

Working Below the Surface: The Emotional Life of Contemporary Organisations (The Tavistock Clinic Series)

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The chapters contributed to this book have been written by the staff and associates of The Tavistock Consultancy Service, whose distinctive competence is in the human dimension of enterprise and the dynamics of the workplace. From their own perspectives, they tell a story of the experience of working as consultants over the decade with individuals, teams and whole organizations. The intention is to identify and explore some of the key themes that have emerged and how these affect and influence the understanding of leadership and management in contemporary organizations. No attempt is made to reach a consensus, but rather to raise and map out a territory of continuing question and debate. The themes covered in the book are: the emotional world of the organisation and its significance for understanding, decision and action; different perspectives on the nature and exercise of leadership; the dynamics of resistance to change and of creativity; the impact of contextual change on re-shaping the concept of the organization; different ways organizations are responding to issues of personal challenge or vulnerability.

Contributors: David Armstrong, Andrew Cooper, Tim Dartington, William Halton, Sharon Horowitz, Linda Hoyle, Clare Huffington, Kim James, Anton Obholzer, Jane Pooley



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