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Nota di bibliografia	Includes bibliographical references and indexes.
Nota di contenuto	chapter 1 Six Orientations for the Reader -- chapter 2 Development, Transition, or Transformation -- chapter 3 Selecting and Energizing a Team -- chapter 4 Managers and Project Leaders Conducting Their Own Action Research Interventions -- chapter 5 Linking Measurement to Motivation -- chapter 6 The Consulcube -- chapter 7 Values, People, and Organizations / Robert Tannenbaum Sheldon Davis -- chapter 8 Five Stages for Self-Evaluating Organizations -- chapter 9 Preventing Regression in Team Building -- chapter 10 The Psychological Contract -- chapter 11 Models of Development and Issues They Raise for Consultants -- chapter 12 Operating Systems Interventions -- chapter 13 American Quality -- chapter 14 Team Building and its Risks -- chapter 15 Using the Search Conference Technique for Team Socialization and Strategies Planning -- chapter 16 Conceptual and Consulting Aspects of Stakeholder Theory, Thinking, and Management -- chapter 17 Preentry Issues Revisited -- chapter 18 Applying Action Research to Public Sector Problems -- chapter 19 Using Large System Designs and Action Research to Develop Interorganizational Networks -- chapter 20 Perceiving, Evaluating, and Responding to Change -- chapter 21 Making Team Work -- chapter 22 Sociotechnical Systems Consultation -- chapter 23 Performance Appraisal Techniques and Applications -- chapter 24 Managing Organizational Conflict -- chapter 25 A Two-Phase Planning Process for Managing Change in Organizations -- chapter 26 Micro and Macro Perspectives on Gain Sharing -- chapter 27 Goal-Setting Programs -- chapter 28 Enlivening Developmental Relationships -- chapter 29 Strategies for Organizational Transition -- chapter 30 Organizational Effectiveness and Development at Different Stages of Growth -- chapter 31 Sexual Harassment -- chapter 32 A Statement of Values and Ethics by Professionals in Organization and Human Systems Development -- chapter 33 Issues in Ending Consultancies -- chapter 34 Alternative Models for Structuring Work -- chapter 35 Aspects of -- chapter 36 Balance as a Useful Metaphor for Consultation and Fly-Fishing, Too -- chapter 37 Burnout as a Focus for Consultants -- chapter 38 Career-Planning Design -- chapter 39 Competence via Regenerative Systems -- chapter 40 Contextual Soecificity in Consultation -- chapter 41 Continued Employability -- chapter 42 Demotion Design -- chapter 43 Diversity as Shining Goal or Sham? -- chapter 44 Easing the Rigors of Mergers -- chapter 45 Features of Energizing Data -- chapter 46 Fine-Tuning Appreciative Inquiry -- chapter 47 Flexi Time and Employee Control Over Work -- chapter 48 Giving Effective Feedback -- chapter 49 Group Norms as Levers for Consultants -- chapter 50 Humans as Need-Fulfilling -- chapter 51 Lessons From Downsizing -- chapter 52 Managerial Responses to Transitions in Adult Development -- chapter 53 Managing Transitions -- chapter 54 Model This, Model That -- chapter 55 Musings About Transformation -- chapter 56 Organization Cultures via Distinguishing Assumptions -- chapter 57 Organizational Development in the Family -- chapter 58 Organization Stages and Consultant Choice Making -- chapter 59 Perspectives on My Consulting Practice -- chapter 60 Process and Structure as Central in Total Quality Management -- chapter 61 -- chapter 62 Psychological Contracts at Work -- chapter 63 Resilience and Change at Three Levels -- chapter 64 Risking Consultative Relationships to Stay Really Alive -- chapter 65 Role Analysis Technique -- chapter 66 Role Negotiation as a

Controlling Design.

chapter 67 Sensing Groups in Consultation -- chapter 68 Sociopathology in Today's Organizations -- chapter 69 Stakeholders in Consultation -- chapter 70 Success Rates in Planned Change -- chapter 71 The Dominant Intervention Theory and Its Selected Shortfalls / Robert T. Golembiewski -- chapter 72 The Intervenor's World -- chapter 73 Three Models of Learning -- chapter 74 Toward a Process Orientation -- chapter 75 Town Meeting as a Super-Optimum Solution in a Cutback Mode -- chapter 76 Vision or Core Mission -- chapter 77 Voluntary Organizations -- chapter 78 Confrontation Design -- chapter 79 Third-Party Consultation -- chapter 80 High-Performing Teams -- chapter 81 Quality of Work Life for Consultants -- chapter 82 The Interview as a Consulting Tool -- chapter 83 The Perils of Intensive Management Training and How to Avoid Them -- chapter 84 Facilitating Organizational Change Through Survey/Feedback and Implementation -- chapter 85 Approaches to Organizational Needs Assessment -- chapter 86 How Consultants can Anticipate and Trigger Group Development -- chapter 87 Productivity and the Quality of Work Life -- chapter 88 Forecasting the Future -- chapter 89 Project Management for Organizational Consulting -- chapter 90 How to Give Meaningful Praise -- chapter 91 Managing the Older Worker -- chapter 92 Emotions and Consultancy -- chapter 93 Knowing and Surfacing Organizational Culture -- chapter 94 Cross-Culture Perspectives -- chapter 95 A Model for Negotiation -- chapter 96 Organizational Innovation as the Management of Interdependence in Networks -- chapter 97 Downsizing as Mode of Organizational Change -- chapter 98 Ethical Issues in Organizational Consultation -- chapter 99 Essential Competencies for Internal and External OD Consultants -- chapter 100 Organizing in the Knowledge Age -- chapter 101 An Intersection -- chapter 102 A Typology of Change Programs -- chapter 103 Group Support Systems -- chapter 104 Privacy -- chapter 105 Organizational Change as Applied Art -- chapter 106 Process Consulting Guidelines for Development Assistance, With Case Study -- chapter 107 Techniques for the Management of Organizational Change -- chapter 108 The Production of Usable Knowledge -- chapter 109 Process Consulting in a Content Field -- chapter 110 A Burnout Workshop -- chapter 111 Burnout in Organizational Consultation -- chapter 112 Managing Organizational Change -- chapter 113 Employee Assistance Programs and Workplace Consultation -- chapter 114 Tailored Management Development as a Vehicle for Strategy Implementation -- chapter 115 Models of Consultation -- chapter 116 Time Management Hints -- chapter 117 Creating the Learning Organization -- chapter 118 Creating Work Cultures With Competitive Advantage -- chapter 119 Essential Differences Between Traditional Approaches to Consulting and a Collaborative Approach -- chapter 120 Self-Awareness -- chapter 121 Values, People, and Organizations -- chapter 122 Defective Group Decisions -- chapter 123 Roles in Group Development -- chapter 124 Strategic Planning -- chapter 125 Culture-Focused T Group -- chapter 126 Consulting as Empowerment -- chapter 127 Critical Factors in Team Success -- chapter 128 Rethinking Organization Development for the learning Organization -- chapter 129 Developing Effective Community Groups -- chapter 130 Using Success as a Framework for Community-Based Needs Assessment.

Sommario/riassunto

The second edition of the Handbook of Organizational Consultation includes more than 35 additional chapters and an expanded list of international contributors. It addresses all aspects of organizational consulting, including normative, empirical and political topics - and

offers a broad view of consultation diagnoses, problem centers, and interventions. Perspectives on Political Science said this book is a reference guide, training handbook, and practitioner's tool [that] .stand [s] alone as a comprehensive source of information and guidance on the consultancy enterprise. . .a careful reading of this book will be a profitable endeavor for both consulting practitioners and their clients.
