

The Ostrich Effect

Solving Destructive Patterns at
Work

William A. Kahn



Ostrich Effect Solving Destructive Patterns

Ensheng Dong

Ostrich Effect Solving Destructive Patterns:

The Ostrich Effect William Kahn,2015-12-07 The Ostrich Effect goes beyond the typical how to approach of most books that deal with difficult conversations at work. It aims to teach the reader what conversations to have and when to have them in order to solve destructive problems that occur in the workplace. Like the proverbial ostrich with its head in the sand, people often avoid confronting small issues at work but if avoided, these issues will escalate and inevitably wreak havoc. Drawing on a combination of social science research and Kahn's practical experience as an organizational psychologist, the book examines the micro processes that underlie the way in which these problems develop and flourish. These micro processes are tiny, fleeting, and hardly noticeable but when they are identified, something startling becomes apparent: there is a predictable pattern to this escalation. The book uses a variety of examples to demonstrate this pattern across a range of organizations and industries and offers a toolkit to help guide the reader in resolving people problems at work. The toolkit focuses not on changing others but on changing how we interact with others: our own behavior is the most powerful force for change that we have. The ostrich remains the symbol of those of us who foolishly ignore our problems while hoping that they will magically disappear. By identifying this ostrich effect, the reader is empowered to reframe and neutralize its impact.

Balancing

Acts James Conklin,2021-07-30 Balancing Acts offers consultants and managers a simple, powerful way to think about change and ascribes a four-phase iterative process for implementing change. Reviewing change initiatives from different types of organizations, Balancing Acts confronts the problems and pitfalls head on that often arise during workplace transitions. Conklin explains why organizational change can be so difficult and shows that by balancing a set of competing psychological and systemic challenges, interveners will increase their chance of success. Conklin shows that human groups function as complex systems and that a change initiative is not a linear progression toward a predefined result. Instead, change is an iterative process that involves a search for feasible and useful solutions. The book's central argument is that while leading or supporting this search, consultants and leaders must balance four critical concerns: confrontation and compassion, participation and observation, assertion and inquiry, and planfulness and emergence.

The Interloper

Michel Anteby,2024-04-09 A stranger enters your world and starts asking questions you would prefer not to answer. What do you do? Mostly, when an interloper appears, communities find ways to resist: they obstruct investigations and hide evidence, shelve complaints and silence dissent, even forget their own past and deny having done so. Such resistance that is the social mechanisms deployed by social groups to maintain the status quo is the bane of field researchers everywhere: for it often seems to slam the door in their face. How can one learn about a community when they resist so very strongly? The answer is that sometimes the resistance is itself the key. By closing ranks and creating obstacles, community members often disclose more than they meant. This book shows how such resistance manifests itself, how researchers can respond to it, and most importantly, what it all reveals. To do so, The Interloper draws insights from diverse stories of resistance and research.

inquiries everything from Nazi rocket scientists to Disney union busters Harvard professors to those securing cadavers for medical school dissection to draw attention to field resistance and help analyze it Offering a window into such research for readers of many disciplines this book ultimately is intended both as a practical and theoretical guide for field researchers All these stories and more reveal a common truth When any field researcher tries to gain access to a field they are sure to meet resistance to their investigations The Interloper brings together all these instances of resistance that he encountered or witnessed alongside accounts from other published work The book organizes them around ideal forms of resistance and details their unique implications Ultimately The Interloper argues that such resistance contains way more analytical possibilities than most interlopers including field researchers envision

Reframing Academic Leadership

Joan V. Gallos, Lee G. Bolman, 2021-02-09 Reframing Academic Leadership Reframing Academic Leadership is the go to guide for deepening leadership commitment capacity and impact Gallos and Bolman tease out the unique opportunities and challenges in academic leadership and present powerful ideas and tools to guide and assist college and university administrators in Creating campus environments that facilitate creativity and commitment Forging vital alliances and partnerships in service of the mission Building campus cultures and shared vision that unite and inspire Crafting institutional structures and strategies that foster innovation and excellence In this updated edition the authors integrate time tested conceptual frameworks with rich and compelling real world cases and tackle contemporary high impact issues such as changes in the professoriate and in student populations funding shortfalls equity and social justice the double edged sword of technology managing conflict and crisis ethics and governance and strengthening leadership agility and resolve This readable intellectually provocative and pragmatic book is for all who care deeply about higher education are committed to making it better and understand its potential to transform lives families communities organizations and nations Leadership matters more than ever and Reframing Academic Leadership offers the seminal framework for understanding and leading in higher education today PRAISE FOR REFRAMING ACADEMIC LEADERSHIP 1st ED Reframing Academic Leadership is the most comprehensive book on the topic and an excellent source of knowledge for faculty and managerial leaders in every college and university An invaluable resource for students of higher education leadership MAUREEN SULLIVAN Past President American Library Association and Association of College and Research Libraries Reframing Academic Leadership provides a compassionate understanding of the stresses of leadership in higher education It offers insights to those who do not fully appreciate why higher education is so hard to manage and validation for those entirely familiar with this world I recommend it enthusiastically JUDITH BLOCK MC LAUGHLIN Senior lecturer on education and faculty chair of the Harvard Seminar for New Presidents and the Harvard Seminar for Presidential Leadership Harvard Graduate School of Education Bolman and Gallos provide a refreshing view of leadership essential for those assuming presidencies and other important leadership positions in higher education This work is a bedside reference for aspiring and current leadership in higher education not

only in the U S but also abroad FERNANCO LEON GARCIA President Sistema CETYS Universidad Baja California Mexico Bolman and Gallos have written a practical lucid text that brings together illustrative vignettes and robust frameworks for diagnosing and managing colleges and universities I recommend it to new and experienced administrators who will routinely confront difficult people structures and cultures in their workplaces CHRISTOPHER MORPHEW Dean School of Education Johns Hopkins University Reframing Academic Leadership is filled with real world examples from leaders The book reads like a guide for leading a chamber music rehearsal where one's role constantly shifts from star to servant and where multiple answers may be right PETER WHITE Dean and Professor of Conducting Conservatory of Music University of the Pacific

Journal of the National Education Association ,1963 Behavioral Science and Human Survival Milton
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