

Manfred F R Kets De Vries Playing The Morosoph

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Leadership Unhinged Manfred F. R. Kets de Vries 2021-09-01 The recent proliferation of populist movements worldwide – along with the often dangerous, demagogic leaders that accompany them – have prompted questions about the underlying conditions that give rise to such troubling developments. *Leadership Unhinged: Essays on the Ugly, the Bad and the Weird* examines what is going on at a deeper level, both collectively and individually, between leaders and followers. Employing theories derived from psychoanalytic psychology, developmental psychology, neuroscience and evolutionary psychology, these essays help to unravel and expose the pathological leader-follower dynamics that generate such movements. The book is infused with Kets de Vries's now famous and inimitable style of analysis, which draws from myths, creates fairy tales, and uses irony and metaphor to bring his conclusions into greater relief and trigger new insights. As Kets de Vries explains, effective leaders have the capacity to bring people together and even make them better, stronger. Doing so suggests that those leaders are value driven, able to set a moral tone. Yet, when such a tone is absent or, at worst, twisted toward the destructive, leadership quickly becomes dangerous. History has shown the devastation left in the wake of unhinged leaders who have gone unchecked. To become fully conscious of the conditions that allow for the emergence of such leaders has become a moral requirement of our time. In ways both moving and entertaining, Kets de Vries's new contribution puts us in a better position to fulfil that requirement.

You Will Meet a Tall, Dark Stranger Manfred F.R. Kets de Vries 2015-11-03 Kets de Vries profiles a range of toxic executives the narcissist, psychopath, cold fish, obsessive-compulsive, and many more, offering coaches examples of interventions that have worked and those that haven't, to help coaches deal with difficult people and become more effective.

Solving Mysteries Manfred F. R. Kets de Vries 1984
Mindful Leadership Coaching Manfred F.R. Kets de Vries 2014-04-22 Mindful Leadership Coaching takes an in-depth look at the coaching processes. The insights provided here will help coaches and executives to use frameworks for transforming attitudes, beliefs, and behaviors. It advises on how the best leadership coaches help their executive clients create significant personal and professional change.

Reflections on Leadership and Career Development Manfred F. R. Kets de Vries 2011-09-19 "Manfred Kets de Vries is in a unique and special position to analyze leadership, human development, behavior, and what it takes to be an outstanding leader. Manfred's book, like all his other works, is worth reading several times, preserving it for reading again and again and to reflect and learn." – B Muthuraman, Managing Director, Tata Steel Ltd. "At a very practical level [Manfred Kets de Vries] has affected for the better the lives of probably more leaders—and therefore their followers—than anyone else alive. In this book, in an empathic and thoroughly compelling way, he draws on his long coaching career and deeply personal experiences of his own to throw light on leadership, the relationship between leaders and followers, and the challenges we all must face. If you care about these things (and who does not?). you will not be able to put this book down." – John Whitehead, Secretary to the Treasury, New Zealand "This book is a real Bible for anyone striving not only to live with, but to comprehend all the subtleties, ideals, and life roles of a leader in modern society." – Nicholas Chitov, CEO of City Mortgage Bank "Through the clinical lens

which Manfred Kets de Vries so aptly applies to business settings, the reader is guaranteed to meet himself, and—who knows—intrigued to go further on the journey of self-examination." – Philippe Haspeslagh, Dean, Vlerick Leuven gent Management School "In this important book, [Manfred Kets de Vries] pauses to look back and review what he has learned over the years. The result is remarkably insightful on several counts; readers will learn much on leadership and career development. they will also better understand the personal and professional development of a giant among leadership scholars." – Jean-Francois Manzoni, Professor of Leadership and Organizational development, IMD "Through a unique understanding of the 'inner theater,' Manfred Kets de Vries provokes leaders to reflect on drivers of their behavior and of those around them. This book provides insight o the tools needed to create high performance teams and achieve personal fulfillment throughout a journey in leadership." – Paul Geason, group Managing Director, Telstra "Whether you are a leader or a follower, after having read this book you will be the opposite, or both. And if not, you will at least understand the neurotic leader, whether it is in your boos, or in yourself. Maybe even in your spouse." – Christian Dreyer, CEO, Hansen Sicherheitstechnik AG, Munich "This new book is a collection of Manfred's intelligence and wisdom. His concept of constructive narcissism will help a lot of leaders to understand themselves and others. Manfred is like good wine, the older the better." – Salem Samhoud, Founder, & Samhoud "In his latest book, Manfred Kets de Vries successfully combines his versatility of roles—as an academic entrepreneur, psychoanalyst, consultant, leadership coach, and professor—to produce an academic classic on leadership from eh perspective of career development." – Vaseehar Hassan, Chairman, Unicorn International Islamic Bank, Malaysia

Sex, Money, Happiness, and Death Manfred F.R. Kets de Vries 2016-01-18 The four main tenets of life are explored in this unique new book that examines the issues that touch each executive, or for that matter, people in general. Based on his experiences as a psychoanalyst, professor and leadership coach, the author explores how 'Sex, Money, Happiness and Death' affect our work and our lives in general.

