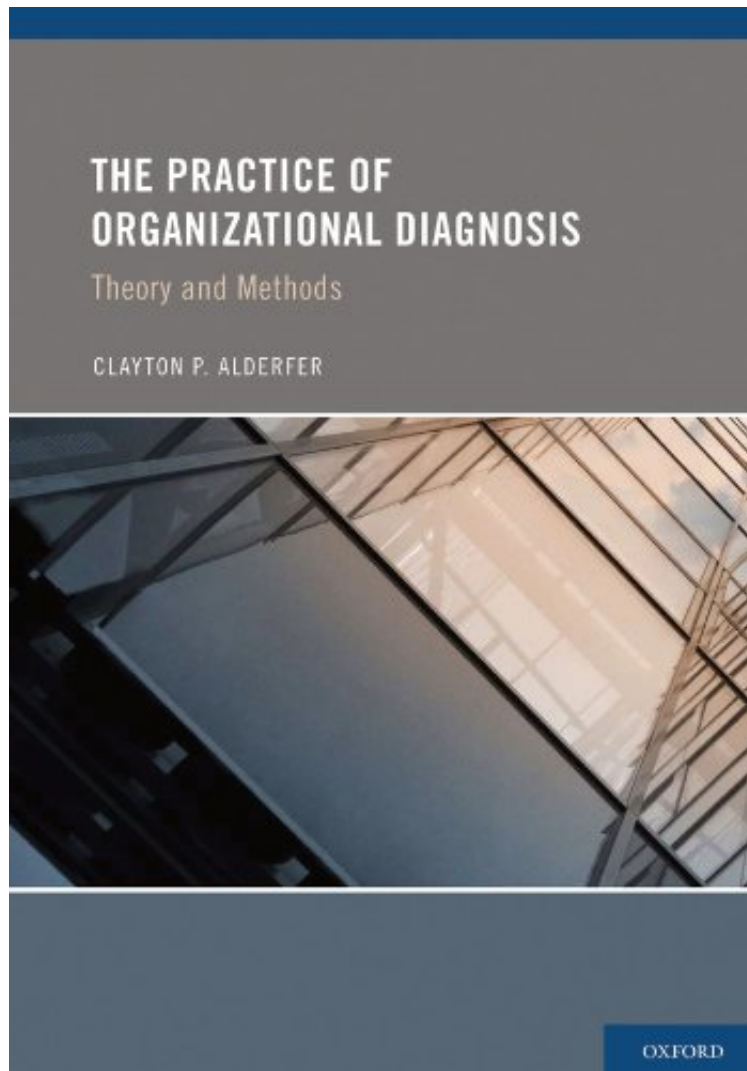


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The Practice of Organizational Diagnosis: Theory and Methods

Clayton PhD Alderfer

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Clayton PhD Alderfer : The Practice of Organizational Diagnosis: Theory and Methods before purchasing it in order to gage whether or not it would be worth my time, and all praised The Practice of Organizational Diagnosis: Theory and Methods:

1 of 1 people found the following review helpful. Good Resource!By M. Dave SalisburyI never realized how enjoyable this book could be, until I opened the pages. Well written, well thought out, and solidly logical.2 of 2 people found the following review helpful. Seminal work in organizational diagnosisBy Michele BalletClayton Alderfer continues to make a significant contribution to the field of organizational psychology with his book, "The Practice of Organizational Diagnosis - Theory and Methods." As the ultimate teacher, he presents a theory driven and highly usable approach to organizational diagnosis by explaining the empirical basis and professional conduct associated with

his methodology. This book is essential reading for every student and practitioner in the field of organizational consulting. (Michele Ballet, Psy.D.) 2 of 2 people found the following review helpful. One of the most important By John DAlderfer's complete work on inter-group dynamics is one of the most important sources for the future of consulting psychology. Because consulting psychology is a creative science and practice, his emphasis on the deeper -- often unseen -- inter-experiential underworld will spawn the next generation of practitioners that understand the complexity of organizations and communicate it in a new and useful way.

