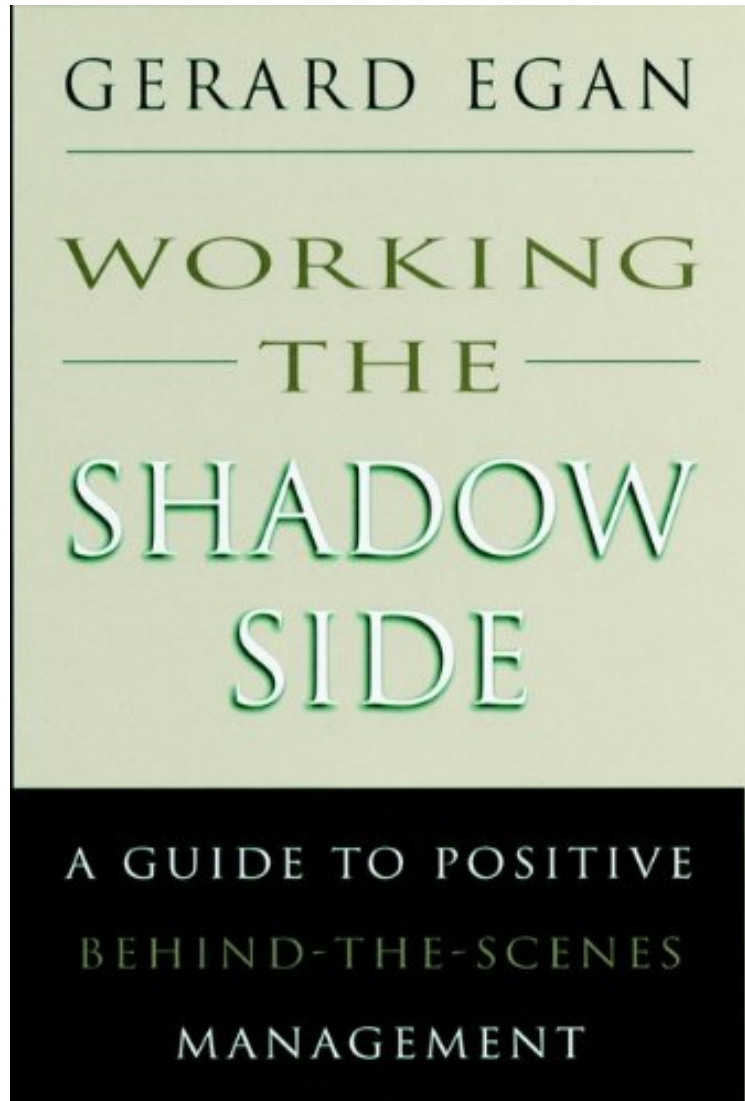


[Download] Working the Shadow Side: A Guide to Positive Behind-the-Scenes Management

## Working the Shadow Side: A Guide to Positive Behind-the-Scenes Management

*Gerard Egan*

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**Gerard Egan : Working the Shadow Side: A Guide to Positive Behind-the-Scenes Management** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Working the Shadow Side: A Guide to Positive Behind-the-Scenes Management:

0 of 0 people found the following review helpful. dry presentation perhaps yet a wonderful topic for owners and managersBy Healing ToolboxAdapted from the online Bizsum review for a business-owner friend of mine having just these issues:The shadow-side of business is rarely discussed and resists detailed description. Shadow systems and habits have no written rules. We know where to find shadow-side behavior tho:- the informal meetings at the water

