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# **Reasons and Rationalizations**

**The Limits to  
Organizational  
Knowledge**

**CHRIS ARGYRIS**

# Reasons Rationalizations Limits To Organizational Knowledge

**BM King**



## **Reasons Rationalizations Limits To Organizational Knowledge:**

**Reasons and Rationalizations** Chris Argyris, 2004-03-25 What is the purpose of social science and management research Do scholars researchers have a responsibility to generate insights and knowledge that are of practical implementable value and validity We are told we live in turbulent and changing times should this not provide an important opportunity for management researchers to provide understanding and guidance Yet there is widespread concern about the efficacy of much research These are some of the puzzles pressing problems that Chris Argyris addresses in this short book Argyris is one of the best known management scholars in the world a leading light whose work has consistently addressed fundamental organizational questions and who has provided some of the key concepts and building blocks of our understanding of organizational learning single and double learning theory in use and espoused theory etc In this book he questions many of the assumptions of organizational theory and research and his investigation is not confined to academic analysis He also scrutinizes that capacity for unproductive reasoning self deception and rationalization that is common amongst managers consultants and indeed more generally As well as engaging with the work of leading organizational researchers Sennett Gabriel Burgelman Czarniawska Grint for example he also ponders the work of the consultants commentators and accountants who endorsed Enron Throughout his purpose is to affirm the goal and values of useful knowledge His style enquiry is direct but fair challenging if at times uncompromising Drawing on his own wealth of experience of researching and working with organizations this book will be a reference point for all concerned to develop useful knowledge and confront the defences and deceptions that are only too commonplace in the business and academic worlds

**Organizational Dynamics of Technology-Based Innovation: Diversifying the Research Agenda** Tom McMaster, David Wastell, Elaine Ferneley, Janice I. DeGross, 2007-08-08 This volume presents papers from the 10th Working Conference of the IFIP WG 8.6 on the adoption and diffusion of information systems and technologies It explores the dynamics of how some technological innovation efforts succeed while others fail The book looks to expand the research agenda paying special attention to the areas of theoretical perspectives methodologies and organizational sectors **ASTD**

**Handbook for Workplace Learning Professionals** Elaine Biech, 2008-05-01 Here's the must have reference book for anyone involved in training human resources development and workplace learning Published by the most trusted name in the industry The ASTD Handbook for Workplace Learning Professionals is a required tool for all learning professionals This practical go to resource is a new contribution to the field comprising 50 chapters each authored by renowned industry practitioners The handbook offers the most up to date methodologies and practices covering the entire range of the training and development profession and also includes valuable worksheets and tools on a companion CD ROM Reason's Neglect Barbara Townley, 2008-07-24 Reason's Neglect does three things First it argues that rationality is a leitmotif of organization studies one that has often been neglected Second it deploys Foucault's work to uncover neglected approaches to

understanding rationality In doing this it allows for a revised exploration of key subjects in organization studies bureaucracy technology culture practice etc and organization theory itself Finally the book presents an example of new rational management techniques being introduced in an organization and by allowing individuals to speak for themselves examines how they respond to these innovations and how they make sense of them **BOOK JACKET**      **Advances in Library**

**Administration and Organization** Edward D. Garten, Delmus E. Williams, James M. Nyce, Janine Golden, 2008-05-19 A collection of essays designed to challenge working administrators and researchers to look more closely at their operations and consider again how they develop people and the organizations in which they work      **Practicing Organization**

**Development** William J. Rothwell, Jacqueline M. Stavros, Roland L. Sullivan, Arielle Sullivan, 2009-10-09 Completely revised this new edition of the classic book offers contributions from experts in the field Warner Burke David Campbell Chris Worley David Jamieson Kim Cameron Michael Beer Edgar Schein Gibb Dyer and Margaret Wheatley and provides a road map through each episode of change facilitation This updated edition features new chapters on positive change leadership transformation sustainability and globalization In addition it includes exhibits activities instruments and case studies supplemental materials on accompanying Website This resource is written for OD practitioners consultants and scholars

