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Nota di contenuto	Cover; Copy Right; ABOUT THE AUTHOR AND COLLEAGUES; PREFACE ONE; PREFACE TWO; PREFACE THREE; FOREWORD; INTRODUCTION; CHAPTER ONE: Groups and transformation; CHAPTER TWO: Transformation; CHAPTER THREE: Chaos and transformation: the primary scene; CHAPTER FOUR: The division into us them as a universal social structure; CHAPTER FIVE: The decline of the traditional defences against anxiety; CHAPTER SIX: Between tradition and transformation: existential process and primary task for the life of organizations; CHAPTER SEVEN: Transformation of language and social transformation CHAPTER EIGHT: Power and authorityCHAPTER NINE: The paths of authority. From the unconscious to the transcendental: intervention at

the Arab University of Jerusalem, December 1996; CHAPTER TEN: Transformation and collusion: from conforming to forming an alliance; CHAPTER ELEVEN: From envy to desire: witnessing the transformation; CHAPTER TWELVE: Paradoxes and transformations in the role of consultant: from reparation to revelation; CHAPTER THIRTEEN: Consultation and transformation: between shared management and generative leadership CHAPTER FOURTEEN: Unconscious and politics: how to explore black and white in colours CHAPTER FIFTEEN: Anxiety and passion: about the inescapability of depression; An (un)expected postscript; REFERENCES

Sommario/riassunto

This book describes a journey of discovery from transformation to transformaCtion that extends and enhances the life of the organization. The journey occurs on the seas of anxiety and passion, which threaten to sweep an organization towards either paralysis and depression or a hyperlife of perpetual hysterical motion. On this journey, the consultant serves as the chief advisory navigator, helping to guide the ship to circumvent the dangerous rocks as the organization zigs and zags though the waters. While at times the organization may find itself circling in a vortex, trapped in cyclical duplication and potential disappearance, there exists the underlying assurance that transformation is occurring, has occurred, and will continue throughout the journey to transformaCtion. David Gutmann points out that this is a never-ending journey for the organization, even after the work of the consultants has ended.
