

1. Record Nr.	UNINA9910751394003321
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Titolo	Advanced Systems-Level Problem Solving, Volume 2 : How to Measure and Boost Thought Maturity
Pubbl/distr/stampa	Cham : , : Springer, , 2023 ©2023
ISBN	9783031409851 9783031409844
Edizione	[2nd ed.]
Descrizione fisica	1 online resource (228 pages)
Soggetti	Anàlisi de sistemes Processament humà de la informació Trellall Pensament Llibres electrònics
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di contenuto	Intro -- Foreword -- Preface -- References -- Introduction -- Summary -- Acknowledgments -- Contents -- Abbreviations -- Chapter 1: A Developmental Theory of Work Capability -- Introduction to Capability -- The Hidden Dimensions of Delivering Work -- Limitations of the Notion of Work in HR and Management Science -- Work and Work Capability -- Jaques' Definition of Work -- Jaques Definition of Work Capability -- Deepening Jaques's Notion of Potential Capability -- Further Comments on Capability and Capacity -- Why All of These Fancy Distinctions? -- Embedding in Nature: Human Beings in Relation to Pre-linguistic Organisms -- Three Aspects of Capability -- Jaques' Assumptions Summarized -- Deepening Jaques' Four Orders of Mental Processing Developmentally -- Overview of Jacques' Definition of Capability Assimilated to CDF -- Current Applied Capability (CAC) -- Current Potential Capability (CPC) -- Emergent Potential Capability (EPC) -- Ways of Supporting Human Capability at Work -- Practical Consequences of the Developmental Definition of Capability -- Behavioral Coaching -- Cognitive-Behavioral Coaching

-- Cognitive-Developmental Coaching -- Fully Developmental Coaching -- A Developmental Look at Human Resources -- Conclusion -- Chapter Summary -- References -- Bibliography -- Chapter 2: A Cognitive Theory of Work in Organizations -- Introduction -- Jaques' Answers -- Measuring Time Span of Role -- Single vs. Multiple Task Roles -- Level of Work Complexity in Single- and Multiple-Task Roles -- Summary of Time Span -- Accountability Architecture and Stratum of Role -- Summary of Strata -- Review of Requisite Organization -- Critique of Jaques' Notion of Requisite Organization -- The Author's Perspective on Jaques' Work -- Updating Jaques' Notions -- Revisiting Potential Capability -- Revisiting Complexity of Work. Strata and Their Associated Types of Work -- Jaques' Four Different Categories of Work -- A. Work as Direct Action (Str-I and V) -- B. Work as Diagnostic Data Accumulation (Str-II and VI) -- C. Work Based on Finding Alternative Goal Paths (Str-III and VII) -- D. Work as Pursuit of Parallel Goal Paths (Str-IV and VIII) -- Chapter Summary -- References -- Bibliography -- Chapter 3: The Anatomy of the Internal Workplace -- Highlights of This Chapter -- The Structure of the HCA -- The Arbitrariness of Sociological Distinctions -- Empirical Evidence Regarding Stages of Meaning Making (Kegan, 1982) -- A First Introduction to Dialectical Thought Forms (TFs) -- Understanding the Three Houses of Work -- Difference of Emphasis in the Three Houses -- Changes in Agents' Professional Agenda -- Intermediate Summary -- Discussion of Each House Individually -- The Self House -- The Difference Between Self and Role -- Work Context -- Professional Agenda -- Personal Culture -- The Task House -- The Organizational House -- The Four Organizational Perspectives in Detail -- Creating an Integrated Change Policy and Plan in the Organizational House -- Chapter Summary -- References -- Bibliography -- Chapter 4: Dialectical Thinking and Listening in the Workplace -- Part A. Conceptualizations of Human Thinking -- The Cognitive Crucible -- How Successful Leaders Think -- Differences Between Abductive and Dialectical Thinking: A Critique of Roger Martin -- Psychological Obstacles to Complex Thinking -- Anxiousness as a Matter of Inquiring System -- Part B. Understanding the Three Managers -- The Quote Above Considered as an Interview Excerpt -- A Closer Look at Manager C's Thinking -- Manager C's Cognitive Behavior Graph -- Some Conclusions -- Returning to Manager B -- Outcome for Manager B -- Part C. Dialectical Listening in Practice: Thought Forms as Mind Openers. What Is Dialectical Listening? -- Chapter Summary -- References -- Bibliography -- Appendices -- Appendix 1: How Donald Constructs His Internal Workplace: Using DTF as an Assessment Tool -- Introduction -- The Task of the Interviewer -- Interview Procedure -- Computing an Individual's Cognitive Score -- The Cognitive Profile: A Crucial Indicator for Work Capability -- Empirical Findings -- Focus on the Interviewee -- Characteristics of the Interview -- Donald's Job Description -- The Table of Thought Forms -- Donald's Thought Form Selection Sheet -- Interpretation of Donald's Cognitive Behavior Graph -- Interview Evaluation Outcomes -- Summary of Donald's Present Cognitive Profile -- Hypotheses for Consulting to Donald's Mental Process -- The Cognitive Core of Coaching and Mentoring -- Chapter Summary -- Appendix 2: A Protocol for Entering a Client's Internal Workplace -- Dialectical Listening -- Alternative Ways of Restricting Superfluous Content -- Requisite Organization of the Three Houses -- Interviewing Donald -- Task House -- Organizational House -- Self House -- A Brief Summary of Dialectical Thinking with a Dialogue Partner -- A Brief Summary of Dialectical Listening -- Chapter

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