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Helping: How to Offer, Give, and Receive Help

Edgar Schein

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HELPING



HOW TO OFFER, GIVE, AND RECEIVE HELP

Understanding Effective Dynamics in One-to-One,
Group, and Organizational Relationships

EDGAR H. SCHEIN

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Edgar Schein : Helping: How to Offer, Give, and Receive Help before purchasing it in order to gage whether or not it would be worth my time, and all praised Helping: How to Offer, Give, and Receive Help:

8 of 8 people found the following review helpful. Helpful approach - Inspiring me to reinforce and change my approach as consultant/coachBy AgileSparksI can highly recommend Helping if you are interested in ways to become a more helpful consultant, manager, person - one who is able to actually help people/organizations rather than just dispense advice/suggestions. I'm not doing a full review of the book here but there are a couple of points I found very interesting in the relation between the Helping approach and the Kanban Method, which I wanted to put out there.The

key theme in the book is that in order to provide helpful help you need to be build the helping relationship - not jumping to the expert/doctor role of dispensing advise/diagnosing but first listening, understanding, working through what Schein calls Humble Inquiry which starts with Pure inquiry - understanding what is happening without trying to influence the client in any way. Only then moving to Diagnostic Inquiry which directs attention to other aspects in the story and Confrontational Inquiry which asks what-if questions thereby hinting at suggestions (which is close to the Doctor/Expert role).If we look at what we are trying to do with Kanban - it is quite similar. We start with understanding the system by visualizing it. Not trying to diagnose/probe too deeply before we understand - actually before the client/clients understand. Accessing our ignorance - we don't know HOW the system is working, we don't know how it SHOULD be working. Which is exactly what Schein is trying to do with process consulting - to build the understanding together, not be in a position to understand FOR the client but WITH the client. In Schein's perspective this not only minimizes the chance we will dispense generic advise based on our experience of similar events but will help to equilibrate the relationship between helper and helped - listening and respecting the situation helps the client/helped gain back "face" that he lost by asking for help. If we don't "bring the helped up" by doing this there is a chance he will "bring us down" by trying to be very critic and unaccepting of our suggestions by the way. So bottom line the Helping book was quite helpful. 11 of 11 people found the following review helpful. An outstanding contribution to change agents and helping professionals in every field

By Customer
This book is the latest by the person who first described the importance of culture within an organization. He has spent his career studying organizations and people in them and working in process consultation and organization and human development. He has contributed a long list of significant works to the literature of the field. This book is not, however, academic or theoretical. It is a very personal statement of beliefs about the role of the helping professional and speaks to other helping professionals at a personal level. It raises questions that can lead the reader to refine her or his perspective on the role of the helper and the practice of helping as both a professional and person to person. What does it mean to help someone? When is help helpful and when is it not? What is the role of the helped in being helped? For most of us helping is a one way process based on good intentions. This work redefines that process as a relationship and describes what is necessary for it to work for both the giver and the receiver. Schein further turns our notions of helping on their heads by introducing the belief that successful help depends on humility on the part of the helper (no matter how good his or her intentions) and equitability in the relationship between helper and the helped. If you are open to some deep reflection and significant new insight into how you operate as a helping person whether professional or personal I strongly recommend this book. It can reframe both your aspirations and your approach. It did mine. 24 of 24 people found the following review helpful. Another classic from Dr. Schein

By Daniel R. Wilson
Dr. Schein is one of the great names in organizational behavior. That said, why did he write a book on something as "obvious" as how to help people? It's because helping people is one of the trickiest things in the world to do right. You will agree with me if your attempts to help someone--or your failure to help--ever blew up in your face, or if you have tried to help people who really needed it and they turned a cold shoulder to you. Dr. Schein analyzes the ego shifts that accompany needing help, asking for help, offering help, providing help, and so on. He explains the tenderness of the ego as it navigates through all of these shifting states. He also introduced me to the notion of "social economics." For example: if I hold a door open for a stranger as we enter an office building I inwardly set an expectation of a thank you from the stranger. I think, "You owe me." It's dumb, but I see myself in that example. As the stakes get serious with co-workers, bosses, spouses, and friends it becomes increasingly important to be fluent with the social economics of the situation you are in. This book has increased my sensitivity to the dynamics that surround the art of helping. I am also much more alert to recognizing the "state" of my relationships and to accounting for the social economics that are in play. I don't want to be unaware of a debt that someone has assigned to me, and I don't want to chalk up obligations that exist only in my own imagination. This is a how-to book with wide applications, and I recommend it highly.

By the bestselling author of Career Anchors (over 431,000 copies sold) and Organizational Culture and Leadership (over 153,000 sold) bull; A penetrating analysis of the psychological and social dynamics of helping relationships bull; 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 mdash; 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.