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# Creating the Congruent Workplace: Challenges for People and Their Organizations

*Lloyd C. Williams*

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**Lloyd C. Williams : Creating the Congruent Workplace: Challenges for People and Their Organizations** before purchasing it in order to gage whether or not it would be worth my time, and all praised Creating the Congruent Workplace: Challenges for People and Their Organizations:

1 of 1 people found the following review helpful. A POWERFUL EXPLORATION OF HUMAN ORGANZIATION!By Gerry SternThe author, an organizational psychologist, consultant, and professor, states that the challenge in this book is to explore a concept of congruence relating to effective organizational and managerial

performance. This is a book about organization, business options and strategies, and innovation, but the overarching theme is congruence. Williams points out that people spend 78% of their lives within organizations and this reality makes clear the need for a sound conceptual base for the integration of people and systems. This book focuses on a body of knowledge that balances and requires the bringing together of many disciplines to create a theory of congruence and transformation (of both organization and the individual). It is a treasure trove of knowledge and insights, bound to inform, stimulate, and delight anyone who seeks a multidimensional understanding of human organization. Open to any page and you are likely to become absorbed in the rich content that Williams presents. The book is deep and rich with substance. It is sure to appeal to those of who are always hunting for those hard-to-find books that go below the surface of facile bullet-points or 'how-to' steps, with little or no mention or concern for the 'why's' or context. As a organization consultant (FutureOrganization.com) I was quickly drawn into this book. I found this book packed with first-rate thinking, cover-to-cover. Very highly recommended.

For organizational and personal change to happen and be sustainable, there must first be a system of thought balanced against action. Williams and his concept of congruence provide an alternative to the often chaotic, unbalanced ways in which change is currently understood and its accomplishment attempted. He challenges the organizational model of compartmentalized structures, offers a persuasive refutation of the fashionable paradigm of organizational transformation (one based on dominance and control), and argues a provocative notion that innovation is actually the successful result of reworking what has not worked before. A new look at the processes that create organizational movement, Williams' latest book is a guide for leaders, managers, consultants, and corporate practitioners, and a new way for students, teachers, and researchers to rethink the entire change process. Williams has found through his own experience that people focus too closely on the action behaviors of organizations and too little on the thinking behind them. The result is that gaps open up and create pitfalls in our efforts to achieve excellence in human and organizational performance. Williams suggests that organizations innovate themselves into failure. To counter this, he provides a true systemic approach to enhancing organizational performance, a system of what he visualizes as congruence, a way to fit thoughts to actions. It is as much a way of thinking, says Williams, as it is a method toward goals; goals that are clear and essential to the survival of any organization. Drawing liberally upon his own expertise as a teacher, consultant, and therapist, he helps others to appreciate the successes that can be realized when balance and the alignment of thought and action are achieved, and when the search for change becomes a planned, focused, and systemic endeavor.

"[r]efutes the fashionable paradigm of organizational transformation-one based on dominance and control-and argues that innovation results from reworking what has failed in the past."-Business Horizons"Yacute;ruml;efutes the fashionable paradigm of organizational transformation-one based on dominance and control-and argues that innovation results from reworking what has failed in the past."-Business Horizons?"[r]efutes the fashionable paradigm of organizational transformation-one based on dominance and control-and argues that innovation results from reworking what has failed in the past."-Business HorizonsAbout the AuthorLLOYD C. WILLIAMS is Professor of Management Leadership in the School of Management, John F. Kennedy University, and an organizational change consultant based in Cave Creek, Arizona. With advanced degrees in the study of organizational psychology, ethics, marriage and family therapy, and personality and culture, he focuses his consulting practice on developmental problems encountered by private, public, and not-for-profit organizations worldwide. His four previous books for Quorum are The Congruence of People and Organizations (1993), Organizational Violence (1994), Human Resources in a Changing Society (1995), and Business Decisions, Human Choices (1996).