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mechanisms; Defence mechanisms in groups; Social defences; Social repression; Defensive strategies; Working with and through defences; Conclusions; References; Chapter 5 The Capacity for Creative Living and Its Importance in Organisational Life; Origins and functioning of the capacity for creative living; Destructiveness in the context of creative living; References; Part Two A Psychodynamic Approach; Introduction; Chapter 6 Psychodynamics: A Field of Study and an Approach; Some major differences with psychoanalysis

An attempt to define psychodynamics; Creating supportive process structures; Small things that matter: a look at some neglected potential benefits of a psychodynamic approach to organisational issues; Finalising comments; References; Chapter 7 'Me' in the Problem Situation; The problem with problem definition; Building continuation; 'Me' in terminating a project; What about transference and counter-transference in our practice?; References; Chapter 8 Groups as the Tip of an Iceberg: Locating Issues in Their Context; Introduction; Management teams as the tip of an iceberg

The iceberg in project teams; Import and export mechanism of problems; Summary; References; Chapter 9 Being in and Working with Experiences in the 'Here-and-Now'; Various mental modes of being present; The relevance of working with or without specific frames in the 'here-and-now'; From interpretations to sense making; Conclusions; References; Chapter 10 The Art of Reviewing: A Cornerstone in Organisational Learning; Reviewing; What could be reviewed?; When to review and with what frequency?; Special or institutionalised reviews; How to review?; Conditions for reviewing

The role and stance of the person(s) leading the review; Limits to learning from reviewing; References; Part Three The Psychodynamic Approach in Consulting and Action-Research Projects; Introduction; Chapter 11 Understanding and Working with Organisational Dynamics: Coping with Organisational Growth; Part 1: Creating Awareness and a Base for Action within the Organisation; The pilot workshop; The second workshop; The third workshop; The relevance of the design; Part 2: Working Through the Draft Blueprint; The six two-day workshops

Understanding and working with organisational dynamics: discussion

Sommario/riassunto

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 included.