



Reworking Authority

Leading and Following in the Post-Modern Organization

Larry Hirschhorn

Reworking Authority Leading And Following In The Post Modern Organization

Alan Goldman



Reworking Authority Leading And Following In The Post Modern Organization:

Reworking Authority Larry Hirschhorn, 1998-09-01 One critical change in how people work argues Larry Hirschhorn is that they are expected to bring more of themselves psychologically to the job To facilitate this change it is necessary to create a new culture of authority one in which superiors acknowledge their dependence on subordinates subordinates can challenge superiors and both are able to show their vulnerability For many companies the past decade has been marked by a sense of turbulence and redefinition The growing role of information technologies and service businesses has prompted companies to reconsider how they are structured and even what business they are in These changes have also affected how people work what skills they need and what kind of careers they expect One critical change in how people work argues Larry Hirschhorn is that they are expected to bring more of themselves psychologically to the job To facilitate this change it is necessary to create a new culture of authority one in which superiors acknowledge their dependence on subordinates subordinates can challenge superiors and both are able to show their vulnerability In the old culture of authority people suppressed disruptive feelings such as envy resentment and fear of dependency But by depersonalizing themselves they became alienated in the process the work of the organization suffered In building a new culture of authority we are challenged to express these feelings without disrupting our work We learn how to bring our feelings to our tasks The first chapters of the book examine the covert processes by which people caught between the old and new culture of authority neither suppress nor express their feelings Feelings are activated but not directed toward useful work The case studies of this process are instructive and moving The book then explores how organizations can create a culture of openness in which people become more psychologically present In part the process entails an understanding of the changes taking place in how we experience our own identity at work and that of others in society at large To do this the book suggests we need a social policy of forgiveness and second chances *Resource-ful Consulting* Karen Izod, Susan Rosina Whittle, 2018-05-11 Consultants and practitioners working with change can feel at a loss as to how to help their clients move forward Organisations get stuck in routine ways even when they have innovations in mind Consultants get stuck in familiar interventions which no longer prove stimulating or effective Such challenges to practice can preoccupy and reinforce these stuck positions Drawing on the authors experiences of working with the professional development of consultants and change agents over many years this book provides an asset based approach to consulting where the resources to work at this stuckness come from the way that we think about and use ourselves our Identity and our Presence The authors propose that developing capacities to recognise and analyse who we bring into our consulting and how we bring ourselves is central to resource ful practice Without a skill ful integration of these resources the potential for change can be compromised In handbook format the book is structured in seven sections Potential Space Identity Presence Role Space Practice Change and Future Developments **Leadership and Groups in Recreational Service** Jay Sanford Shivers, 2001 This text includes the

latest theoretical developments in recreational service Continued experimentation in the field of neuroscience has produced a great deal of rethinking about personal traits and leadership potential in turn providing a detailed explanation of the processes and techniques of leadership as it applies to the field of recreational service The author deals with the functional aspects of leadership by providing numerous examples of how theory has been and should be applied in practical situations

The Oxford Handbook of Organization Theory Haridimos Tsoukas, Christian Knudsen, 2005 2 How has organization theory developed over time and what structure has the field taken What assumptions does knowledge produced in organization theory incorporate and what forms do its knowledge claims take as they are put forward for public adoption 3 How have certain well known controversies in organization theory such as for example the structure agency dilemma the study of organizational culture the different modes of explanation the micro macro controversy and the different explanations produced by organizational economists and sociologists been dealt with 4 How and in what ways is knowledge generated in organization theory related to action What features must organization theory knowledge have in order to be actionable and of relevance to the world out there How have ethical concerns been taken into account in organization theory 5 What is the future of organization theory What direction should the field take What must change in the way research is conducted and key theoretical terms are conceptualized so that organization theory enhances its capacity to generate valid and relevant knowledge

Leadership and Change Management Annabel Beerel, 2009-06-04 Electronic Inspection Copy available for instructors here Recognizing and responding to change is the oxygen of life for an organization and leadership is fundamentally about focusing organizations on these new realities Leadership and Change Management provides the reader with a practical real world understanding of several dimensions of leadership that are usually neglected in management textbooks such as the nature of new realities and how managers can improve their insight into them and how leaders can identify and overcome resistance to change Drawing on a wide range of insightful global real life case studies to capture the imagination the topics covered include critical systems thinking philosophies of leadership group dynamics authority ethics personal character and the psychology of leadership This comprehensive text will be of interest to anyone looking for a more thoughtful engagement with the key issues in leadership and change management *Organizational Routines* Jennifer A.

