



## ***Recommended Books:***

### ***Exploring the Psychodynamics of Organizational Systems***

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The literature on the psychodynamics of systems, and leadership and facilitation approaches informed by that perspective, is not easily accessible to most people. In this document I've reproduced descriptions of some books that might be useful and that are available on Amazon.

**The primary organization and website for relevant information is the International Society for the Psychoanalytic Study of Organizations ([www.ispsso.org](http://www.ispsso.org)).**

None of the books in the following listing specifically addresses the dynamics of faith-based organizations. For customized learning opportunities that apply the psychodynamic perspective to faith based settings, I offer Master Seminars for Advanced Professional Development for Leaders and Facilitators of Faith Based Organizations at Cranaleith Spiritual Center in Philadelphia. (<http://www.cranaleith.org/work-spirit-series-2/> )

#### **Contact Information**

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# **The Workplace Within: Psychodynamics of Organizational Life**

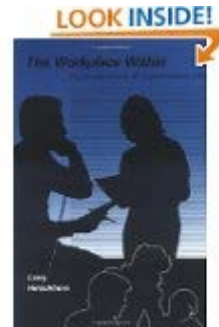
[Paperback]

Larry Hirschhorn (Author)

## **Book Description**

Publication Date: **January 24, 1990** | ISBN-10: **0262581019** | ISBN-13: **978-0262581011**

In this revealing study, Larry Hirschhorn examines the rituals, or social defenses, organizations develop to cope with change. Using extended case studies from offices, factories, and social services, he describes why these often irrational practices that fragment and injure individuals within the workplace exist, how they operate, and how they can be reshaped to enhance people's work experience. Larry Hirschhorn is a founder and partner at CFAR, the Center for Applied Research in Philadelphia.



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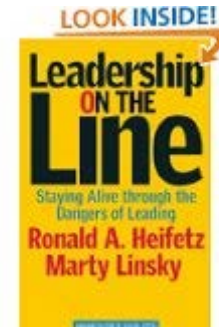
## **Leadership on the Line: Staying Alive through the Dangers of Leading** [Hardcover]

Martin Linsky (Author), Ronald A. Heifetz (Author)

### **Book Description**

Publication Date: **April 18, 2002**

To lead is to live dangerously. It's romantic and exciting to think of leadership as all inspiration, decisive action, and rich rewards, but leading requires taking risks that can jeopardize your career and your personal life. It requires putting yourself on the line, disturbing the status quo, and surfacing hidden conflict. And when people resist and push back, there's a strong temptation to play it safe. Those who choose to lead plunge in, take the risks, and sometimes get burned. But it doesn't have to be that way say renowned leadership authorities Ronald Heifetz and Marty Linsky. In *Leadership on the Line*, they show how it's possible to make a difference without getting "taken out" or pushed aside. They present everyday tools that give equal weight to the dangerous work of leading change and the critical importance of personal survival. Through vivid stories from all walks of life, the authors present straightforward strategies for navigating the perilous straits of leadership. Whether parent or politician, CEO or community activist, this practical book shows how you can exercise leadership and survive and thrive to enjoy the fruits of your labor.



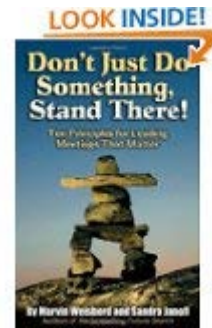
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**Don't Just Do Something, Stand There!: Ten Principles for Leading Meetings That Matter** [Paperback]

Marvin Weisbord (Author), Sandra Janoff (Author), Jack MacNeish (Illustrator)

**Book Description**

Publication Date: **July 16, 2007** | ISBN-10: **1576754251** | ISBN-13: **978-1576754252** | Edition: **1**



Most people think meetings are all too often a waste of time. But Weisbord and Janoff say that's only because of the way most meetings are run. In this book they offer ten principles that will allow you to get more done in meetings by doing less. The key is knowing what you can and can't control. You can't control people's motives, behavior, or attitudes. That's one area where most meeting leaders' attempts to "do something" actually end up doing nothing at all. But you can control the conditions under which people interact, and you can control your own reactions. Based on over 30 years of experience and extensive research, the authors show exactly how to establish a meeting structure that will create conditions for success, efficiency, and productivity. And, equally important, they offer advice for making sure your own emotions don't get in the way; for knowing when to "just stand there" rather than intervene inappropriately, unproductively, or futilely.