Lessons on Leadership by Terror Manfred F. R. Kets de Vries 2005-01-01 A serious but readable study that should be widely read by all concerned with leadership issues. Long Range Planning This book is the most up-to-date available investigation of the understanding of tyranny and terror that psychologists, psychoanalysts and experts on group and institutional behaviour can provide. Manfred Kets de Vries has produced a masterpiece. He draws on a wealth of published research in the field and relates it in an academically excellent, yet eminently readable, way to the premier problem of the beginning of the 21st century. I strongly recommend it. Anton Obholzer, formerly Tavistock Centre London, Psychoanalyst and Organizational Consultant From constructive narcissism to reactive narcissism, we are but one step away from megalomania and terror. Professor Kets de Vries traces the origin of leadership by terror to early childhood in this case study of Shaka Zulu. A gruesome story warns us that terror may be inherent in the human condition. Abraham Zaleznik, Harvard Business School, US Kets de Vries has written another terrific book on leadership. However, this work will prove both timely and insightful to students of leadership and political psychology. Through the tale of Shaka Zulu, Kets de Vries introduces us to our very own despotic tendencies and thus familiarizes the reader with the

human side, however horribly oppressive and destructive, of leadership by terror. Here is a genuine contribution to the field of leadership studies. Michael A. Diamond, University of Missouri Columbia, US What makes despotic leaders tick? How do they become despots? On a lesser (but far more common) scale: why are some people ruthlessly abrasive in the workplace? Why do some business leaders appear to lose their sense of humanity? How and why do they create a culture of fear, uncertainty and doubt in their companies? Lessons on Leadership by Terror attempts to discover what happens to people when they acquire power, and whether the abuse of power is inevitable. Manfred Kets de Vries examines the life of the nineteenth-century Zulu king Shaka Zulu in order to help us understand the psychology of power and terror. During his short reign, Shaka Zulu established one of the most successful regimes based on terror that has ever existed, from which the traits of despotic leaders are illustrated. Shaka's life history is a study in the psychology of terror, and he can be a proxy for the behavior of any despot, be it from antiquity or modern times. From his leadership behavior fifteen cautionary lessons are derived, offering valuable principles for contemporary leaders. The book also explores the characteristics of totalitarian states, and discusses what can be done to prevent despotic leaders from coming to the fore. Clear parallels are drawn between Shaka's behavior and that of other, more contemporary, leaders including Hitler, Stalin, Pol Pot and Saddam Hussein. This fascinating and highly original book will be of enormous interest to a broad audience from students and academics focusing on leadership, political science, and political psychology, to practitioners such as managers, executives, consultants, and leadership coaches.

Psychoanalysis and Management Michael Hofmann 2013-11-11 Managers are confronted with many difficult demands which are still unknown to them. Gaining a better knowledge for unconscious ways of human behavior and their motivations is very important. This book introduces research work to European readers by selected contributions from leading psychoanalytically oriented management theorists and clinicians. The authors deal with different topics such as leadership, corporate culture, family business, organizational stress, career dynamics and so on. All of them try to win an understanding and insight into conscious, unconscious, rational and irrational behavior. The purpose of this book is fulfilled if this knowledge can be practiced in order to achieve improvements for the cooperation between people in general.

Unstable at the Top Manfred F. R. Kets de Vries 1988

The CEO Whisperer Manfred F. R. Kets de Vries 2020-12-15 At this critical junction in the history of humankind, leaders that are proficient in magical thinking aren't going to solve our problems. Creating alternative realities is not the answer. We need a very different kind of leadership—leaders who can resist the calls of regression and whose outlook is firmly based in reality. We need leaders who analyze and draw conclusions from, or use their own experiences as a development tool, face their strengths and weaknesses, and critique their own experiences in order to build new understandings. In this very personal and entertaining book, Manfred Kets de Vries, one of the "gurus" in the field of leadership studies offers his thoughts on leadership and life, reflections written for executives and the people who deal with them. As a psychoanalyst and leadership professor let loose in the world of renowned global organizations—as a passionate educator and scholar, or just a human being at the receiving end of heart-rending emails—he examines the pitfalls of leadership and the challenges for the professionals who work with senior executives in today's AI-focused world. He points out why leaders can derail, and what steps they can take to prevent this from happening. Ultimately, this book encourages you to "Know yourself," but makes no bones about the challenge it represents. Understanding our "inner theatre" will always be an uphill struggle. Kets de Vries points out why deep dives into our inner world are always fraught with many anxieties. Included in the many subjects covered by the author are the loneliness of command, the management of disappointment, the destructive role of greed, the impact of stubbornness, the role of storytelling, the importance of wellness, and the role of corporate culture. In addition, the book addresses the important topic of how to create great