Howard-Grenville, Claus Rerup, Ann Langley (Professor), Haridimos Tsoukas, 2016 Over the past 15 years organizational routines have been increasingly investigated from a process perspective to challenge the idea that routines are stable entities that are mindlessly enacted A process perspective explores how routines are performed by specific people in specific settings It shows how action improvisation and novelty are part of routine performances It also departs from a view of routines as black boxes that transform inputs into organizational outputs and places attention on the actual actions and patterns that comprise routines Routines are both effortful accomplishments in that it takes effort to perform sustain or change them and emergent accomplishments because sometimes the effort to perform routines leads to unforeseen change While a process

perspective has enabled scholars to open up the black box of routines and explore their actions and patterns in fine grained dynamic ways there is much more work to be done Chapters in this volume make considerable progress through the three main themes expressed across these chapters These are Zooming out to understand routines in larger contexts Zooming in to reveal actor dispositions and skill and Innovation creativity and routines in ambiguous contexts

Family Psychodynamics in Organizational Contexts Steen Visholm, 2021-06-20 This fascinating book shows how an understanding of the psychodynamics of the extended family from parental relations to sibling rivalries can provide insight into many of the key issues faced by organizations today Covering topics such as change management creativity autonomous groups leadership and democracy it shows how deep rooted family dynamics unconsciously frame the way we relate to each other in the workplace and how they can have a profound influence on the broader trajectory of organizations This book features Examples on how to use the extended family as a framework for understanding organizational behaviour A look beyond parental relationships to discuss sibling relationships as well Examples to illustrate key topics of practical relevance to consultants and managers Family Psychodynamics in Organizational Contexts is an important read for students and scholars of organizational psychology organizational studies and psychodynamics as well as consultants and coaches working in organizational contexts

Handbook of Organizational Learning and Knowledge Meinolf Dierkes, 2003 In an era of far reaching changes organizational learning and knowledge creation are high on the agenda of social scientists managers and consultants worldwide as they seek to adapt to new environments The Handbook of Organizational Learning and Knowledge provides a comprehensive overview of how the concept of organizational learning emerged how it has been used and debated and where it may be going It summarizes the state of the art and provides a full account of the diverse approaches themes issues and debates of the field The handbook unites a distinguished team of international authors who examine both the central themes and key emerging issues The coverage extends beyond the American tradition to include the experiences of Europe Asia and the Middle East The book opens with chapters drawing insights from various social science approaches The following sections examine fundamental issues concerning the external triggers factors and conditions agents and processes of organizational learning Subsequent chapters review the subject within a global context looking in particular at processes of interorganizational learning and knowledge transfer The next sections examine the development of learning practices and provide case studies to illustrate organizational learning and knowledge creation The book concludes with an analysis of the state of the art and an agenda for the future This handbook will be an invaluable reference tool for scholars and students in the social sciences as well as for professional involved in organizational development learning and change

Organizational Change and Change Management Dag Ingvar Jacobsen, 2021-04-13 This book explains how change encompasses many different phenomena occurs in a variety of ways and can have widely divergent causes and driving forces It also helps to develop a constructive theory dealing with planned organizational change The book is divided into two main

sections Part 1 discusses how organizations can tackle change actively in order to meet the new challenges they are facing The author provides an analysis model based on four elements driving forces the content and scope of change the process of change and the context of change Part 2 addresses how an organization can implement a planned change Emphasis is placed on how those who are responsible for implementing the change the change agents can apply various change strategies and how planned change processes can be managed The author shows how various change strategies and different ways of managing change can be equally effective but in different situations The book uses an interdisciplinary outlook and it is based on research in the fields of psychology and sociology as well as political science and economics The extensive references to source materials also mean that it is useful for anyone who would like to study organizational change in more depth Dag Ingvar Jacobsen is the author of several books in the fields of organization and management political science and methodology He is co author of the book *Hvordan organisasjoner fungerer* How Organizations Function which is one of the most frequently read books in Scandinavia about organization theory Jacobsen is a professor at the University of Agder and is a very popular speaker