Leadership, Organizational Change and Sensemaking Ronald Skea, 2021-06-03 Organizational change literature often focuses on the leaders role in giving sense to others of the need for change and there is a plethora of models and recipes on how to influence employees thinking about change organizational design and performance Notwithstanding this ready supply of advice research has shown that up to 90% of change programs fail to deliver their expected outcomes One of the reasons for this which has been neglected in the literature is that successful change in thinking starts with how leaders first make sense of the need for change and the challenges this poses to their own thinking This book surfaces the elements behind leader sensemaking that add to or detract from their ability to critically question their current thinking Leaders and interventionists have lacked practical and pragmatic advice on how to influence the process This book is the culmination of 10 years of research spent working with leaders in organizations as they interpreted the need for change and made choices about engaging or not with transformational change methodologies It reveals nine elements of sensemaking displayed by organizational leaders as they grapple with challenges to their current orthodoxies about how to lead and organize in times of change The book shows the latest state of knowledge on the topic and will be of interest to researchers academics practitioners and students in the fields of leadership change and organisational development      *Handbook of Obesity*

*Prevention* Shiriki Kumanyika, Ross Brownson, 2007-09-23 Comprehensive in scope and meticulously researched Handbook of Obesity Prevention analyzes the intricate causes of this public health crisis and sets out concrete multilevel strategies for meeting it head on This innovative handbook starts by clearly defining obesity in clinical epidemiologic and financial terms From there expert contributors provide insights on current issues methods and controversies in the field focusing on new

opportunities for prevention successful interventions and initiatives and guidelines for planning and implementing programs and evaluating results This systematic approach to large scale social and policy change gives all parties involved from individual practitioners to multinational corporations the tools to set and attain realistic goals based on solid evidence and best practice in public health

**The Power of Paradox** Nina Rosoff, 2012-05-23 Leaders actions can have consequences opposite to those they intend These unintentional results are difficult to detect understand and change Consequently leaders actions tend to persist resulting in further unexpected outcomes This can create a vicious cycle of leadership failure With all their best efforts strategic financial scenario human capital and operational plans in place they fail Unaware they self sabotage and sabotage others again the result is unintended consequences no matter how hard they try This book gives a glimpse into why and how this happens and what to do about it Understanding the Power of Paradox can empower leaders in uncertain times Paradox reveals uncertainty giving leaders room to breathe and time to think better able to deal with ambiguity and manage complexity no longer stymied Learning to think differently and behave with capabilities you already have more resilient adaptive and flexible leaders execute conscious actions effectively inspire and empower others creating the consequences they intend successful Protean Leaders

**The Quest for Professionalism** Georges Romme, 2016 Early pioneers in management thinking such as Henri Fayol and Peter Drucker conceived of management as a science based professional activity that serves the greater good Today however many organizations are managed by people demonstrating anything but professionalism resulting in mismanagement of risks as well as a one dimensional focus on short term results The key thesis in this book is that The Quest for Professionalism must be revitalized because the societal costs and damage caused by managerial amateurism are huge The book is about how to address this grand challenge for example by exploring whether and how a shared professional purpose and a professional body of knowledge can be developed While most work in this area has previously focused on management education The Quest for Professionalism adopts an inside out approach implying management scholarship is the driving force behind any intrinsic transformation of the profession at large Without management scholars playing an active role in advancing science based professionalism in the mould of engineering and medicine any attempt to professionalize management practice is doomed to fail Moreover Georges Romme demonstrates the professionalization quest has to move away from the idea of management being confined to a few people at the top toward management as a technology for distributing power and leadership throughout the organization

*Research Anthology on Adult Education and the Development of Lifelong Learners* Management Association, Information Resources, 2021-03-19 Whether it is earning a GED a particular skill or technical topic for a career taking classes of interest or even returning to begin a degree program or completing it adult learning encompasses those beyond the traditional university age seeking out education This type of education could be considered non traditional as it goes beyond the typical educational path and develops learners that are self initiated and focused on personal development in the form of gaining some sort of education

Essentially it is a voluntary choice of learning throughout life for personal and professional development. While there is often a large focus towards K 12 and higher education it is important that research also focuses on the developing trends, technologies and techniques for providing adult education along with understanding lifelong learners' choices, developments and needs. The Research Anthology on Adult Education and the Development of Lifelong Learners focuses specifically on adult education and the best practices, services and educational environments and methods for both the teaching and learning of adults. This spans further into the understanding of what it means to be a lifelong learner and how to develop adults who want to voluntarily contribute to their own development by enhancing their education level or knowledge of certain topics. This book is essential for teachers and professors, course instructors, business professionals, school administrators, practitioners, researchers, academicians and students interested in the latest advancements in adult education and lifelong learning.

