



Struggling With The Demon Perspectives On Individual And Organizational Irrationality

Manfred F. R. Kets de Vries



Struggling With The Demon Perspectives On Individual And Organizational Irrationality:

Struggling with the Demon Manfred F. R. Kets de Vries, 2001 **The Wiley-Blackwell Handbook of the Psychology of Leadership, Change, and Organizational Development** H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, Jonathan Passmore, 2016-09-06 A state of the art reference drawing on key contemporary research to provide an in depth international and competencies based approach to the psychology of leadership change and OD Puts cutting edge evidence at the fingertips of organizational psychology practitioners who need it most but who do not always have the time or resources to keep up with scholarly research Thematic chapters cover leadership and employee well being organizational creativity and innovation positive psychology and Appreciative Inquiry and leadership culture fit Contributors include David Cooperrider Manfred Kets de Vries Emma Donaldson Feilder Staale Einarsen David Day Beverley Alimo Metcalfe Michael Chaskalson and Bernard Burnes *Critical Perspectives on Leadership* J. Lemmergaard, Sara Louise Muhr, 2013-01-01 All too frequently leadership is depicted as an unequivocal good Lemmergaard and Muhr s excellent collection disabuses us of this misleading view serving as a timely and salutary reminder that leadership is often emotionally charged toxic dysfunctional or downright stupid This book s critical message should be read and heeded by students and practitioners of leadership alike Peter Case James Cook University Australia The book provides a rich kaleidoscope of critical engagements with leadership in all its complexity and ambiguity The contributors to this collection do not deny the vital role that leadership can play nor the many ways in which it can affect the emotional dynamics of organizations for good and bad What they do is to shift thinking away from the comforting but misleading simplicities of toxic leaders and inert followers offering a welcome tonic to the critical study of leadership The book will appeal to leadership scholars as well as to students and to reflective practitioners Yiannis Gabriel University of Bath UK This book offers a critique of the field of leadership studies focusing on the dynamics between post heroic leadership and the notion of functional and dysfunctional emotions Situated in the field of critical leadership studies the chapters of this book set out to challenge the general assumption that emotionality is the antithesis of rationality The authors expand upon the existing discussions of leadership emotions and reveal how toxicity and dysfunctionality are not merely simple negatively coercive or repressive phenomena but can also have productive and enabling connotations The book includes comprehensive overviews of traditional leadership thinking and in addition provides readers with critical reflections on concepts such as ignorance authenticity functional stupidity and vanity in leadership As the book presents a series of critical perspectives on how emotions can be theorized in leadership studies it is suitable for advanced courses in the subject as well as being a highly interesting monograph for academics in the field

The Path to Individual and Organizational Transformation Manfred F. R. Kets de Vries, 2025-09-19 Change can be hard and for many people unlearning habitual patterns is an uphill challenge It can be painful but not as painful as remaining stuck With an estimated 70% of change initiatives failing Manfred Kets de Vries a world renowned Professor of Leadership

Development offers a more positive outlook Infused with his trademark inimitable style of analysis he demonstrates how change methodologies can be applied in a highly effective way At the heart of effective organizations lies human action what we do how we do it and why we do it As leaders consultants and executive coaches we need to pay close attention to the individual and group dynamics of the organizations that we work with By looking more deeply into the world of work with the aim of untangling and explaining what lies below the surface this book helps you see through the darkness that may lead us astray yet this kind of night vision efforts to turn the irrational into the rational requires in depth observation To find out what is really happening demands a more clinical orientation To be successful Kets de Vries argues leaders need to recognize the importance of what have been referred to as soft skills essentially using emotional intelligence to their advantage Contrary to their name these abilities are often the hardest skills to learn Adopting a clinical approach to leadership this book helps you to understand more about the dynamics of organizational life leading to greater self awareness self knowledge and the ability to become a more effective change agent By becoming aware not only of our conscious thoughts but also of our unconscious prejudices biases and habits it s possible to understand more why so many well laid plans and strategies derail or conversely why otherwise effective leaders sometimes act in unexpected ways

The Darker Side of Leadership

Manfred F. R. Kets de Vries,2024-05-29 Manfred Kets de Vries is one of the most authoritative voices on organizational dynamics leadership executive coaching and psychotherapy today In all his roles he has noticed that questions are now increasingly coming back to one thing the wider state of the world Using an engaging and highly readable style throughout the book Manfred helps us to make sense of the confusing and some might say psychotic times in which we now live Revealing the darker side of leadership Manfred explores the tendency for people to adopt sheeple or herd like behavior the populist threat that we are facing the dangers that come with feelings of perceived injustice the rise of dictatorships and the impact of Leviathan neo authoritarian leadership behavior Guided by theoretical concepts the book provides readers with a better understanding of the underlying forces that drive these phenomena to the surface What are the psychological dynamics at play Why do groups of people behave in this manner Beyond merely diagnosing what s happening Manfred introduces various coping strategies to counteract the emergence of these regressive forces The book offers a unique and original approach to answering the micro and macro psychological questions of how to mitigate against populism and autocratic leadership and will be of interest to the general reader as well as the key audiences of organizational leaders psychoanalysts coaches psychotherapists sociologists and social psychologists

