Tamara Revisited: PERVIEW, SEAM, and the Storytelling Challenge of the Digital Multiverse

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Abstract

This paper re-engages the foundational metaphor of *Tamara*—originally a play and now a methodological orientation toward the polyphonic, fragmented nature of storytelling in organizations—by integrating it with two complementary methodologies: **PERVIEW** (Processes of Embodied Restorying with the VIEW framework) and **SEAM** (Socio-Economic Approach to Management). As digital technologies, AI, and hybrid workplaces reconfigure how people experience time, space, and communication, storytelling alone becomes insufficient. The metaphor of "Tamara-Land" is revisited through the lens of **Disney as a living fractal of control narratives and improvisational storywork**. Drawing on recent work in **fractal change management**, **mirror interventions**, and **embodied narrative coaching**, this article proposes a convergence of PERVIEW and SEAM to access not just spoken narratives, but the **subterranean fields of organizational meaning-making**—those shaped by trauma, emotion, energetic resonance, and hidden costs. The result is a transdisciplinary methodology for diagnosing and transforming organizations as multisensory, multiscripted, and multiversal entities.

Keywords

Tamara-Land; storytelling organizations; PERVIEW; SEAM; fractal change management; antenarrative; hidden costs; embodied restorying; energy-based coaching; mirror effect; Disney; organizational dramaturgy

Tamara (aka Tamara-land) has taken on broader implications with the advent of AI and digital revolutions. People are in different rooms, and some are communicating on cell phones and smart watches with people worldwide. Nevertheless, the principle still applies: the meaning derived from storytelling in each room by its inhibitors is a function of each person's respective pathways of arrival. Tamara is more than a metaphor. It is how people navigate meaning because even with digital, you can only be in the room you are in, and much more is going on in so many other rooms, all at once. People are scrambling to keep up with the shifts and reframing of meanings across many simultaneous enactment stages. In a large organization, there is room in buildings across continents in different time zones.
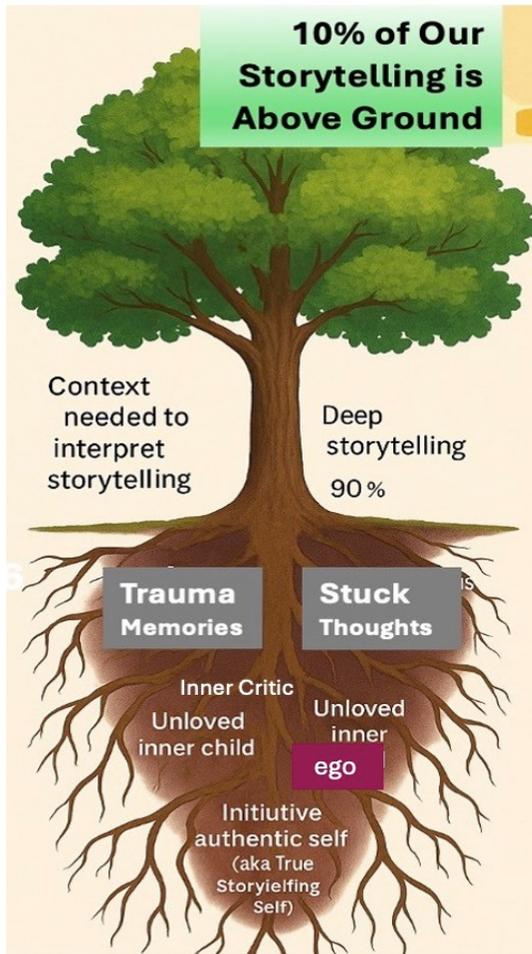
One of the recent revelations is that storytelling is necessary but insufficient for sensemaking and sensegiving. Storytelling is more than sensemaking. We use our five senses to interpret 10% from words, tones, and body language. However, approximately 90% of the meaning of storytelling is subconscious, intertextual, contextual, and intersubjective. For this situation, deeper levels of analysis are needed in our research. Just sorting the words gathered or the body language filmed into categories cannot claim to get to the deeper subterranean meaning in Tamara.

"… 'Storytelling' is necessary but not sufficient to elaborate a relevant representation of the object under study" (H. Savall, Zardet, Bonet, A. Savall, 2024: 2).

Can we help people in organizations achieve an extra layer of storytelling in communication, coordination, and cooperation? Tamara researchers and consultants can help clients to restory and release Trauma and Stuck Thoughts. The purpose can be to reach the root cause, masking the authentic self. The seven steps are called 'PER', Processes of Embodied Restorying' and 'VIEW' (Vibrations of embodiment, Internal stuck stories, emotions and thoughts, Energy metric on scale of 1 to 10, and Waves of collapsing choice).

> "The creation of a symphonic 'storytelling' is born, which will generate an increase in performance. This implies that managers fully assume their role as managers of activities and people, i.e., as conductors, trainers, coaches, and leaders" (IBID. p. 28, emphasis ours).

The *Tamara* metaphor—drawn initially from the play where multiple actors perform simultaneously in different rooms while the audience must choose whom to follow—has evolved from dramaturgy to **organizational ontology**. As I argued in *Stories of the Storytelling Organization*, **Disneyland** is a living example of **Tamara-Land. In this** multi-staged

meaningmaking place, different stakeholders (employees, visitors, characters, executives) navigate parallel yet overlapping story worlds (Boje, 2019). Every room in Disneyland has a script, and guests participate in co-constructing that script while missing out on the dozens of others unfolding elsewhere.

In the digital age, Tamara becomes a metaphor and a **multiversal operating system**.[1] People now live and work in hybrid realms—on Zoom, in Slack, through email, over Teams, and in physical rooms, all at once. Still, the principle remains: *you can only be in the room you are in*, and much more is going on elsewhere. Meaning is fragmented, contingent, and shaped by one's **pathway of arrival** (Boje & Svane, 2015).

