weakness and upon the critical circumstances (moments of making decision) to enforce their own commands and wishes by dominance over these unintelligent managers and to achieve the preplanned objectives.

II) Through penetration into one of the lower ranks and creation of an informal manager:

Whenever the beneficiary groups and circles intend to inject their own wishes into the organization and to appear their work more naturally, they act in this way: Perhaps, they allocate a position in middle hierarchy of organization for oneself where it is far from cumulative dismissal and appointment of chairmen and their deputies and at the same time they are aware of the trend of decisions, sessions, and directives and to exert the needed changes and at the same they could be informed about all current affairs in other word they both approach sufficiently to the queued personnel and are in contact with customers of organizations (Moradi, 2010).

2- How is sunshade management?

In this style, technique of management is in such a way that manager personally notifies members' tasks to them while he/ she does not interfere into execution of those tasks and tries to leave personnel of the organizations alone. For this reason, he/ she passed over them like a shade and no track remains from him/ her. Thus, he/ she may forget thereby the most important managerial duties in presentation of the appropriate path to personnel and leading them in order to correct execution of plans. In sunshade management, goal assessment is a personal aspect and manager personally tries to resume his/ her interests that are unlikely the continuance of managerial privileges in the form of physical or mental satisfaction. For this purpose, he/ she try dealing with personal affairs and do not interfere in others' affair. Therefore, he/ she strive possibly avoiding from contact with the members within his/ her own management field. Manager, as a follower of this style, prevents from any dispute with his/ her colleagues. For this purpose, if right of a colleague is endangered or wasted, the manager tries to attribute the mistake to others and thereby to acquit oneself of charges. Since he does not deem oneself as committed so anyway he/ she avoid oneself from assuming any responsibility. Such managers do not tend to dominate over their own workplace and to be benefitted from others' affection and kindness; although, they seek for keeping and preservation of their own position, they pursue to meet the personal benefit from alternate way.

3- Which are signs of sunshade management?

- Chump- choosing and rearing of hypocrites
- Contradiction between slogans and actions
- Ambiguity in organizational goals and lack of planning
- Radical emphasis on interest of certain person or persons
- Spreading culture of hypocrisy
- Dominance of culture of in trusting, backbiting, and deception
- Criminality of knowledge (criminal nature of perception and knowledge)
- Brain drain of talents from organization
- Multiple recruitment filters and secrecy
- Exacerbating favoritism (to reduce conflicts)
- Reduction of job satisfaction and increasing absenteeism and postponement
- Reduction of positive productivity (Farokhzadeh, 2011)

4- What are the characteristics of organizations in which sunshade management is executed?

This event may occur in organizations and institutions at macro and micro level; however, it is unlikely that this style to be executed throughout a country as well so that it results in unfairly exploitation and utilization of manpower in the society and continuance of this trend will be lethal and destructive for the community. The organizations, which are administered and controlled by sunshade management, may assume oneself no liable for sense of responsibility and accountability against others. If they are exposed to pressure of public opinion under such circumstances, they sacrifice the seemingly manager of organization or the related body while the sunshade managers behind the scenes always remain intact and rule over there. It may be implied that seemingly managers are scapegoats for sunshade managers that they are sacrificed knowingly or unknowingly like other personnel for the sake of their interests and expediencies in some way. The organizations, which are managed so, tend to stagnancy and retrospective trend and creativity and innovation are rarely seen in them. So far knowledgeable and innovative personnel are seen suspiciously, the governing thought and attitude over style of management system is traditional with classic tendency. Flexibility is at minimum level in these organizations and on the other hand there is obvious and hidden resistance against changes and innovation. Management style in these organizations attaches importance for pretense (affectation) and displays itself reasonable and by means of offering suggestion, sympathy, and guidance and the like this system places their agents in high and low positions and spread this tablecloth wider moment by moment.