teams and best places to work. Furthermore, the book touches on endings—the ending of our career and the growing realization of the inevitable ending of our life. As time grows short, Kets de Vries emphasizes that we have no time to lose in dealing with our anxieties, regrets, and the things we spend much of our life determined not to see. Taking a deep dive into self-knowledge requires courage and support, and he is here to guide you through it.

The Hedgehog Effect Manfred F. R. Kets de Vries 2011-10-19 In *The Hedgehog Effect*, Manfred Kets de Vries presents the case for leadership group coaching as an experiential training ground for learning to function as a high performance team. His group coaching model, incorporating living case studies, has been developed over more than 20 years of delivering programs to top-level executives and sets the standard in the field of leadership group coaching. Written for coaches, consultants, leadership development directors, and anyone working in or with teams, *The Hedgehog Effect* begins with an in-depth analysis of what teams and groups are all about. The intricacies of leadership coaching are illustrated with an elaborate example of a team coaching intervention. In Part Two, the author applies a psychodynamic lens to the dynamics of teams and groups, taking a close look at relationship patterns, how groups evolve, and the phenomenon of the group-as-a-whole. Part Three takes a more systemic perspective, addressing the challenges that change processes pose for people in organizations, and how to create best places to work. Kets de Vries supports the whole with the story of an organizational change initiative accomplished through group coaching.

Coach and Couch 2nd edition Manfred F.R. Kets de Vries 2015-11-03 Professor Manfred Kets de Vries and his colleagues have helped thousands of executives to increase their effectiveness in dealing with colleagues and clients, and to refocus their own professional and personal aspirations. This book is a volume of essays on leadership development topics written by academics, coaches, and change consultants. It explores how extraordinary leaders and thriving organizations are created by sharing research methodologies and insights, and by describing intervention and change techniques. Drawing upon substantial research, this book presents the essential leadership models and equips practitioners with tools for developing executive coaches and working with business leaders. This second edition includes new chapters on executive stress and coaching across the gender divide.

The New Russian Business Leaders Manfred F. R. Kets de Vries 2005-01-01 As a study of Russian business leadership, the depth of research and cogency of argument in the book is well ahead of anything else seen to date and to that end it deserves to be highly regarded. The Delta Intercultural Academy This book is obligatory reading for those planning to do business in Russia or wishing to understand how business is conducted. The *New Russian Business Leaders* is written by a distinguished group of international management specialists, including two Russians. Using models and case studies of leading Russian companies and entrepreneurs, the authors draw conclusions about Russia's evolving business climate, the requirements for entrepreneurial success, and the value of international business education for Russia's business leaders. Paul Gregory, Slavonic and East European Review This highly talented multinational team has produced a rich and meaningful contribution to the literature on Russian business. These authors know the very essence of Russia from their extensive academic and practitioner experience. They deliver fascinating, original in-depth case studies of the pioneering men and women business leaders of modern Russia's first capitalist decade. They also interpret the cases in the context of Russia's history and culture, and offer a comprehensive framework for how Russian business and leadership could evolve to build the country's economy. The *New Russian Business Leaders* will surely serve for years to come as an authoritative source for academics and practitioners seeking to understand the underlying dynamics of Russian business and its leaders. Sheila M. Puffer, Northeastern University, Boston, US In order to work effectively with Russian organizations, it is essential for potential Western partners and shareholders to fully understand their leadership style, organizational practices and business expectations. Based on extensive interviews

with the pioneers of Russian business and the authors own experiences, this perceptive new book attempts to decipher the enigma of Russia's new generation of business leaders. The authors present six in-depth case studies focusing on companies of vastly differing sizes, ranging from a newly-privatized operation, and the creation and organization of an oligarch's empire, to several entrepreneurial start-ups in different service industries. The case studies document the changes and developments that have occurred in Russia since the privatization era of the 1990s, highlighting the strengths and weaknesses of the emerging business leadership orientations. Grounded in Russian culture and history, the book takes a balanced view of the rapid development and transformation of the country's business leadership over the past ten years. The authors also offer perceptive conclusions and practical advice that will not only contribute to the success of Western businesses operating in Russia and other former communist countries in Eastern Europe but also help business people in Eastern Europe create high performance organizations. As we move towards a globalized economy, the need to recognise executive behaviour in Russia is becoming increasingly important. This book will provide a great source of information for academics and researchers of entrepreneurship, leadership studies and international business. Although the focus is on Russian entrepreneurs, the lessons in the book are equally as relevant for other cultures and leadership styles.

