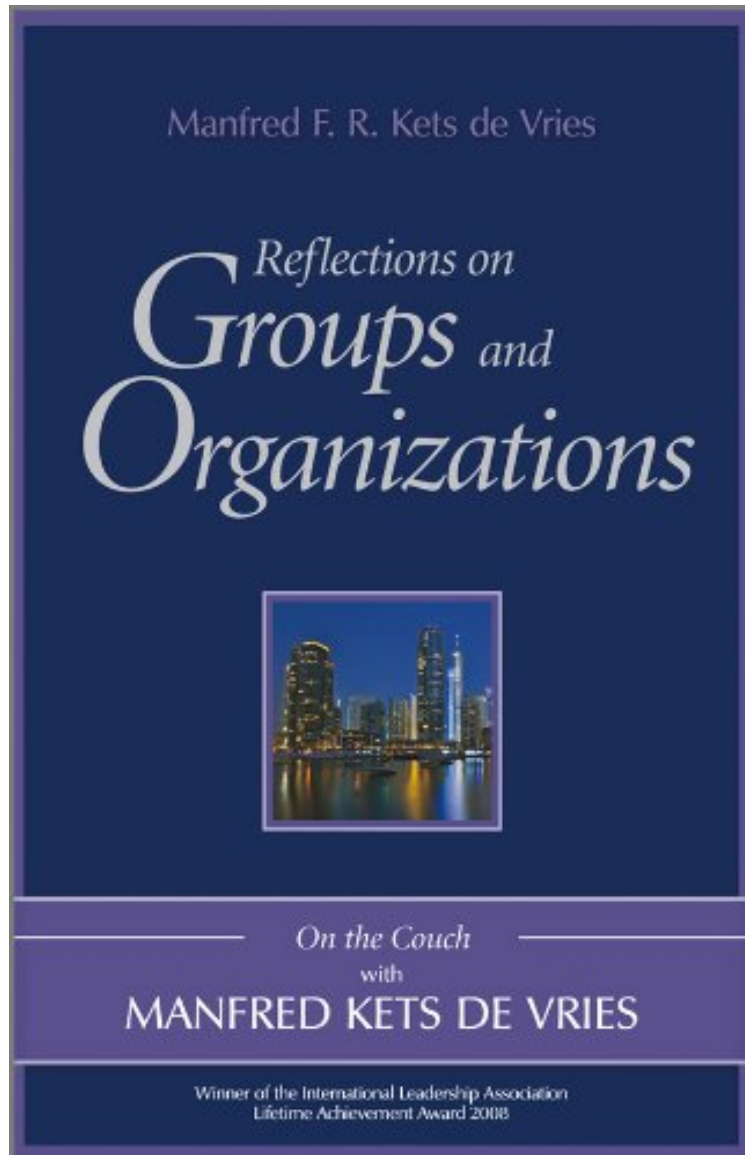


Reflections on Groups and Organizations: On the Couch With Manfred Kets de Vries

Manfred F. R. Kets de Vries
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Manfred F. R. Kets de Vries : Reflections on Groups and Organizations: On the Couch With Manfred Kets de Vries before purchasing it in order to gage whether or not it would be worth my time, and all praised Reflections on Groups and Organizations: On the Couch With Manfred Kets de Vries:

Reflections on Groups and Organizations is the third and final book in the On the Couch with Manfred Kets de Vries series. Broadening the Kets De Vries canvas, this book examines concepts of organizational health, performance, and change. Material ranges from studies of high performance teams ndash; based on time the author spent with the pygmies of central Africa ndash; to the study of organizational stars, to the use of coaching interventions to improve personal and organizational functioning. Kets de Vries looks at the interpersonal and group processes that determine how organizations work within specific contexts, including family firms. He studies dysfunctional leader-follower relationships, downsizing, and organizational transformation. Kets de Vries also introduces his concept of the "authentizotic" organization ndash; a pleasant, healthy, well-functioning workplace.