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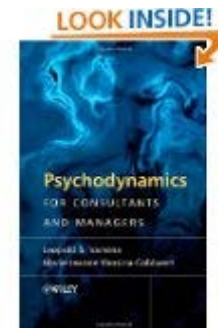
## **Psychodynamics for Consultants and Managers** [Hardcover]

Leopold S. Vansina (Author), Marie-Jeanne Vansina-Cobbaert (Author)

### **Book Description**

Publication Date: **November 3, 2008** | ISBN-10: **0470779314** | ISBN-13: **978-0470779316** | Edition: **1**

This book explores the ways in which psychoanalytic thinking can be more extensively and effectively used to the benefit of organizations and groups. It provides future and practicing consultants and managers with an understanding of unconscious and non-conscious behaviour in order for them to create the appropriate conditions for change in organizations. It explains psychodynamic concepts and working principles in an accessible language and clearly describes their use in consulting and management practices using case studies. Case studies and examples are included throughout, and a glossary is provided.



*MG Note: This is a professional text – expensive and comprehensive, for the serious reader in the field.*

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## **The Unconscious at Work: Individual and Organizational Stress in the Human Services**[Paperback]

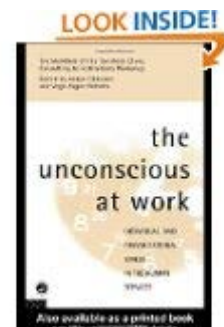
Anton Obholzer (Editor), Dr Vega Zagier Roberts (Editor), and Members of the Tavistock Clinic 'Consulting to Institutions' Workshop(Editor)

### **Book Description**

Publication Date: **October 3, 1994** | ISBN-10: **0415102065** | ISBN-13: **978-0415102063** | Edition: **First Edition**

Working in the human services has always been stressful, and the current massive changes in the organization of these services, together with dwindling resources and ever greater demands for cost effectiveness, add to the stresses inherent in the work. Even in the best run and best resourced organizations there are pockets of irrationality where unconscious institutional processes undermine both effectiveness and morale.

The contributors to this book use ideas drawn from psychoanalysis, open systems theory, Bion's work with groups, and group relations training to explore the difficulties experienced by managers and staff in a wide range of care settings. Each concept is illustrated with examples from practice to make it recognizable and useful to the reader. Each chapter develops a theme relating to work with a particular client group or setting (including hospitals, schools, day centres, residential units, community services and many others), or explores aspects of work organization (for example, the supervisory relationship, facing cuts and closure, or intergroup collaboration). By describing both the difficulties and their own feelings and thoughts while consulting to these institutions, the authors offer the reader new ways of looking at their own experiences at work which will be both enlightening and helpful.



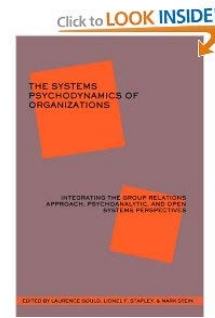
## **The Systems Psychodynamics of Organizations** [Paperback]

Laurence J. Gould (Editor), Mark Stein (Editor), Lionel F. Stapley (Editor)

### **Book Description**

Publication Date: **December 2006**

This authoritative source book on the learning and creative application of the systems psychodynamic perspective defines the field, presenting the key concepts, models, and social methodologies that derive from it, together with their theoretical and conceptual underpinnings in psychoanalysis, group relations and open systems theory.