**Handbook of Research on Innovative Techniques, Trends, and Analysis for Optimized Research Methods** Wang, Viktor, Reio Jr., Thomas G., 2017-12-30. Information acquisition and management has always had a profound impact on societal and organizational progression. This is due to higher education programs continuously expanding, students and academics being engaged in modern research and the constant evaluating of current processes in education for optimization for the future. The Handbook of Research on Innovative Techniques, Trends and Analysis for Optimized Research Methods is a comprehensive reference source focused on the latest research methods currently facing educational technology and learners. While highlighting the innovative trends and methods, readers will learn valuable ways to conduct research and advance the understanding of ideas based on the results of their research. This publication is an important asset for teachers, researchers, practitioners and graduate students looking to gain more knowledge on research trends and their applications.

**Reinventing Organization Development** David L. Bradford, W. Warner Burke, 2005-09-01. Praise for Reinventing Organization Development: A hard hitting yet hopeful look at a field concerned with renewal that is in need of renewal itself. This book is full of intelligent questions, provocative appraisals and prescriptions for action that they serve. Rosabeth Moss Kanter, chaired professor Harvard Business School, author Confidence: How Winning Streaks and Losing Streaks Begin and End. Wise, invaluable advice that the field and its practitioners should heed if the field of OD is to take its rightful place as an applied behavioral science that can make a difference in the economic and human affairs of organizations. Michael Beer, professor emeritus Harvard Business School, chairman Center for Organizational Fitness. Few disciplines in decline have subjected themselves to so profound a self evaluation. It should lead to a rejuvenation of the field. Whether or not it does, there is a great deal to learn here about organizations and relevant professional practice. Russell Ackoff, professor emeritus Wharton School University of Pennsylvania. Two of the leaders of the field of OD have collaborated to present us with a compelling and controversial state of the art. Len Schlesinger, vice chairman and chief operating officer Limited Brands. The book challenges OD consultants to think broadly about their organizational roles and to assert their rightful place.

in organizations Jean M Bartunek Robert A and Evelyn J Ferris Chair Professor of Organization Studies Boston College

**Managerial Dilemmas** John Storey, Graeme Salaman, 2010-02-18 In the midst of the most severe recession for 80 years there is little need to argue that organizations are beset by dilemmas and paradoxes Confidence in prevailing business models and in the underlying assumptions underpinning business decisions over many decades has now been shaken But it is not enough to rail against arrogance and greed Within their own flawed assumptions bankers and corporate leaders were acting rationally A major reason for the failure to anticipate and warn is that observers of organizations usually tend to view organizations in terms similar to those employed by the people who run them as rational sensible and objective whereas in fact they are usually confused and confusing paradoxical and contradictory entities Paradox is at the heart of how organizations work or don't work yet the phenomenon has been strangely unstudied In an age of crisis and uncertainty dilemmas and paradoxes are especially evident and prevalent The fascination and the promise of paradox is that there is also a sense that there is a hidden truth entwined within the opposites This we contend is a challenge for leaders The ultimate responsibility of leadership is to make sense of these and to handle them in a competent manner This demands a new mode of leadership The management of dilemma and paradox it is contended the essence of leadership today Paradoxical forces provide a dynamism which although often experienced as potentially threatening discomfiting and negative can also be exciting promising and positive The assumption that organizations are rational entities is challenged every day in the work environment by a rich reality of asymmetries between conflicting forces complexity hidden intentions and paradoxes Anyone wanting to understand the real forces that govern organizations should read this book A must read for modern leaders who have the intellectual honesty to lead organisations with open eyes and not with the over simplifications and clichés of the past Giovanni Ghisetti Director Business Transformation Coca Cola Enterprises Europe Storey and Salaman's description of the paradoxes which characterise leadership today is hauntingly accurate Their intelligent optimism that those dilemmas can be met is as encouraging as it is challenging for those of us who have to do just that Having read the insights in this book I now understand how their business advice was always so pertinent Andy Street Managing Director of John Lewis