Destructive Leaders and Dysfunctional Organizations Alan Goldman, 2009-12-10 Alan Goldman provides a behind closed doors account of troubled leaders and the effect they have on their organizations Featuring clinical case studies the text explores the damaging effects of destructive leadership on organizations and provides the tools necessary for early recognition assessment and treatment

Essential Ideas For The Reform of American Schools Wayne K. Hoy, Michael DiPaola, 2007-05-01 This book is different than its predecessors in that it identifies and synthesizes twelve key constructs that have important implications for both administrators and researchers these constructs guide administrators engaged in meaningful school improvement efforts and provide researchers an agenda for future study The articles of the book capture decades of theoretical and research work Essential Ideas for the Reform of American Schools identifies and synthesizes key constructs that have important implications for the improvement of schools The articles have been written over a period of several decades and are grounded in theoretical analysis and empirical research Together they form a coherent body of literature for both practitioners interested in improving schools and researchers committed to the study of school effectiveness

An Introduction to Systems Psychodynamics David Lawlor, Mannie Sher, 2021-12-13 This book provides an introduction to systems psychodynamic theory and its application to organisational consultancy research and training outlining systems dynamics methods and their historical and theoretical developments Systems Psychodynamics is an emerging field of social science the boundaries of which are continually being refined and re defined The systems designation refers to open systems concepts that provide the framing perspective for understanding the structural aspects of organisational systems These include its design division of labour levels of authority and reporting relationships the nature of work tasks processes and activities its mission and primary task and the nature and patterning of the organisation s task and sentient boundaries and the transactions across them This book presents a critical appraisal of the systems psychodynamics

paradigm and its application to present day social and organisational difficulties showing how a holistic approach to organisational and social problems can offer a fresh perspective on difficult issues Bringing together the theory and practice of systems psychodynamics for the first time this book provides an examination of the systems psychodynamics paradigm in action This book gives an accessible and thorough guide to understanding and using systems psychodynamic ideas for analysts managers policy makers consultants and researchers in a wide range of professional and clinical settings

Sustainable Leadership Gayle C. Avery, Harald Bergsteiner, 2011 The business case for operating along sustainable principles is becoming very clear Sustainable organizations outperform their peers on many criteria including corporate social responsibility employee satisfaction and surprising for some even financially Sustainable Leadership Honeybee and Locust Approaches presents an evidence based view of how 23 leadership practices facilitate outcomes that go beyond what is commonly referred to as the triple bottom line environmental sustainability corporate social responsibility and financial success The book centers on a powerful metaphor of honeybee and locust behaviors which illustrate two leadership philosophies with very different outcomes for a business and its viability Gathering evidence from scholars combined with observations from successful firms around the world the book presents a bundle of principles behaviors and beliefs that forms a sustainable leadership system This engaging insightful book offers a set of principles that can be adapted in many ways to underpin sustainable leadership in different situations It provides evidence and a rationale for building a business case to change towards more sustainable practices

HR Analytics: Concepts and Applications Anshu Lochab, Punita Duhan & HK Dangi, HR Analytics will serve as a guide to mastering the art and science of data driven human resource management This book transcends traditional HR practices and brings the latest practical tools to the forefront of modern HR strategies This book not only explains the how but also the why behind the latest analytics trends It blends theory with real world applications Each chapter delves deep into critical areas such as talent acquisition employee engagement and decision making enriched with case studies expert interviews and practical exercises The book's user friendly structure ensures that complex concepts are presented in an accessible manner making it an essential resource for both novices and seasoned professionals in the HR domain