The Practice of Organizational Diagnosis: Theory Methods presents a new paradigm for examining the intergroup dynamics of organizations by combining the procedures of organizational diagnosis with the theory of embedded intergroup relations. In this volume, Alderfer explains the relevance of the paradigm concept for the present work, shows the importance of intergroup relations in the formative organization studies, reviews extant modes of organizational diagnosis, and demonstrates the limitations of interpersonal and intra-group theories. He then presents the five laws of embedded intergroup relations as a response to the problems associated with the earlier work. After comparing and contrasting alternative group level theories and explaining the several meanings of empirical support, the author describes the empirical basis of the five laws. Based on examining alternative codes of professional conduct and applying the five laws, he provides his prescriptions for the ethical basis of sound diagnostic practice. With the theory and ethical position in place, he then explains procedures for conducting each phase of organizational diagnosis: entry, data collection, data analysis, and feedback. He follows that by reporting the empirical bases for the methods used in the four phases. The volume concludes by describing the courses and educational processes essential for educating people to conduct organizational diagnoses. A recurring theme from beginning to end is that the lawfulness of human behavior in relation to organizations is as applicable to diagnosticians, whether working alone or in teams, as it is to their clients. By addressing theory, method, data, and values, the volume presents a complete paradigm for organizational diagnosis.

"This book is the ultimate blueprint for researchers and practitioners working with systems. The Practice of Organizational Diagnosis provides a lens for thoroughly examining the effects of individual, group, and organizational dynamics. Most importantly, this book demonstrates how we can effectively align research and practice as well as teaching and learning in support of systemic change." --Patrick Jean-Pierre, PsyD, Metropolitan Center for Urban Education, New York University "This is the most substantive book of our time on organization theory and 'how to' conduct sound social science research and evidence-based consulting in organizations. The rigorous and ethical approach to organizational diagnosis at the heart of this book makes it essential reading for organization behavior scholars and organization consultants alike." -- Alice Mann, Ph.D., Senior Consultant, Kates Kesler Organization Consulting "As a consultant helping boards and leadership teams of major public and privately owned companies and national non-profits with their most important leadership and organizational issues, I have found this book to be the most useful I have read in years. It is both intellectually stimulating and a repository of wisdom for disciplined practice. It is a truly rewarding read." -- Thor Mann, Principal, ghSMART "The Practice of Organizational Diagnosis, integrates and extends his lifetime of research on group and intergroup relations in organizations. Drawing both on conceptual analyses and compelling organizational examples, the book shows how intra-individual, group, and intergroup forces combine to shape organizational dynamics in sometimes surprising ways. It demonstrates that informative organizational diagnoses must draw both on that which is deliberate and explicit and that which is unconscious and tacit. This book, and the work on which it is based, provides a model for others who seek to conduct conceptually rigorous, empirically testable, and practically useful assessments of behavior in organizations." -- J. Richard Hackman, Ph.D., Edgar Pierce Professor of Social and Organizational Psychology, Harvard University "This book gives the field of organizational diagnosis full professional status, complete with theory, method, empirical support and meaningful ethical standards. It is the most profound contribution to organizational theory in a generation." -- David N. Berg, PhD, Organizational Psychologist, Clinical Professor of Psychiatry, Yale School of Medicine, Yale University "Clayton Alderfer is one of the giants in the field of organizational psychology and consulting, and this book represents the culmination of more than 40 years of his research, practice, and teaching. The book offers no less than a new paradigm for thinking about, studying, and diagnosing organizations. And it provides a wonderful blend of theory, methodological reflections, and concrete advice. This book is one of those rare works that is both profound and practical. Professor Alderfer's critique of the most popular approaches to organizational diagnosis and consulting, along with his proposed alternative, promises to have an enduring impact. I have no doubt that it will become one of the classics in the field." -- Cary Cherniss, Professor of Applied Psychology and Director of the Doctoral Program in Organizational Psychology at the Graduate School of Applied and Professional Psychology, Rutgers University "Long awaited, this magisterial book by one of our leading theorists of organizational behavior more than fulfills its promise. Comprehensive, grounded in scientific and ethical thinking, detailed, and - above all - immensely useful, Alderfer's book sets a new standard for the field. It will be read and quoted and cited for years." - Kenneth Eisold, former President, International Society for the Psychoanalytic Study of Organizations, and author of

What You Don't Know You Know"Coming as it does from an acknowledged expert, Clay Alderfer's book should have a profound influence on students and practitioners in the field of organizational psychology." - William H. Donaldson, Chairman of Donaldson Enterprises, and former Dean and Professor at the Yale School of Management"The Practice of Organizational Diagnosis: Theory and Methods is an important text for any student in organizational studies and organizational diagnosis. The first and primary reason is its discussion of ethical issues in the relationship between organization and psychologist: the client and the consultant/counselor/mentor." -- Jonathan D. Springer, PsycCRITIQUES

About the AuthorClay Alderfer is widely recognized for his formulation of two influential theories that have influenced education and practice in the field of management, the Existence, Relatedness, and Growth theory, and the embedded inter-group relations theory. Dr. Alderfer held senior faculty appointments at Yale University's School of Organization and Management and Rutgers University's Graduate School of Applied and Professional Psychology before forming the consulting firm Alderfer Associates in 2006.