**The New Natural Resource** Hans Christian Garmann Johnsen, 2016-03-03 Increasingly in the public discourse there are references to the knowledge economy knowledge society knowledge workers and knowledge organisations The argument is that knowledge is becoming the main economic resource replacing the natural resources that drove the industrial revolution The new knowledge economy is driven by knowledge development innovation and highly skilled employees Increasing investment in higher education and in universities is in line with this strategy and understanding In an earlier book Creating Collaborative Advantage edited with Richard Ennals Professor Hans Christian Garmann Johnsen argued that it is knowledge that links social and economic processes He believes that what is missing in the current discussion on innovation is a conceptualisation of exactly what knowledge is In The New Natural Resource he digs deeper into what it is and how it

develops and subsequently leads to widespread change The author argues that knowledge is inherently a social phenomenon That is why social processes are closely linked to economic development and why this relationship becomes even more apparent in the new knowledge economy Knowledge is not an objective entity established once and for all Knowledge development is interrelated with values norms perceptions and interpretations We need to know what the mechanisms are by which knowledge becomes legitimate true and relevant The New Natural Resource Professor Hans Christian Garmann Johnsen,2014-06-28 Increasingly in the public discourse there are references to the knowledge economy knowledge society knowledge workers and knowledge organisations The argument is that knowledge is becoming the main economic resource replacing the natural resources that drove the industrial revolution The new knowledge economy is driven by knowledge development innovation and highly skilled employees Increasing investment in higher education and in universities is in line with this strategy and understanding In an earlier book *Creating Collaborative Advantage* edited with Richard Ennals Professor Hans Christian Garmann Johnsen argued that it is knowledge that links social and economic processes He believes that what is missing in the current discussion on innovation is a conceptualisation of exactly what knowledge is In *The New Natural Resource* he digs deeper into what it is and how it develops and subsequently leads to widespread change The author argues that knowledge is inherently a social phenomenon That is why social processes are closely linked to economic development and why this relationship becomes even more apparent in the new knowledge economy Knowledge is not an objective entity established once and for all Knowledge development is interrelated with values norms perceptions and interpretations We need to know what the mechanisms are by which knowledge becomes legitimate true and relevant

**Great Minds in Management** Ken G. Smith,Michael A. Hitt,2005-09-22 In *Great Minds in Management* Ken G Smith and Michael A Hitt have brought together some of the most influential and original thinkers in management Their contributions to this volume not only outline their landmark contributions to management theory but also reflect on the process of theory development presenting their own personal accounts of the gestation of these theories The result is not only an ambitious and original panorama of the key ideas in management theory presented by their originators but also a unique collection of reflections on the process of theory development an area which to date little has been written about by those who have actually had experience of building theory In their concluding chapter Ken G Smith and Michael A Hitt draw together some common themes about the development of management theory over the last half a century and suggest some of the conclusions to be drawn about how theory comes into being **How Healthy Is Your Organization?** Imre Lövey,Eszter Erdélyi,Manohar Nadkarni,2007-07-30 In today s stressful work environment organizations can be crippled not only by product failures or dramatic market shifts but by internal demons Typical symptoms of corporate dis ease include distrust lack of communication territoriality and other negative qualities that fester below the surface and ultimately sap the organization s vitality But according to these experts in organizational dynamics it doesn t have to be that way In truly strong



organizations employees experience joy in performing their tasks and give their utmost to add value and help achieve organizational goals This provocative book featuring over fifty case studies shows how organizations can uncover problems in the corporate culture root them out and prosper As the authors argue sustainable profitability over the long term is a function of achieving a balance among financial objectives customer demands and employee needs Through numerous examples case studies and diagnostic exercises the authors show managers and employees as well as students and researchers of organizational behavior how to identify the sources of organizational disease and focus on promoting a positive inclusive culture The end result Profitability better employee retention and a company that s fun to work for

*Organizational Learning and Knowledge: Concepts, Methodologies, Tools and Applications* Management Association, Information Resources, 2011-07-31 *Organizational Learning and Knowledge Concepts Methodologies Tools and Applications* demonstrates exhaustively the many applications issues and techniques applied to the science of recording categorizing using and learning from the experiences and expertise acquired by the modern organization A much needed collection this multi volume reference presents the theoretical foundations research results practical case studies and future trends to both inform the decisions facing today s organizations and the establish fruitful organizational practices for the future Practitioners researchers and academics involved in leading organizations of all types will find useful grounded resources for navigating the ever changing organizational landscape **Participatory Research in Palliative Care** J. M. Hockley, Jo Hockley, Katherine Froggatt, Katharina Heimerl, 2013 *Participatory Research in Palliative Care* discusses participatory research methods within the discipline of palliative care Providing an overview of the action research methods it uses exemplars from studies within palliative care as well as discusses the prominent issues currently faced in this methodology from a global perspective

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