

# CHARLES HANDY



## UNDERSTANDING ORGANIZATIONS

THE FOURTH EDITION  
OF THIS LANDMARK STUDY



# Charles Handy Understanding Organisations Summarythe

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**Understanding Organizations** Charles Handy,1993 This text offers an extended dictionary of the key concepts and shows how this can help us find new solutions to familiar problems describing approaches and techniques Understanding Organizations Charles B. Handy,1985 Charles Handy s revolutionary 1989 bestseller The Age of Unreason catapulted him into the ranks of the top management consultants Now in this new edition of his acclaimed study Understanding Organizations he solidifies his reputation as a seminal business thinker offering a brilliantly insightful wide ranging look at business organizations Long a bestseller in the United Kingdom this classic text offers an illuminating discussion of key concepts of concern to all managers culture motivation leadership power role playing and working in groups Ever mindful of actual business practice Handy directly addresses how managers can translate the six main concepts into invaluable tools for effective management He discusses how all organizations need to select develop and reward their people to structure and design their work to resolve political conflicts to lay down guidelines for their managers and to plan for the future In each case the approaches and techniques described here are invaluable Equally important Handy excels at presenting his ideas in colorful immediately accessible ways filling the book with illuminating examples and inventive metaphors that range from Tolstoy s ideas on the concept of self to the many meanings of good morning to the conversations that occur in a stopped elevator to the proper size for a vineyard or an elephant He shows for instance how an optical illusion experiment sheds light on interdepartmental relations and how the way schoolchildren are typecast by their peers helps explain corporate hierarchies And along with case studies graphs charts and questionnaires Understanding Organizations is peppered with boxed sections that offer advice and stimulate thought brimming with provocative quotations from business wizards such as Peter Drucker Tom Peters Warren Bennis Alvin Toffler and Rosabeth Moss Kanter as well as from Aristotle Shakespeare Gilbert and Sullivan Gail Sheehy and Joseph Heller What the successful manager knows intuitively Charles Handy puts into words His powerful interpretive schemes will help managers grasp the underlying dynamics of their company make sense of its past and assess and shape its future

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