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A new member of the renowned PH OD Series! The latest addition to the author's well-loved set of process consultation books, this new volume builds on the content of the two that precede it while expanding to explore the critical area of the helping relationship. Process Consultation Revisited focuses on the interaction between a consultant and client, and explains how to achieve a healthy helping relationship. Whether the advisor is an OD consultant, therapist, social worker, manager, parent, or friend, the dynamics between advisor and advisee can be difficult to understand and manage. Schein creates a general theory and methodology of helping that will enable a diverse group of readers to navigate the helping process successfully.

A member of the PH OD Series! Volume II clarifies the concept of process consultation as a viable model of how to work with human systems as defined in the previous volume, Process Consultation: Its Role in Organization Development (19 69), and introduces modifications and new ideas that elaborate on and have evolved beyond the material in the first volume. Included are such topics as cultural rules of interaction; initiating and managing change; intervention strategy; tactics and style; and emerging issues in process consultation.

Consulting in Complex and Changing Times Organizations face challenges today that are too messy and complicated for consultants to simply play doctor: run a few tests, offer a neat diagnosis of the "problem," and recommend a solution. Edgar Schein argues that consultants have to jettison the old idea of professional distance and work with their clients in a more personal way, emphasizing authentic openness, curiosity, and humility. Schein draws deeply on his own decades of experience, offering over two dozen case studies that illuminate each stage of this humble consulting process. Just as he did with Process Consultation nearly fifty years ago, Schein has once again revolutionized the field, enabling consultants to be more genuinely helpful and vastly more effective.

First published in 1990. Routledge is an imprint of Taylor & Francis, an informa company.

By the bestselling author of Career Anchors (over 431,000 copies sold) and Organizational Culture and Leadership (over 153,000 sold) • A penetrating analysis of the psychological and social dynamics of helping relationships • Named one of the best leadership books of 2009 by strategy+business magazine Helping is a fundamental human activity, but it can also be a frustrating one. All too often, to our bewilderment, our sincere offers of help are resented, resisted, or refused—and we often react the same way when people try to help us. Why is it so difficult to provide or accept help? How can we make the whole process easier? Many different words are used for helping: assisting, aiding, advising, caregiving, coaching, consulting, counseling, guiding, mentoring, supporting, teaching, and many more. In this seminal book on the topic, corporate culture and organizational development guru Ed Schein analyzes the social and psychological dynamics common to all types of helping relationships, explains why help is often not helpful, and shows what any would-be helpers must do to ensure that their assistance is both welcomed and genuinely useful. The moment of asking for and offering help is a delicate and complex one, fraught with inequities and ambiguities. Schein helps us navigate that moment so we avoid potential pitfalls, mitigate power imbalances, and establish a solid foundation of trust. He identifies three roles a helper can play, explaining which one is nearly always the best starting point if we are to provide truly effective help. So that readers can determine exactly what kind of help is needed, he describes an inquiry process that puts the helper and the client on an equal footing, encouraging the client to open up and engage and giving the helper much better information to work with. And he shows how these techniques can be applied to teamwork and to organizational leadership. Illustrated with examples from many types of relationships—husbands and wives, doctors and patients, consultants and clients—Helping is a concise, definitive analysis of what it takes to establish successful, mutually satisfying helping relationships.

Communication is essential in a healthy organization. But all too often when we interact with people—especially those who report to us—we simply tell them what we think they need to know. This shuts them down. To generate bold new ideas, to avoid disastrous mistakes, to develop agility and flexibility, we need to practice Humble Inquiry. Ed Schein defines Humble Inquiry as "the fine art of drawing someone out, of asking questions to which you do not know the answer, of building a relationship based on curiosity and interest in the other person." In this seminal work, Schein contrasts Humble Inquiry with other kinds of inquiry, shows the benefits Humble Inquiry provides in many different settings, and offers advice on overcoming the cultural, organizational, and psychological barriers that keep us from practicing it.

Change is a constant in today's organizations. Leaders, managers, and employees at all levels must understand both how to implement planned change and effectively handle unexpected change. The Fifth Edition of the Organization Change: Theory and Practice provides an eye-opening exploration into the nature of change by presenting the latest evidence-based research to discuss a range of theories, models, and perspectives on organization change. Bestselling author, W. Warner Burke, skillfully connects theory to practice with modern cases of effective and ineffective organization change, recent examples of transformational leadership and planned and revolutionary change, and best practices to successfully influence change. This fully-updated new edition also includes a new chapter on healthcare and government organizations, offering practical applications for non-profit organizations.

Volume II clarifies the concept of process consultation as a viable model of how to work with human systems as defined in the previous volume, Process Consultation: Its Role in Organization Development (19 69), and introduces modifications and new ideas that elaborate on and have evolved beyond the material in the first volume.

Organizational surveys are widely recognized as a powerful tool for measuring and improving employee commitment. If poorly designed and administered, however, they can create disappointment and cynicism. There are many excellent books on sampling methodology and statistical analysis, but little has been written so far for those responsible for designing and implementing surveys in organizations. Now Allan H Church and Janine Wacławski have drawn on their extensive experience in this field to develop a seven-step model covering the entire process, from initiation to final evaluation. They explain in detail how to devise and administer different types of organizational surveys, leading the reader systematically through the various stages involved. Their text is supported throughout by examples, specimen documentation, work sheets and case studies from a variety of organizational settings. They pay particular attention to the political and human sensitivities concerned and show how to surmount the many potential barriers to a successful outcome. Designing and Using Organizational Surveys is a highly practical guide to one of the most effective methods available for organizational diagnosis and change.

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