From the Inside Flap Striving for the authentizotic organization In this series Manfred Kets de Vries ndash; failed engineer, entrepreneur manqueacute;, reluctant economist, international management guru, psychoanalyst, professor of leadership, wit, and outdoorsman ndash; offers an overview of his work spanning four decades, a period in which he has established himself as the leading figure in the clinical study of leadership and organizations. At a key point in his career, working as he puts it, "in the twilight zone of economics, management, and psychoanalysis," he decided to strike out on a little-trodden path and "bring the person back into the organization." Today Kets de Vries occupies a unique position in the academic business world, putting leaders and companies on the couch and working at the often intimate interface between the inner theater of the individual and the outer world of the organization. The third book in this series, Reflections on Groups and Organizations, broadens Kets de Vries's canvas and examines concepts of organizational health, performance, and change. Material ranges from studies of high-performance teams ndash; based on time the author spent with the pygmies of central Africa ndash; to the study of organizational stars, to the use of coaching interventions to improve personal and organizational functioning. Reflections on Groups and Organizations looks at the interpersonal and group processes that determine how organizations work within specific contexts, including family firms. It includes studies on dysfunctional leader-follower relationships, downsizing, and organizational transformation. Kets de Vries introduces his concept of the authentizotic organization ndash; a creative, healthy, well-functioning workplace that offers fun and meaning to its members. "A mischievous smile hellip; quietly provoking thoughtful introspection through minimalistic articulation." ndash; Anand Sen, Vice President, Tata Steel TQM Shared Services From the Back Cover "This book shows a master at work: Kets de Vries approaches organizations like an Eskimo approaches snow ndash; with a sixth sense for the subtle differences, hidden dangers, and surprising opportunities. His writing is lucid and his examples very much to the point. This book brings together in one place the fruits of his vast experiences, and every executive will find at least one chapter that speaks directly to the challenges he or she faces this week." ndash; Professor Jonathan Gosling, Director of the Centre for Leadership Studies University of Exeter. "Manfred Kets de Vries is an extraordinarily sharp analyst. Putting his finger on exactly the core problems of an organization or team, Kets de Vries illustrates that what happens to one in life is in the end subject to explained processes, which often come from human behavior, and can therefore be influenced. Leaders wrestle with core human questions as well as core human characteristics and values that have a much larger influence on behavior and business decisions that we are often willing to rationalize. By combining psychoanalysis with a deep and broad practical experience, as well as a continuous focus on the purpose of life, he creates a holistic approach to the human factors and characteristics that drive business processes." ndash; Toine Knipping, Founder CEO, Amicorp Group "Important reading for leaders and managers entrusted with creating organizations, Manfred's uncanny insight into the murky unconscious processes affecting the psyche of leaders, coupled with his anecdotal writing style, makes this a very potent book for individuals seeking self-improvement or those wishing to bring about organizational change." ndash; Robert Geneid, Property Developer, Malaysia "Over more than 30 years, Manfred Kets de Vries has become one of the most renowned management experts of this era. This book brings together four decades of the author's research and expertise in not one perfectly readable summary. If you buy only one book about this subject, this should be the one." ndash; Reneacute; Warmerdam, Managing Director, Speakers Academy--Bringing Knowledge to the World "Manfred Kets de Vries has written a splendid and pragmatic book illuminating how concealed individual and group dynamics impact business plans, decisions, and implementation. In his jargon-free and lucid style, Kets de Vries focuses on group dynamics as they play out and compromise leadership behavior and organizational change. He then details how leaders at all levels of the organization can identify and address these covert issues in the service of developing an 'authentizotic' organization ndash; healthy, nimble, robust, and profitable. An invaluable approach to how they and their organizations can succeed in today's highly competitive and tumultuous business world." ndash; Adjunct Associate Professor Howard E. Book, University of Toronto, Department of Psychiatry "This book is not good or bad management practices. Yet, Manfred de Vries unveils a deep understanding of leadership behaviors that make organizations either unhappy or creative and adaptive workplace. He explains in simple words how leaders can amplify or solve many organizational dramas. This book serves as an essential and exceptional guide to 'authentizotic' management practices that go beyond the quick fix." ndash; Alain Noeuml;l, Professor of Strategy and International Business, HEC Montreal "Too often organizations are described through charts and job titles. Manfred Kets de Vries looks at organizations as a networks of individuals and the importance of trust, common shared

goals, and a sense of mutuality for the creation of a thriving organization. This book should be read by leaders who want to lead their organizations better." —Rolf Addon, CEO Founder Abdon Mills

About the Author

Manfred Kets de Vries brings a much-needed fresh perspective to the subjects of leadership and change, drawing on his knowledge of economics, management, psychology and psychoanalysis. He is Clinical Professor of Leadership at INSEAD where he holds the Raoul de Vitry de Vaucourt Chair of Leadership Development. He is also a Visiting Distinguished Professor at the European School of Management and Technology, (ESMT), Berlin. In addition, he has held professorships at McGill University, the Ecole des Hautes Etudes Commerciales in Montreal, and Harvard Business School, and has lectured at management institutions all over the world. He is the author, co-author, or editor of more than 35 books, including *The Leader on the Couch* and *Family Business on the Couch*, and over 300 articles and papers. *The Financial Times*, *Le Capital*, *Wirtschaftwoche*, and *The Economist* have judged Manfred Kets de Vries one of the world's leading thinkers on leadership. In 2008, he was honored with the Lifetime Achievement Award from the International Leadership Association as a "founding professional of the development of leadership as a field and as a discipline." Previously, in 2005, he was the first non-American recipient of the ILA Leadership Award for his "contributions to the classroom and the boardroom." In 2010, the Dutch Psychoanalytic Institute presented Manfred Kets de Vries with the Freud Memorial Award in acknowledgment of his exceptional work on the interface between psychoanalysis and organizations.