The Path to Authentic Leadership Manfred F. R. Kets de Vries,2022-10-10 The unprecedented challenges of today a world wide pandemic climate disruption on a global scale and an economic instability that knows no boundaries require a leadership grounded in a profound and unflinching awareness of our interconnectedness and the existential stakes before us The Path to Authentic Leadership frames the dilemmas of leadership within the insights provided by the Ouroboros the mythic snake willing to destroy parts of itself so

that it can be renewed Like the Ouroboros today s leaders must be prepared to enter into a dynamic uncertain and ever changing environment with the capacity to reflect adapt let go of what is no longer working and create solutions that are not only renewing but sustainable Drawing from his decades of training in psychoanalysis and the systems psychodynamic method Kets de Vries discusses the effects of the pandemic in the context of the seven deadly sins the impact of shame evil the lure of charisma and even the perils of procrastination Also he explores the inner theatre of white collar criminals and the super rich He comments on the role of magic in management and the paradoxical role of koans serving as catalysts for change From there he goes on to outline a path toward organizational transformation turning again to the self renewing process presented by the Ouroboros This dynamic is applied to his 7C sequence for organizational transformation Context Confrontation Clarification Crystallization Cascading Consolidation and Continuity Its enactment is brought to life through the story of a troubled CEO and the careful step by step advice offered by an experienced executive consultant Throughout Kets de Vries reminds us that the path to authentic leadership will be meaningless unless it is guided by a deeply held commitment to serve as a force for good

Organizational Dynamics and Intervention: Tools for Changing the Workplace Robert W. Allen, Lyman W. Porter, H.L. Angle, 2015-07-03 Human nature in all its complexity is the single most powerful factor in the workplace Any effort at organizational diagnosis and change must incorporate the social and psychological dynamics of the operation to have a chance at success Drawing on in depth psychoanalytical theory and written in clear easy to understand language this practical text introduces a dozen insightful perspectives for understanding organizational dynamics and synthesizes them into an integrated approach to organizational diagnosis and change Each perspective views the workplace from a different vantage point Together they provide a panoramic view of the true complexity found in the workplace and a foundation for changing organizational dynamics that will be equally useful for students and professional managers

The Passage from Youth to Adulthood Pierluca Birindelli, 2014-09-26 The Passage from Youth to Adulthood explores a society unanchored from culturally endorsed rites of passage in which young people and adults appear to build their identities within a culture of dependency In this book author Pierluca Birindelli interviews Italian young adults still living with their parents and focuses on how those individuals view the bedroom and the objects therein From there he analyzes self narrations and longer autobiographies written by university students measuring his impressions against sociological psychological and anthropological literature Birindelli explores the paradigm of what he calls intergenerational collusion in which fathers and sons are playing to the same script heedless of the common good the other and the future Finally integrating the experience of young Americans abroad sparks transcultural reflections about the concept of play and the authenticity of social performance

Narcissistic Leadership Manfred F. R. Kets de Vries, 2025-03-04 Narcissism has become a contemporary pandemic that seems to have been normalized accepted and even celebrated both in society at large and by some of our political and business leaders In this book world renowned psychology

and leadership thinker Manfred Kets de Vries explains this modern phenomenon and imagines how you would help the narcissist on the notional coach's couch. Consumerism, competitive urges, individualism, and identity politics are examples of how our present-day culture has reinforced the self-glorification that drives narcissism: this cult of the self. Although a healthy competitive spirit is part of human nature, for narcissistic people it can turn into an all-consuming character trait. They view the world almost exclusively in terms of winners and losers, and to lose is unacceptable. Unfortunately, social media seems to provide ample opportunities to magnify the competitive or narcissistic disposition present in all of us. Starting with an in-depth discussion of the ancient myth of Narcissus, the various shapes in which narcissism expresses itself are highlighted. Subsequently, taking individual and group perspectives, various strategies for how to manage narcissistic people are explored. Using case examples of interpersonal and group approaches to change concepts such as the working alliance, the emotional seesaw, the grey rock approach, boundary management, Socratic questioning, the sandwich tactic, and the need to be empathic are introduced. Also referring to change in a group setting, the importance of the psychological dynamics of the group as a whole is presented. Narcissistic Leadership offers a unique and original approach to exploring the ramifications of narcissistic leadership and will be of interest to the general reader as well as the key audiences of organizational leaders, psychoanalysts, coaches, psychotherapists, sociologists, and social psychologists.

Working Identity Herminia Ibarra, 2004-01-05

How Successful Career Changers Turn Fantasy into Reality. Whether as a daydream or a spoken desire, nearly all of us have entertained the notion of reinventing ourselves. Feeling unfulfilled, burned out, or just plain unhappy with what we're doing, we long to make that leap into the unknown. But we also hold on, white-knuckled, to the years of time and effort we've invested in our current profession. In this powerful book, Herminia Ibarra presents a new model for career reinvention that flies in the face of everything we've learned from career experts. While common wisdom holds that we must first know what we want to do before we can act, Ibarra argues that this advice is backward. Knowing, she says, is the result of doing and experimenting. Career transition is not a straight path toward some predetermined identity but a crooked journey along which we try on a host of possible selves we might become. Based on her in-depth research on professionals and managers in transition, Ibarra outlines an active process of career reinvention that leverages three ways of working identity: experimenting with new professional activities, interacting in new networks of people, and making sense of what is happening to us in light of emerging possibilities. Through engrossing stories from a literature professor turned stockbroker to an investment banker turned novelist, Ibarra reveals a set of guidelines that all successful reinventions share. She explores specific ways that hopeful career changers of any background can explore possible selves, craft and execute identity experiments, create small wins that keep momentum going, survive the rocky period between career identities, connect with role models and mentors who can ease the transition, make time for reflection without missing out on windows of opportunity, decide when to abandon the old path in order to follow the new, arrange new events into a coherent story of who we are becoming. A call to the

dreamer in each of us Working Identity explores the process for crafting a more fulfilling future Where we end up may surprise us

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