H

emos sido aficionados a las historietas de *Astérix el Galo*. Por ello nos sorprendimos cuando encontramos un artículo en el que se describe una investigación conductual sobre la apropiación de un sistema de conocimiento por parte de los empleados de una gran empresa. Aurélie Dudézert, Nathalie Mitev & Ewan Oiry, escribieron el artículo [*Cultural metaphors and KMS appropriation: Drawing on Astérix to understand non-use in a large French company*](https://doi.org/10.1016/j.infoandorg.2021.100352), publicado por *Information and Organization* Volume 31, Issue 2, June 2021, 100352. Se lee en sus conclusiones: “*Our study contributes to the literature by using the concept of cultural metaphor (Gannon, 2009) to better understand KMS appropriation. In the large French firm we studied, KMS appropriation was particularly limited. Astérix, as a cultural metaphor, helped management to better understand this limited use by underlying the distance between the way employees consider knowledge and its management and the way the tool supports it. ―Our empirical data illustrate how a cultural metaphor can raise awareness of cultural issues related to KMS appropriation for managers. Our study also enriches the literature on the use of popular culture as an analytical lens to analyze organizational phenomenon and, particularly, IS processes. Following Czarniawska (2009) and Lawrence (2013), we show that popular fiction such as Astérix, a well-known French cartoon, can help managers to build or rebuild a common frame. ―Finally, our last contribution is the emergent development of an AR methodology to explore how a cultural metaphor such as Astérix could be used to intervene in the collective understanding of organizational culture. Our AR design was developed progressively as we interacted with the field, and can be characterized as exploratory and revelatory. This obviously makes our research difficult to generalize. Nevertheless, we hope that its originality and the positive impact on CKOs we witnessed and reported in this paper will inspire others to pursue this line of enquiry in further fieldwork and action research interventions to explore and experiment with similar approaches based on the use of cultural metaphors.* (…)”

Muchas veces queremos entender aspectos de la cultura de una organización, que son esenciales en la administración de los negocios. Forman parte del ambiente de control; tienen un impacto directo en los sistemas de información. Facturas que se hacen antes de vender, facturas que no se hacen cuando se vende. Elaboración mecánica de comprobantes sin reflexión alguna. Cambio de orden y de fecha al registrar transacciones. Son muchísimas las conductas que no corresponden a lo esperado. El método de los metaformos culturales planteado por [Martin J. Gannon](https://study.sagepub.com/sites/default/files/Gannon%2C%20M.J.%20%282009%29%20%E2%80%98The%20cultural%20metaphoric%20method.pdf) “*A cultural metaphor is any activity, phenomenon, or institution which all or most members of an ethnic or national culture consider important and with which they identify closely both intellectually and emotionally*” puede sernos muy útil, especialmente cuando las encuestas o interrogatories fallan.

*Hernando Bermúdez Gómez*