In these organizations, managerial style is lethal for thinkers and causes them to escape from such organizations. Public goals, interests, and expediencies are downplayed in execution of sunshade management and if sometimes they seem important it is only a type of plot and escaping forward in order to mislead and acquire their own long- run interests. Human position and respect is only a promotional slogan for their passive audiences and to overshadow the doubtful and ambiguous points in them but not as an excellent organizational strategies and goals. What it stipulated not to do in this management style is extremely promoted positively in order to create compatible subjectivity in audiences and to prevent from reflection of team work of personnel. Sunshade management hides behind minister, lawyer, and managing director; it expands the workforce from servicing manpower to heads of departments and from plain personnel to boards of directors and construct a firm entrenchment (ironically Alamoot castle) for oneself by means of familial and friendly- relation managements and tries to employ inferior but opportunist, prevaricate, hypocrite, yes- say, and power- seeking persons within the spectrum of its activity (Hashemi, 2011). In sunshade management, all other personnel are deemed as enemies that if the ground is prepared for them appropriate, they tend to acquire their own lost rights. For this reason, sunshade management tends to assign some spies (as eyes and ears) to control all actions and reactions of their personnel exhaustively. In this style of management, knowledge is deemed as crime and knowledgeable person or persons should pay penalty. This theory is approximately opposed to theory of Total Quality Management (TQM) where in some organization up to 30% of their financial sources per capita are spent for growth of their personnel's specialized and intellectual skills. In such organizations, respect for clientele and subordinate employees has no meaning and anything is purposed in the framework of alluring slogans. Sunshade managers pin hope on culture of rumor and they make every effort to spread this culture. By fanning the flame of types of rumors and spreading them, they expand the range of their small rule slowly but sunshade like in the core of the seemingly manager (Bakhshi, Molaei, 2007).

5- What are symbols of sunshade management?

I) Powerful and influential person or persons

II) Political groups- political parties, informal groups

III) Countries with political, military, economic, and technological powers etc. each of which under the appropriate position and condition disguise their own

in the face of others to acquire their given interests and rule over them (Norouzi, 2007).

I) Powerful and influential person or persons

Powerful person (wealth, force, and knowledge) dominate over some managers of organizational systems and through which enforce their own commands and desires by means of their deceitful tongue and face. In sunshade management, organizational manager is seemingly acts as manager of organization, but the real manager is someone else, who has no defined organizational position in the given organization and he/ she rules easily over there behind the scenes. Under such circumstances, the puppet manager uses all organizational sources and facilities to realize personal goals and benefits or of others instead of progress organizational expediencies and objectives. No one sees them and they act in sunshade. There is no sign of customer- orientation and audience- centered trend. Demagogic slogans are purposed but they act inversely. For example, the slogan of participatory management is expressed but a structural performance governs so under such conditions, like a machine under the control of the determinant directors, persons are stupefied and unfairly exploited. Human's respect and position is a slogan for deception and trick. Good slogans are purposed but the operation is done against slogans (Fard, 2006).

II) Political groups- political parties, informal groups

◆Political formal group

Formal parties and factions typically try to create sunshade managements and strive to put person or persons to power position who is seemingly manager of the system but practically to be in line with their orientation for realizing factional and party- related goals. In sunshade management style, in any decision that is made by organizational manager, factional and party interests are not ignored and even on some occasions they determine the organizational goals according to the factional objectives for their managers in meetings and congresses so manager have to inevitably execute only decisions made by faction and parties not based on people's expediencies and personal and organizational interests so this may create gap between organizational and factional goals in long run and it results in failure in organizational and factional goals so its personnel should bear its bitter consequences in the organization (Ebrahimi, 2010).

◆Informal groups (apparent and hidden)

Sunshade management is founder of informal organizations within the formal ones. Informal organizations are another nickname for sunshade management which through alluring appearance and

rapidly make it possible for them to leave away anyone that contradicts to them by means of various tactics. Sunshade managements enter the organizations with plot and trick and enmity and amity; it seems that they want nothing for oneself but always recommend manager to employ others and they assign their own agents for other responsibilities and then they are benefitted from common interests. They make decision within night parties and group meetings and command the puppet manager to execute their decisions so puppet manager has been forced inevitably to make such decisions. The manager has no least potential for flexibility and creativity. At the same time, he or she is like a bead on the hand of those ones who are not present apparently but their commands are executed one by one. Continuance of this trend leads to disjoint trust and legality among personnel and virtual management that results in organizational annihilation and all its sources (Gabriel Oghli, 2011).

III) Countries with political, military, economic, and technological powers etc.