Riding the Leadership Rollercoaster Manfred F.R. Kets de Vries 2016-12-09 A collection of short, bite-sized nuggets of insight into the psychological ups and downs of the leadership journey from one of the world's top thinkers on leadership. Leadership often means living on the edge, living a life less ordinary, leaving the straight and narrow to take a more exciting path. Like riding a roller coaster, there will be moments that take our breath away but it is in those moments that we feel truly alive. Although we may not know what is coming round the next bend or after the next rise, we have a great time on the ride. Kets de Vries's examination of the "inner theatre" pushes leaders and their coaches to become a personal and organizational detectives, to look beyond the obvious and discover the deeper meaning of their own and others' actions. Doing so can prevent leaders becoming prisoners of their own past, failing to recognize the repetitive patterns in their behavior, making the same mistakes over and over again. Leaders are more likely than followers to experience ups and downs, successes and failures, happy days and sad. The intensity of the experience depends on the "rider." They can scream or enjoy the ride—or, indeed, do both. They can make the best out of the beginnings and endings, the good times and bad, or they can sink beneath them. In *Riding the Leadership Rollercoaster* Kets de Vries provides leaders and their coaches with the insights that can help them take some control of the ride.

Organisationskultur Wolfgang Hofbauer 2013-04-17 "Organisationskultur ist das implizite Bewußtsein einer Organisation, das sich zum einen aus dem Verhalten der Organisationsmitglieder ergibt und das selbst als kollektive Programmierung die Verhaltensweisen der Organisationsmitglieder beeinflusst" (Christian Scholz 1987a, 88). Warum gerade jetzt eine Arbeit zur Organisationskultur? Die Antwort findet sich unmittelbar, wenn man die zu diesem Thema existierenden 1 Publikationen analysiert: Meist werden entweder himmelhoch jauchend Lobeshymnen gesungen oder aber herablassende Argumente auf die Protagonisten der Kulturbewegung geschüttet. Man findet selten einen Mittelweg zwischen beiden Positionen, realistische Vermittlungssituationen fehlen also. Nur wenigen Firmen gelingt es deshalb, im Betrieb Werte und Normen zu schaffen, die das Umsetzen der angestrebten Ziele und den Erfolg auf dem Markt fördern. Zu zahlreich sind die Mißverständnisse, denen das Management unterliegt: "Kultur" läßt sich nicht an der glanzvollen Erscheinung, an Bürotüren oder Fabrikpalästen ablesen. Auch knorrige Gründepatriarchen, markige Werbeslogans oder Regeln für "kultiviertes" Verhalten sind keine Garantien für eine erfolgsfördernde Organisationskultur. Solche Außenlichkeiten haben wenig Einfluß auf die Denk- und Arbeitsweise der Mitarbeiter. Ihr Verhalten wird von größtenteils unbewußten Grundannahmen über ihr Unternehmen, dessen Umfeld, das Wesen des Menschen, seinen Handlungen und seinen Beziehungen zu anderen

Personen gesteuert.

What's Playing in the Organizational Theater? Manfred F. R. Kets de Vries 1996

The Daily Perils of Executive Life Manfred F. R. Kets de Vries

Reflections on Character and Leadership Manfred F. R. Kets de Vries 2010-04-09 Reflections on Character and Leadership is the first of the three books in the Manfred Kets de Vries on the Couch series. Here, Kets de Vries looks at entrepreneurship, the pathology of leadership, and the personality of the leader. The reader will visit the disturbed inner worlds of leaders like Alexander the Great, Shaka Zulu and Robert Maxwell, discover how to distinguish between a cold fish and a live volcano, and identify impostors, despots, organizational fools and global leaders. The book highlights the basic principles of the clinical paradigm—the process of putting organizations and the individuals who lead them on the psychoanalyst's couch. It includes studies of personality archetypes and the effects they have on organizational life and culture—and the effects that organizations have on them. Referring frequently to key management concepts, Kets de Vries looks not only at what happens when things go wrong, but also at how to create the psychological and organizational space to make sure that things go right. About the series: The series offers an overview of Kets de Vries's work spanning four decades, a period in which he has established himself as the leading figure in the clinical study of organizational leadership. The books in this series contain a representative selection of Kets de Vries' writings about leadership from a wide variety of published sources and cover character and leadership in a global context, career development and leadership in organizations. The original essays were all written or published between 1976 and 2008. Updated where appropriate and revised by the author, they present a digest of the work of one of the most influential management thinkers of the present day.

