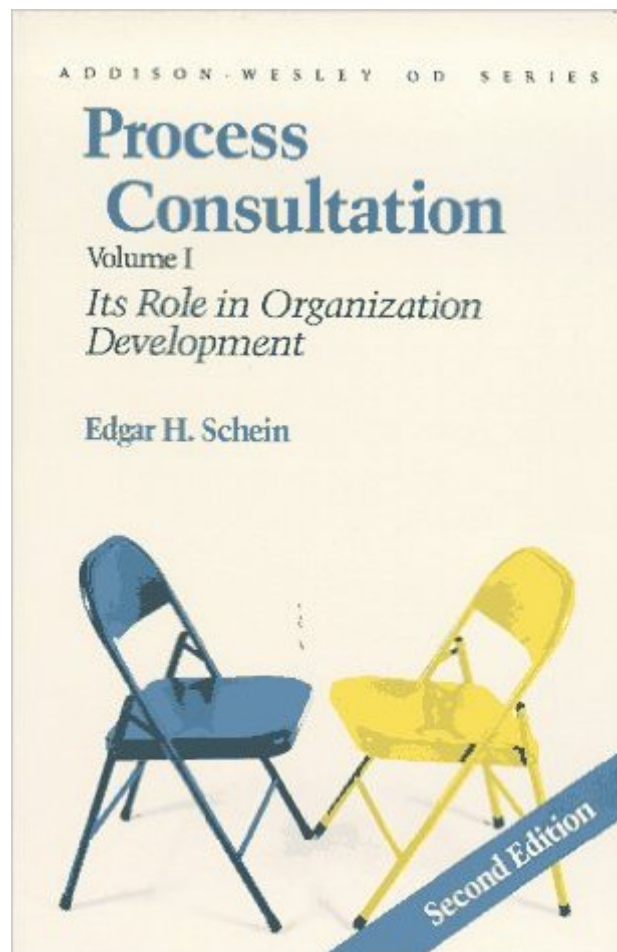The book was found

Process Consultation: Its Role In Organization Development, Volume 1 (Prentice Hall Organizational Development Series) (2nd Edition)

Synopsis

This book shows you how to influence a situation in the workplace without the direct use of power of formal authority.

Book Information

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Customer Reviews

In this second volume, Schein builds on Volume I by dissecting the nature of process and change in lieu of the specific group processes that make or break effective group work. Likewise, in this volume, he brings the concept of process consultation home, so to speak, to help managers and leaders understand themselves and their organizations as a consultant might understand them. Given that process consultation assumes that organizational leaders know their organizations best and are the most appropriate and capable managers of change, it makes sense that organizational leaders understand group processes. Schein emphasizes that diagnosing an organization's problems is intervening to fix them. He provides explanations of the circumstances when process consultation is most necessary. He advises leaders that more time must be spent intervening on how things get done than on what actually needs to get done. "An effective manager must be able to create situations that will ensure that good decisions are made, without making those decisions himself and without even knowing ahead of time what he might do if he had to make the decision alone." (p.39) Schein provides a useful model for differentiating between the content, process, and structure of organizational challenges and the task and interpersonal aspects of those challenges. He advises that process should always be favored over content; that task aspects should always be

favored over the interpersonal; and that structure, while potentially the most transformative element of change, is the most difficult area to address, because people will resist tampering with the comfort structure provides. He also provides explanations on the essential challenges relevant to content and process that every group must face.

Edgar H. Schein is Professor of Management Emeritus in the Sloan School of Management at the Massachusetts Institute of Technology. He is a real academic heavyweight having written numerous books, articles and papers. In 1969 he published 'Process Consultation: Its Role in Organizational Development', of which he states that he "was writing more in anger than with perspective". In this follow-up book he tried to explain and clarify the concept of consultation and helping which was outlined in the first volume. "The goals of this new book, then, are (1) to reaffirm the concept of process consultation as a viable model of how to work with human systems, (2) to clarify the concept were needed, and (3) to introduce some modifications and new ideas that elaborate on the original ideas."The book is split up in 3 parts. In Part I - Introduction and Overview, which consists of three chapters, Schein introduces the common grounds of managers and consultants (which is the helping orientation), process consultation, and "the process" itself. He introduces a definition of process consultation which "is a set of activities on the part of the consultant that help the client to perceive, understand, and act upon the process events that occur in the client's environment." Whereby he emphasizes that the concept of process central is to understanding consultation and management. "Process refers to how things are done rather than what is done." He continues, "Process is everywhere. In order to help, intervene, and facilitate human problem solving, one must focus on communication and interpersonal processes.

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