To acquire their own interests in Third World Nations, powerful countries try to make the managers to come to power in form of coalition or directly over the countries which own resources and deposits in order to fulfill their goals. If the ground is not prepared for them in this way, they try to put person or persons on the power structure that have no sufficient knowledge and expertise in this respect (chump- choosing) so that they could abuse their intellectual weakness and namely they use weak persons on the top of power structures so that they advance to acquire their interest due to ignorance and unawareness of that manager. But if they could not succeed in this trend as well, they try to utilize political, intelligence, and military levers for this purposes (economic embargo, military attack, coup, and technology sanction etc.). Similarly, in this path they surrender pure and well- trained managers in this trend to acquire their own illegal interests and benefits. The rate of comprehension and perception of any nation guarantees their victory or failure and in other words in can be expressed that the weak knowledge of members of a society may stab on the back of their brave and knowledgeable managers like troops of the enemy and ignorant persons in such communities behead their dears by their own hands. It is because of this fact that ignorance is like darkness and human could not distinguish friend from enemy in darkness so he/ she behave with friend the same as act with bloody foe so history has witnessed a lot of such events (Eslamiyeh, 2007).

6- What the solution for tackling with sunshade management in an organization?

In parallel with advancement and more complexity of communities which include social, industrial, public, private organizations, political group, this event (sunshade management) spreads its heavy and wide shade further so that we can witness that from the largest organizations to the smallest exiting groups in a society, sunshade management is typically executed and rather than the real manager of group, some other persons are director and commander of this organization. The best way of facing with this event in this condition is not to tackle and oppose against it where if the opposite group wins, organization might be destroyed and collapsed and or it might lead to dismissal and apparently cumulative resignation of managers and the related deputies, but it is the interaction, insight, and trying to coordinate interests of organizational environment with the organization per se. Likewise, this point should be noticed that legality of organization should preserved by rational and reasonable goals and behaviors as well as disambiguation done by the given organization and organization and its objective should be established among the people. In fact, securing social legality of organization is one of the organizational immunization techniques against the created tensions by sunshade managers. By organizational disambiguation, accurately communication, appropriate accountability, and employing enthusiastic and susceptible workforce and meritocracy of real experts, organizational sunlight forms. Application of organizational sunlight serves as tackling tool and it is a device to remove such sunshade managements in the organization. Sunshade management is strong but void. It is sunshade and it becomes smaller and paler if sunlight radiates further. Disclosure, talking and writing frighten sunshade managements and send them to dark house. Employing workforce of personnel in groups from middle and lower ranks by benefitting from sympathetic and deserving management and also avoiding from table- position attached conservative manpower will remove sunshade managements in all sectors and particularly economic sectors (Bozorgmehr, 2007).

DISCUSSION

Sunshade management is one of the management styles that their heavy shade have spread and expanded over management culture for a long time in all communities and especially western industrial societies. In sunshade management apparently someone sits on power throne and he/ she is happy to be managing director, minister, and or lawyer but really other person or persons rule over that organization. Away from apparent and legal decision making and with lesser presence in administrative

system and through using manpower as tool and to create wave, sunshade management expands his/ her power limits up to secured shore of secrecy. Sunshade management always hides and moves behind the major administration. Since this management appears like sunshade so it seems larger, more fearful and even more dreadful. Sunshade management builds an appearance with thousand faces for itself by means of tools, facilities, and loyal workforce that it has gathered for oneself. In fact, sunshade management continues to its parasitic growth by provoking rumor culture, paying attention to affectation, creating informal groups within the organization, and plot and trick etc. and it is converted into a dreadful monster that is called organizational millipede and tackling with this monster may become more difficult but as it appears from its name it is located on the shade and it flees from sun and light. Thus, we can gradually strengthen radiating sunlight under the aegis of bright light of knowledge and science, honesty and sincerity, reality, disambiguation, employing committed workforce and meritocracy, disclosure (expression and writing), and by the aid of cumulative force so that to alleviate their ominous shade from organizations.

This point should be always considered that the resultant knowledge from using metaphors is not perfect knowledge since metaphors reveal the similarities between two objects but they present no difference among them. Thus, to be sufficed with acquiring insight only through several allusions may purpose us a limited recognition about the phenomena. Each of the present metaphors about organization have specific constraints therefore due to these limitations any metaphor presents a restricted insight regarding the organization so that no single metaphor can purpose sufficient recognition and knowledge about organization. Similarly, it is suggested that if this sunshade group governs in an organization and provided that sunshade managers are thinking about expedencies of the country and national security and they prefer cumulative interests to individual interests then this style may have some advantages for the given organizations.

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