The Coaching Kaleidoscope Manfred F.R. Kets de Vries 2010-07-06 Through sharing the research methodologies, and describing intervention and change techniques used in leadership development, this book, written by IGLC-INSEAD professors and leadership coaches, contributes to a better understanding of how organizations may go beyond coaching in order to create best places to work.

Chef-Typen Manfred F. R. Kets de Vries 2013-03-09 In einer Zeit des Wandels und steigender Erwartungen wächst die Sorge über die internationale Wettbewerbsfähigkeit und unsere Fähigkeit, der Herausforderung der Welt an unserer Spitze in Industrie und Management zu begegnen. In solchen Zeiten scheinen Führungskräfte sehr gefragt zu sein; in solchen Zeiten machen die Führungskräfte den Unterschied. Wir sollten nicht vergessen, daß es die Führungspersonen sind, von denen man die Entwicklung neuer Visionen und die Entfesselung und Lenkung der ungenutzten Talente, die auf allen Ebenen einer Organisation vorkommen, erwartet. Führungskräfte sind diejenigen, die unsere Institutionen für die Herausforderungen von morgen vorbereiten müssen. Als Katalysatoren für den Wandel haben sie diesen Prozeß in Gang zu setzen. Im Rückblick auf dieses Jahrhundert können wir sagen, daß wir mehr als unseren Anteil an Führung hatten – gute und schlechte. Als ein Student der Führungslehre hatte ich das Glück, in diesem Zeitabschnitt zu leben. Das Studium der Führung war in meinem Fall keine losgeloste akademische Übung. Ich hatte im Gegenteil die Gelegenheit, den Aufstieg und den Fall von Führungspersonlichkeiten – unternehmerischen und politischen – hautnah zu verfolgen. Als ich als Student in Holland Platos Staat las, war ich besonders von dem Teil fasziniert, in dem er die Eigenschaften beschrieb, die für einen Philosophenkönig und seine Ausbildung notwendig sind. Diejenigen, die vielleicht dachten, daß das Interesse an Führung und Führungstraining ein relativ modernes Phänomen ist, werden überrascht sein. Schon 386 v.

The Recipe for Success Blaire Palmer 2010-07-01 If you've ever wondered what makes some people seem to excel effortlessly at everything they do, business coach Blaire Palmer explains all in *The Recipe for Success*. Profiling a number of 'serial succeeders' to capture the essentials of what makes them stand out, it will help readers work out the combination of skills and talents will help them reach their own goals. Ideal for managers, entrepreneurs and even large organisations who want to shake things up a bit, the book uses an unusual

cookery book style to explain the main 'ingredients' - such as stubbornness, magnetism and persistence - that go into creating success at work, and then follows up with some 'recipes' showing how a range of high flyers have used them, in various combinations, to get excellent results.

The Leader on the Couch Manfred F. R. Kets de Vries 2011-01-31 Despite the proven benefits of emotional intelligence, organizational life has typically been hostile to the inner world of feeling. Rationality is deemed superior to feeling, which can contaminate judgment. But without feeling there is no passion, and no action. This book sets out to change people and organizations for the better, by revealing the 'dark side' of leadership behaviour and its impact on performance. Tapping into the startling parallels between the journey to emotional intelligence, the process of psychoanalysis, the practice of leadership coaching and the Zen journey to enlightenment, renowned thinker Manfred Kets de Vries helps executives, consultants, and coaches to peel back the layers of self-deception and reveal how inner personality - largely hard-wired since early childhood - affects the way they lead and manage others.

The Psychoanalysis of Career Choice, Job Performance, and Satisfaction Paul Marcus 2017-01-20 Freud said that "love and work" are the central therapeutic goals of psychoanalysis; the twin pillars for a sound mind and for living the "good life." While psychoanalysis has masterfully contributed to understanding the experience of love, it has only made a modest contribution to understanding the psychology of work. This book is the first to explore fully the psychoanalysis of work, analysing career choice, job performance and job satisfaction, with an eye toward helping people make wiser choices that bring out the best in themselves, their colleagues and their organization. The book addresses the crucial questions concerning work: how does one choose the right career; what qualities contribute to excellence in performance; how best to implement and cope with organizational change; and what capacity and skills does one need to enjoy every day work? Drawing on psychoanalytic thinking, vocational counseling, organizational psychology and business studies, *The Psychoanalysis of Career Choice, Job Performance, and Satisfaction* will be invaluable in clinical psychoanalytic work, as well as for mental health professionals, scholars, career counselors and psychologists looking for a deeper understanding of work-based issues.