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## **Leadership Without Easy Answers** [Hardcover]

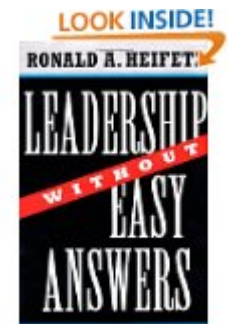
Ronald Heifetz (Author)

### **Book Description**

Publication Date: **July 22, 1998** | ISBN-10: **0674518586** | ISBN-13: **978-0674518582** | Edition: **1**

The economy uncertain, education in decline, cities under siege, crime and poverty spiraling upward, international relations roiling: we look to leaders for solutions, and when they don't deliver, we simply add their failure to our list of woes. In doing so, we do them and ourselves a grave disservice. We are indeed facing an unprecedented crisis of leadership, Ronald Heifetz avows, but it stems as much from our demands and expectations as from any leader's inability to meet them. His book gets at both of these problems, offering a practical approach to leadership for those who lead as well as those who look to them for answers. Fitting the theory and practice of leadership to our extraordinary times, the book promotes a new social contract, a revitalization of our civic life just when we most need it.

Drawing on a dozen years of research among managers, officers, and politicians in the public realm and the private sector, among the nonprofits, and in teaching, Heifetz presents clear, concrete prescriptions for anyone who needs to take the lead in almost any situation, under almost any organizational conditions, no matter who is in charge. His strategy applies not only to people at the top but also to those who must lead without authority--activists as well as presidents, managers as well as workers on the front line.



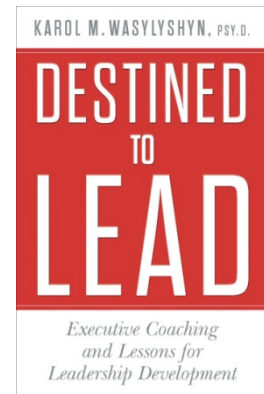
## **Destined to Lead: Executive Coaching and Lessons for Leadership Development**

**Hardcover – August 26, 2014**

by [Karol M. Wasylyshyn](#) (Author)

**Publisher:** Palgrave Macmillan (August 26, 2014)

ISBN-13: 978-1137357762 ISBN-10: 1137357762



This is a must read for anyone interested or involved in understanding leadership and leadership behavior as well as innovative practices in executive coaching and developing effective leaders. Destined to Lead is a compendium of detailed case studies which concisely and thoroughly documents Karol's innovative coaching methodologies as well as the developmental journeys of Karol's executive clients. Most interestingly and revealing are the candid reflections of client executives about their own transformational growth through the coaching process and beyond as they became more effective leaders.

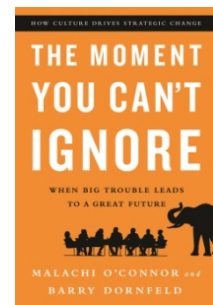
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## **The Moment You Can't Ignore: When Big Trouble Leads to a Great Future**

[Malachi O'Connor](#) (Author), [Barry Dornfeld](#) (Author)

**Publisher:** PublicAffairs (October 7, 2014)

O'Connor and Dornfeld's book provides a treatment of the topic of culture that is head and shoulders above the norm in the organizational behavior literature -- at once both more nuanced and also more clear, presented in a way that is intimately integrated with organizational and business dynamics and real stories. The whole notion of culture is more often presented as an isolated and slightly mystifying "afterthought". The accessible and smart writing is very helpful to the consulting practitioner -- and presumably to leaders -- and the book is a very interesting read. It really opens the black box of the consulting relationship with candor and generosity. (MGuerin review of book, posted to Amazon)

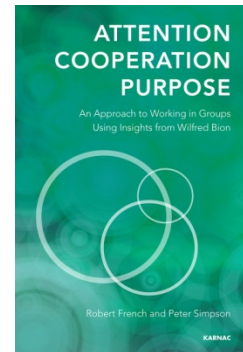


**Attention, Cooperation, Purpose: An Approach to Working in Groups  
Using Insights from Wilfred Bion**

Paperback

by [Robert French](#) (Author), [Peter Simpson](#) (Author)

ISBN-13: 978-1782201311 ISBN-10: 1782201319



This is a wonderful introduction to Bion's work on group dynamics. The book's prose has the merit of transparency and directness, and its purpose is eminently practical: to help individuals in a wide range of settings become more effective in groups, and to help work groups become more effective.

Review by Larry Hirschhorn, author of *The Workplace Within*, *Reworking Authority*, and *Managing in the New Team Environment*