Organization in the Mind David Armstrong, 2018-03-08 David Armstrong has been a leading figure internationally in the fields of organizational consultancy and group relations for many years Robert French and Russ Vince have gathered together for the first time his key writings in this area This is essential reading for managers and leaders as well as organizational consultants academics and students of organizations Part of the Tavistock Clinic Series

Being a Systems Psychodynamic Scholar Frans Cilliers, 2019-12-17 This Festschrift has been compiled by Sanchen Henning in honour of the work of Professor Frans Cilliers On behalf of colleagues and friends in South Africa and abroad she illustrates their appreciation and respect for his role as scholar in Systems Psychodynamics He produced various pioneering research projects in Organisational Psychology as his field of study through the Systems Psychodynamic lens A specific

feature and contribution of the book is the application of Systems Psychodynamics to organisational matters and leadership consulting as well as to the lived experiences of postgraduate students and academics The chapters include themes relevant on individual group and organisational levels and are intended to contribute to the body of knowledge in the field

Psychoanalytic Studies of Organizations Burkard Sievers, 2018-04-19 This book samples the groundbreaking work that has been developed over the last twenty five years by psychoanalysts writers and practitioners associated with the International Society for the Psychoanalytic Study of Organizations ISPSO What characterises this collection of original papers is an attempt to look at organizations groups teams and organizational role holders using psychoanalytic systemic and psychodynamic perspectives that collectively eschew superficial linear prescriptive and mechanistic views of both the system and the individual within These papers delivered as presentations to the Society during the Annual Symposia of the ISPSO from its inception in 1983 to date collectively form an important commentary on the changing societal dynamics and current preoccupations facing contemporary organizations their leaders and their workforce As such these papers are representative of many that have contributed to and documented the development of the thought and praxis from a psychoanalytic perspective and systems thinking over the last quarter of century Whilst most of these papers have already been published elsewhere the ISPSO as an organization wished to include them in this volume recognising their lasting influence and legacy as well as their ongoing impact upon the thinking and the practice of its membership and beyond Execute Your Vision Bill

Easum, Scott Musselman, 2016-10-04 Dreams and visions are amazing gifts from God They are at the heart of God s plan for our lives Anyone can have an idea but not everyone will experience that vision come to fruition This book explores how to turn visions into reality in a fast moving world that is changing at an exponential rate A lot of books have been written the past few decades on how to lead in a rapidly changing world So why should you read another one That question deserves an answer This book focuses on the obstacles that keep most leaders from turning their visions into reality In consulting with over 700 churches in the past 25 years one problem clearly stands out above all the rest Pastors find it hard to execute a vision Ideas aren t hard to come by making them happen is another thing altogether This book will note how the Church missed out on prime opportunities during the middle of the 20th century in the United States when our culture went through a significant transition Pastors especially those who are younger would do well to learn from these past lessons and apply that to a similar moment of transition in our contemporary society As you read you will find Reflection Points They will help the you apply the concepts to your situation **Handbook of Research on Knowledge-Intensive Organizations**

Jemielniak, Dariusz, Kociatkiewicz, Jerzy, 2009-03-31 Provides an international collection of studies on knowledge intensive organizations with insight into organizational realities as varied as universities consulting agencies corporations and high tech start ups *Qualitative Methodologies in Organization Studies* Malgorzata Ciesielska, Dariusz Jemielniak, 2017-11-30

This book brings together key theories behind qualitative research whilst drawing attention to novel cutting edge approaches

to data gathering such as visual anthropology and storytelling Offering a comprehensive guide to qualitative analysis this book goes further than examining research methods to open a discussion on the roles of reflexivity imagination emotions and ethics in qualitative research Covering topics such as reflective analysis sociological paradigms action research and organizational ethnography this book is ideal reading for those who wish to address the gap between undergraduate and postgraduate research based edited books and encompasses a wide array of methods Those exploring organization studies will find this two volume collection extremely valuable as it contains robust contributions from highly skilled authors who are actively researching in this field

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