Global Executive Leadership Inventory (GELI), Participant Workbook Manfred F. R. Kets de Vries 2004-12-23 If you are to survive in today's competitive environment, you must have the leadership skills that make you a valued member of your organization's leadership team. Global Executive Leadership Inventory (GELI) is your in-depth development tool that offers guidance for understanding your leadership abilities and shows you how to take steps to improvement. The Inventory consists of 100 action- and behavior-based questions that are designed to measure your competency within twelve areas: Visioning, Empowering, Energizing, Designing and Aligning, Rewarding and Feedback, Team Building, Outside Orientation, Global Mindset, Tenacity, Emotional Intelligence, Life Balance, and Resilience to Stress. The Inventory includes an effective self-assessment tool as well as a 360-degree component that allows you to obtain feedback from subordinates, colleagues, and superiors. Once the assessment is completed and scored, the Participant Workbook guides you through the feedback and helps to create a development plan. As a result of the GELI process, when you complete this Workbook you will be able to State advantages of and concerns about 360-degree feedback Identify twelve key characteristics of successful global leaders Evaluate your strengths and weaknesses on each of the twelve key characteristics Develop an action plan that specifies what you will do to improve your leadership competencies An ideal tool for examining your leadership behavior roadblocks and then taking steps toward improvement, the GELI will serve you as an essential resource on your leadership journey.

Tricky Coaching K. Korotov 2011-11-29 Bringing together cases written by experienced leadership and executive coaches from all over the world, this project explores the most demanding and challenging situations they have faced in their professional practices. By analysing and

reflecting on the real life case studies the authors show how to deal with these situations in daily life. **Organizational Paradoxes** Manfred F. R. Kets de Vries 2013-10-11 Tavistock Press was established as a co-operative venture between the Tavistock Institute and Routledge & Kegan Paul (RKP) in the 1950s to produce a series of major contributions across the social sciences. This volume is part of a 2001 reissue of a selection of those important works which have since gone out of print, or are difficult to locate. Published by Routledge, 112 volumes in total are being brought together under the name The International Behavioural and Social Sciences Library: Classics from the Tavistock Press. Reproduced here in facsimile, this volume was originally published in 1980 and is available individually. The collection is also available in a number of themed mini-sets of between 5 and 13 volumes, or as a complete collection.

Talking to the Shaman Within Manfred F. R. Kets de Vries 2014-06-17 Everything about hunting leads inexorably to death; the challenge for all hunters is how to justify the kill. But the hunter's emotional response to the kill is immensely complex. Hunters respect—and even love—the animals they kill. *Talking to the Shaman Within: Musings on Hunting* addresses this paradox head-on, dissecting the emotional and psychological response of the hunter to his quarry and, more broadly, his surroundings. The climax of the chase brings the hunter closer to realizing the "nature intelligence" that modern civilization has suppressed. Through his investigation of the "instinct" that lies beneath the urge to hunt, author Manfred F. R. Kets de Vries reveals something basic and fundamental about human behavior. The hunting instinct is hardwired into the human psyche, and, for all our sophistication and urbanization, it exerts a powerful influence over the way we conduct our lives even to this day. *Talking to the Shaman Within* draws on depictions of hunting in art and literature throughout the ages exploring changing trends in human social norms with frequent reference to literature, art, film, television, and music. It unites a dispassionate academic hypothesis with an engaging and colourful narrative into which Kets de Vries weaves stories from his own life—as both an academic and a hunter.

Reflections on Groups and Organizations Manfred F. R. Kets de Vries 2011-10-13 *Reflections on Groups and Organizations* is the third and final book in the *On the Couch* with Manfred Kets de Vries series. Broadening the Kets De Vries canvas, this book examines concepts of organizational health, performance, and change. Material ranges from studies of high performance teams - based on time the author spent with the pygmies of central Africa - to the study of organizational stars, to the use of coaching interventions to improve personal and organizational functioning. Kets de Vries looks at the interpersonal and group processes that determine how organizations work within specific contexts, including family firms. He studies dysfunctional leader-follower relationships, downsizing, and organizational transformation. Kets de Vries also introduces his concept of the "authentizotic" organization - a pleasant, healthy, well-functioning workplace.