cooler,- rumors, whispers,- special favors, political maneuverings, favoritisms,- patronage,- undiscussed firings and promotions- curious and undiscussed omissions and commissions that have social consequences. These forces drive many organizations much more than the written rules. Gerard Egan points out these habits stymie all attempts (no matter how heroic) at effective innovation and change. While the dark side of human nature is a factor, the shadow side has a much broader meaning in the organizational setting. It consists of all activities and arrangements not written down, not identified, discussed, and/or managed in decision-making forums. These still can make or break a business. If this surprises you, the topic can open your eyes to where you have had blinders on, usually in the area of Emotional IQ. The shadow in business means the covert, the undiscussed, the undiscussible, and the unmentionable. It includes arrangements absent from organizational manuals, company documents, and organizational charts. Some undocumented procedures, such as unofficial mentoring, are ethical and add value. Managing shadow-side realities involves distinguishing between company-enhancing and company-limiting shadow-side habits and behavior. In a clear, comprehensive, and common-sense manner, Egan addresses his subjects in riveting detail that offers managers, consultants, and employees valuable insight if they are serious about effecting fundamental change. Managing shadow-side habits are an important part of any professional managerial system. These behaviors are often at the heart of reform efforts:- Undocumented and inarticulate desire among employees for positive change if never addressed, drives away your talent,- Undocumented and inarticulate desire among executives and staff NOT to rock the boat preserves the status quo, even if company-wide change is on the table. Reviewer Bruce Dickson mostly writes about Best Practices in Energy Medicine at <http://www.HealingToolbox.org> 0 of 0 people found the following review helpful. Could have been so much more By J. Turner Not great but okay. Could have been so much more

Offers managers, consultants, and employees alike a practical starter kit that reveals how to identify, manage, and gain value from the below-the surface activities in an organization. Drawing on his worldwide consulting, teaching, and research experience, Gerard Egan shows how to create opportunity and competitive advantage by learning how to manage shadow-side realities. He identifies five interactive categories of behavior that affect both productivity and quality of work life in today's organizations--covert culture, the idiosyncrasies of individuals, the interactions of the organization's social system, institutional politics, and the hidden organization--and details specific skills and strategies for mining economic value from each one. Harness the covert aspects of your organization -- covert culture, individual idiosyncrasies, institutional politics -- for competitive advantage. World-renown consultant, teacher and researcher Gerard Egan identifies five shadow side work behaviors, and details specifics for mining the economic value of each.

From Booklist A Loyola University of Chicago professor of organization development and psychology, Egan argues persuasively that an organization's "hidden culture" can add to its value. The shadow side of the institution--the unspoken, unacknowledged, behind-the-scenes stuff--is usually assumed to be negative and to get in the way of organizational efficiency and effectiveness. But managers who can develop a set of strategies and day-to-day skills for handling the shadow side can bring on positive change in today's fast-paced business environment. The author explains and gives advice on what goes on in the shadows and how to mine value from the shadow side, illustrating how managers who gain the skills necessary to deal with the hidden culture and behind-the-scenes events can reduce the negative financial implications and turn shadow-side realities into competitive advantages. Highly recommended for all levels of managers in today's organizations; scholars, consultants, and advanced students of business and organizational studies will also find it useful. Joseph Leonard "Gerry Egan's focus on the shadow side of any organization--the informal, implicit beliefs and practices that really distinguish one organization from another is a valuable insight for anyone who is serious about fundamental change." --Liam Strong, CEO, Sears, PLC "This comprehensive work puts in perspective the tremendous economic benefit that managers can add to their organizations by not only recognizing the effect of the shadow side, but managing it well. Egan addresses these subjects in a clear, comprehensive, and common-sense manner." --William D. Ford, president, Amoco Oil Company From the Inside Flap Offers managers, consultants, and employees alike a practical "starter kit" that reveals how to identify, manage, and gain value from the below-the surface activities in an organization. Drawing on his worldwide consulting, teaching, and research experience, Gerard Egan shows how to create opportunity and competitive advantage by learning how to manage shadow-side realities. He identifies five interactive categories of behavior that affect both productivity and quality of work life in today's organizations--covert culture, the idiosyncrasies of individuals, the interactions of the organization's social system, institutional politics, and the hidden organization--and details specific skills and strategies for mining economic value from each one. Harness the covert aspects of your organization -- covert culture, individual idiosyncrasies, institutional politics -- for competitive advantage. World-renown consultant, teacher and researcher Gerard Egan identifies five "shadow side" work behaviors, and details specifics for mining the economic value of each.