Next, application is made to ways to coach and consult changes in Tamara-like organizations.

PERVIEW: Restorying Across the Rooms

The **PERVIEW framework** (Boje & Rosile, 2025)[2] brings a quantum-somatic approach to Tamara in a socioeconomic storytelling methodology. Its **7 Steps**—Characterize, Externalize, Sympathize, Revise, Strategize, Rehistoricize, and Publicize—are guided by the **VIEW protocol**:

Tamara Multiverse

In the Tamara multiverse, rooms splinter and twist,
Stories fragment, fold, by digital streams persist,
Pulsing with SEAM and PERVIEW's refrains,
Energetic embodiments inhabit networks of planes.

Cities sprawl in layers, neon signs bathe in light,
Figures wander through pathways refracting sight,
Cyberspace and real, a convergence of the surreal,
In this fractal Tamara, stories vibrate and reveal

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- • **V**ibrations of embodiment
- • **I**nternal thoughts and emotions
- • **E**nergy metrics (1–10 scale)
- • **W**ave collapses into choice

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[1] Tamara Multiverse, infographic generated by ChatGPT4o Jun 5, 2025
[2] More on the PERVIEW SocioEconomic is available at https://PerView.org

This is especially relevant in Tamara-Land because storytelling does not occur in isolation. It happens within **waves of affect**, **trauma residues**, and **symbolic environments**. Meaning is not

merely encoded in words but also emerges through **energetic resonance**, silence, gesture, tone, and bodily memory.

For instance, in Disney's cast-member training, stories are not simply narrated—they are **choreographed**. What counts as a "good guest interaction" is shaped by scripting, costume, tone, and sequence layers. However, beneath this surface, multiple **unofficial stories** (about burnout, surveillance, or creative resistance) are enacted in what I have called **underground Tamara rooms** (Boje, 2019).

Turning to SEAM is one way to accomplish a more socioeconomic analysis of Tamara-like organizations.

SEAM and the Mirror Stage

The **Socio-Economic Approach to Management (SEAM)** developed by Henri Savall and colleagues (2008) offers a complementary diagnostic and intervention methodology. One of its signature methods is the **Mirror Effect,** where transcripts of organizational discourse are turned into scripts and performed back to leadership teams, surfacing contradictions, hidden costs, and the theater of organizational dysfunction.

In Tamara's research and consulting, Lacan's **mirror stage concept** provides a powerful psychoanalytic parallel to organizational identity formation within fragmented storytelling environments. Just as the infant misrecognizes a unified image of itself and forms the "Ideal-I," organizations in Tamara-land—navigating multiple, simultaneous storytelling rooms—often construct an idealized, cohesive self-image through branding, mission statements, or strategic narratives. However, this wholeness is a fiction, masking the underlying fragmentation of voices, agendas, and energies. The **mirror effect** in SEAM (Socio-Economic Approach to Management) similarly reflects to organizational actors their disparate scripts, inviting a recognition (or misrecognition) of coherence. PERVIEW consulting draws upon this by restorying from beneath the surface narrative, allowing leaders to confront the tension between their "Ideal-Organization"

and employees' lived, polyphonic experiences. In this way, the mirror stage becomes not just a metaphor, but a method, revealing how organizations enter an **Imaginary order** of self-concept while needing dialogic and embodied processes to reconcile the fractured realities within.

In *Theatre of SEAM*, Grace Ann Rosile and I proposed that SEAM is not merely a systemic diagnosis—it is **meta-theatre**. The organization becomes a **stage of staging**, where scenes are rewritten through co-authored restorying and intervention. Importantly, SEAM practitioners measure **hidden costs** in categories such as absenteeism, rework, and lost opportunities—many of which are **narrative**, shaped by silent scripts and fractured communication (Boje & Rosile, 2002).

Fractal Tamara: Between Managerialist Narrative and Living Stories

In *Tamara Land Fractal Change Management*, Boje and Svane (2015) introduce three narrative dynamics that flow through organizational change:

- **Fractal Control Narratives**: repetitive, top-down managerial scripts
- **Polyphonic Living Stories**: spontaneous, context-specific enactments
- **Antenarratives**: pre-narrative possibilities and warnings

These elements resonate with **PERVIEW's seven steps**, particularly in moving from **Characterize (naming the fractal pattern)** to **Publicize (choosing which future version to perform).** We note, "Fractal patterns form and reform through social-material enactment, and change must emerge within those recursive loops" (Boje & Svane, 2015, p. 9).

Disney offers a perfect fractal case. At one level, it is the ultimate **managerialist control narrative**—a perfectly scripted brand experience. However, beneath the surface, **cast members tell polyphonic living stories**, improvise with guests, and form communities of resistance or creativity. These dynamics embody what we call **fractal storytelling fields**.

Conclusion: Tamara Is the Medium, PERVIEW-SEAM Is the Method

In this age of **AI, hybrid work, trauma-informed leadership, and digital overwhelm**, **SEAM and PERVIEW** are essential. SEAM brings **economic rigor and structural feedback**; PERVIEW brings **embodied inquiry and nonlinear transformation**.

Together, they offer consultants, leaders, and change agents a way to:

- See the hidden costs encoded in organizational scripts
- Decode the energies, emotions, and vibrations in each storytelling room
- Restory from the **inside-out**, embracing the polyphonic and the performative

Tamara is no longer just a play or a metaphor. It is a **critical condition** for understanding how meaning, power, trauma, politics, and transformation unfold across a multiverse of stories, rooms, and bodies.

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