Playing for Keeps Laurence Leamer 1977
The Psychoanalytic Study of Organizations Burkard Sievers 2007

Routledge International Handbook of Charisma José Pedro Zúquete 2020-11-29 The Routledge International Handbook of Charisma provides an unprecedented multidimensional and multidisciplinary comparative analysis of the phenomenon of charisma - first defined by Max Weber as the irrational bond between deified leader and submissive follower. It includes broad overviews of foundational theories and experiences of charisma and of associated key issues and themes. Contributors include 45 influential international scholars who approach the topic from different disciplinary perspectives and utilize examples from an array of historical and cultural settings. The Handbook presents up-to-date, concise, thought-provoking, innovative, and informative perspectives on charisma as it has been expressed in the past and as it continues to be manifested in the contemporary world by leaders ranging from shamans to presidents. It is designed to be essential reading for all students, researchers, and general readers interested in achieving a comprehensive understanding of the power and potential of charismatic authority in all its varieties, subtleties, dynamics, and current and

potential directions.

IBSS: Sociology: 1999 British Library of Political and Economic Science 2001-01-16 IBSS is the essential tool for librarians, university departments, research institutions and any public or private institution whose work requires access to up-to-date and comprehensive knowledge on the social sciences.

Telling Fairy Tales in the Boardroom Manfred F.R. Kets de Vries 2016-04-30 We know where we are with a fairy story. There is a cast of predictable characters, the hero or heroine is submitted to terrible trials, cruelty, and injustice but in the end the baddies get their comeuppance, good triumphs, and everyone lives happily ever after. In this book Manfred Kets de Vries, one of the world's leading authorities on the psychology of leadership, and a pioneering practitioner in the field of psychodynamic executive coaching, draws on the format of traditional fairy tales and tells us five stories that dramatize five key themes of dysfunctional leadership. The accompanying commentaries analyze each tale and examine the ways in which it applies to leadership behavior and organizational practices. This diagnostic element is supported by self-assessment tests that reinforce the main lessons of each tale and guide the reader's interpretation of the results. With Kets de Vries's guidance you'll be able to help your clients create best places to work, where everyone is the best they can be, and lives 'happily ever after'.

The Leadership Mystique Manfred F. R. Kets de Vries 2006 "This is a book that any senior executive will find enlightening, as it peels back the layers of self-deception to reveal how our hidden personalities, largely hard-wired since early childhood, affect the way we lead and manage others." Carol Kennedy, Director magazine "This book is a real gem. The author writes with flair and precision. ... I recommend this book very highly. It is clear, timely and accessible. De Vries is a master of the elusive topic of leadership. For the busy manager and consultant, it is a valuable balance to a growing library that merely idealises and idolises leadership." HR Monthly, Australia "Your business can have all the advantages in the world; strong financial resources, enviable market position, and state-of-the-art technology, but if leadership fails, all of these advantages melt away." - Manfred Kets de Vries Organizations are like automobiles. They don't run themselves, except downhill. Successful leadership today demands very different behavior from the conventional leadership tradition we are used to. It requires leaders who speak to the collective imagination of their people, co-opting them to join in the business journey; leaders who are able to motivate people to full commitment and spur them on to make that extra effort. It's all about human behavior. It's about understanding the way people and organizations behave, about creating relationships, about building commitment, and about adapting your behavior to lead in a creative and motivating way. So, stop right now and ask yourself what you're doing about the leadership factor. How do you execute your own leadership style? Whether you work on the shop floor or have a corner office on the top floor of a shimmering skyscraper, what have you done today to be more effective as a leader? There are no quick answers to leadership questions, and there are no easy solutions. In fact, the more we learn the more it seems there is to learn. In *The Leadership Mystique*, management and psychology guru Manfred Kets de Vries unpicks the many layers of complexity that underlie effective leadership, and gets to the heart of the day-to-day behavior of leading people in the human enterprise. Assess your own leadership qualities with the probing self-questionnaires and learn how to develop your skills for maximum impact as a leader.

Are Leaders Born or Are They Made? Elisabet Engellau 2018-05-20 This engaging study of the life of Alexander the Great, the charismatic leader who created an empire that spanned most of the ancient world, provides an in-depth look at the psychodynamics of leadership that will be of use to contemporary leaders in business and politics, and to consulting and training organisations. In the first part of the book, the authors weave the fascinating tale of Alexander's life, whilst highlighting his considerable leadership skills. They then analyse Alexander's personality and behaviour from a clinical perspective to demonstrate the psychological forces that shaped those leadership qualities. They look at the key facets of Alexander's leadership technique in

detail, as a practical demonstration of effective leadership, and conclude by cataloguing Alexander's strengths and, just as importantly, his weaknesses for the vital lessons in leadership. This volume provokes both introspection and inspiration in the minds of its readers. It is vital reading for all managers and management consultants, MBA students, and all concerned with effective leadership.

Familienunternehmen im Nachfolgeprozess Frank A. Halter 2009

Down the Rabbit Hole of Leadership Manfred F. R. Kets de Vries 2018-10-10 In the previous book in this series, Manfred Kets de Vries observed the experiences of leaders on a rollercoaster ride through their professional and personal lives. Now, he follows them down the rabbit hole into the unknown, where, like Lewis Carroll's Alice, they find a dystopian Wonderland in which everyone seems to have gone mad and life functions according to its own crazy logic, throwing up all kinds of obstacles in the search for truth. Understanding what is happening around us has become more difficult than ever in the Age of Trump. Don't imperatives like "build that wall" sound very much like "Off with his head"? Unfortunately, and unlike Alice, we are not going to wake up from a bad dream and discover that everything is "nothing but a pack of cards". The first part of this book looks at the psychodynamics of leadership in both a business and a political context. The second focuses on the psychopathology of everyday life in organizations and the seemingly endless ways people can make a mess of things - including mega pay packages, acting out, digital addiction and other dysfunctional behaviour patterns. Each chapter ends with a brief anecdote to illustrate the dilemma it presents. In short, sharp nuggets, Kets de Vries helps make sense of how the madness of the present has affected leadership in organizations and the workplace.

Compliance - Rechtliche und psychologische Aspekte Manfred Reh binder 2020-08-11 Der 16. Band der Reihe "Schriften zur Rechtspsychologie" befasst sich in bewährter Methode mit den rechtlichen sowie psychologischen Grundlagen des Themas "Compliance". Anlässlich eines Symposiums an der Universität Zürich im Jahr 2019 haben sich ausgewiesene Expertinnen und Experten aus Wissenschaft und Praxis zum Thema getroffen und ausgetauscht. Im vorliegenden Band erarbeiten sie einen fundierten Überblick aus ungewöhnlicher Perspektive und schlagen die Brücke von der Rechtswissenschaft über die psychologischen Grundlagen bis weit hinein in die Praxis.

Coaching and Mentoring for Work-Life Balance Julie Haddock-Millar 2019-07-25 The coaching and mentoring profession is facing a major challenge - helping clients cope effectively with life's complexities and conflicting demands in a rapidly changing environment. Conversations around work-life balance need to address not only the interconnectedness of work, leisure, home, and social life but also the fact that these elements are in flux and require continuous rebalancing. This book is a practical and evidence-based resource to help coaches and mentors in supporting clients to achieve greater work-life balance. Written by an experienced academic-practitioner team, this book provides coaches and mentors with a way of addressing work-life tensions with their clients. It is grounded in research and practice and offers a wide range of tools and techniques which are supported with real-life case studies illustrating how they can be employed. On top of this, readers are also supported with reflective questions to enhance understanding and a series of downloadable worksheets for practical use. *Coaching and Mentoring for Work-Life Balance* is essential reading for professional coaches and mentors who are helping their clients to develop personal resilience and will also be a valuable resource for students in postgraduate coaching and mentoring courses. The authors present some of the latest thinking on this topic, underpinned by their own research and model for work-life balance, making the book indispensable to all those engaged in leadership, coaching, mentoring, and supervision.

Family Business on the Couch Manfred F. R. Kets de Vries 2010-03-02 The challenge faced by family businesses and their stakeholders, is to recognise the issues that they face, understand how to develop strategies to address them and more importantly, to create narratives, or family stories that explain the emotional dimension of the issues to the family. The most intractable family

business issues are not the business problems the organisation faces, but the emotional issues that compound them. Applying psychodynamic concepts will help to explain behaviour and will enable the family to prepare for life cycle transitions and other issues that may arise. Here is a new understanding and a broader perspective on the human dynamics of family firms with two complementary frameworks, psychodynamic and family systematic, to help make sense of family-run organisations. Although this book includes a conceptual section, it is first and foremost a practical book about the real world issues faced by business families. The book begins by demonstrating that many years of achievement through generations can be destroyed by the next, if the family fails to address the psychological

issues they face. By exploring cases from famous and less well known family businesses across the world, the authors discuss entrepreneurs, the entrepreneurial family and the lifecycles of the individual and the organisation. They go on to show how companies going through change and transition can avoid the pitfalls that endanger both family and company. The authors then apply tools that will help family businesses in transition and offer their analyses and conclusions. Readers should draw their own conclusions from careful examination of the cases, identifying the problems or dilemmas faced and the options for improved business performance and family relationships. They should ask what they might have done in the given situation and what new insight into individual or family behaviour each case offers. The goal is to avoid a bitter ending.