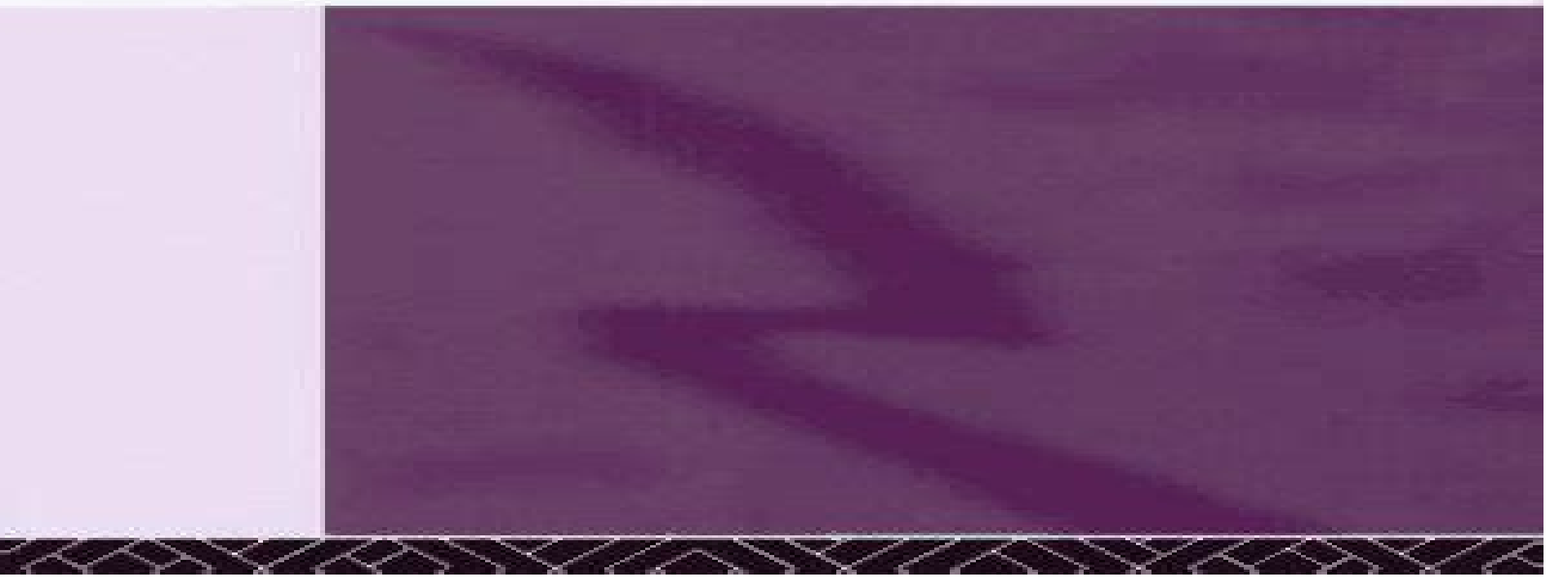


The Unconscious at Work
Individual and Organizational
Stress in the Human Services

The Members of the Tavistock Clinic
Consulting to Institutions Workshop

Edited by
Anton Obholzer and
Vega Zagier Roberts



The Unconscious At Work Individual And Organizational Stress In The Human Services

Yiannis Gabriel



The Unconscious At Work Individual And Organizational Stress In The Human Services:

The Unconscious at Work Anton Obholzer, Vega Zagier Roberts, 1994 Working in the human services has always been stressful and the current massive changes in the organization of these services in Britain and elsewhere have added to the stresses inherent in the work The Unconscious at Work explores the difficulties experienced by managers and staff in a wide range of care settings and investigates the unconscious processes that add greatly to the stress inevitable in caring work The authors all past or present members of the Tavistock Clinic Consulting to Institutions Workshop make use of ideas from psychoanalysis open systems theory Bion's work with groups and group relations training Drawing on their experience of consulting to individuals teams and organizations they distil what they have learned about institutional processes and present this in an accessible and practical way Each concept is introduced in as non technical a way as possible with examples from practice to make them recognizable and useful to the reader Individual chapters develop themes relating to work with a particular client group or in a particular setting including hospitals schools day centres residential units therapeutic communities and community care agencies They also explore aspects of work organization for example the supervisory relationship facing cuts and closure and intergroup collaboration In each situation the authors describe both the difficulties for which consultation was requested and their own feelings and thoughts while consulting to these institutions The Unconscious at Work is designed for people managing and working in the human services and it offers readers new ways of looking at their own experiences of stress at work It will greatly increase their understanding of the processes which can undermine effectiveness and morale and will also be of value to consultants trainers and students of organizational behaviour

The Unconscious at Work Anton Obholzer, Dr Vega Zagier Roberts, and Members of the Tavistock Clinic 'Consulting to Institutions' Workshop, 2003-09-02 Working in the human services has always been stressful and the current massive changes in the organization of these services together with dwindling resources and ever greater demands for cost effectiveness add to the stresses inherent in the work Even in the best run and best resourced organizations there are pockets of irrationality where unconscious institutional processes undermine both effectiveness and morale The contributors to this book use ideas drawn from psychoanalysis open systems theory Bion's work with groups and group relations training to explore the difficulties experienced by managers and staff in a wide range of care settings Each concept is illustrated with examples from practice to make it recognizable and useful to the reader Each chapter develops a theme relating to work with a particular client group or setting including hospitals schools day centres residential units community services and many others or explores aspects of work organization for example the supervisory relationship facing cuts and closure or intergroup collaboration By describing both the difficulties and their own feelings and thoughts while consulting to these institutions the authors offer the reader new ways of looking at their own experiences at work which will be both enlightening and helpful

The Unconscious at Work Anton Obholzer, 1994 Working in the human services has always been stressful and the current

massive changes in the organization of these services together with dwindling resources and ever greater demands for cost effectiveness add to the stresses inherent in the work. Even in the best run and best resourced organizations there are pockets of irrationality where unconscious institutional processes undermine both effectiveness and morale. The contributors to this book use ideas drawn from psychoanalysis, open systems theory, Bion's work with groups and group relations training to explore the difficulties. ex *Handbook for Practice Learning in Social Work and Social Care* Joyce Lishman, 2007-05-15 This substantially revised, expanded and updated edition of the popular Handbook of Theory for Practice Teachers is a comprehensive summary of the theory, knowledge, research and evidence relating to practice learning in social care, focussing on knowledge based practice with a focus on improving outcomes.

The Work of Psychoanalysts in the Public Health Sector Mary Brownescombe Heller, Sheena Pollet, 2013-12-16 This book provides a comprehensive insight into the ways in which psychoanalysts think and work. Mary Brownescombe Heller and Sheena Pollet bring together internationally known contributors trained at the Institute of Psychoanalysis to explore the broad range of clinical work, thinking and teaching undertaken with children, families, adults and staff by psychoanalysts in the UK public health sector. Divided into four sections, *The Work of Psychoanalysts in the Public Health Sector* covers clinical work with parents and young children, clinical work with adults and their families, analytic thinking in health service practice, analytic support for health service staff. Experienced psychoanalysts discuss work with various client groups including parents with babies, children, adolescents, who self-harm and adults with serious mental health conditions and psychosis. The book also explores how psychoanalytically informed work can be used alongside other treatment methods and how health service staff can best be trained and supported. *The Work of Psychoanalysts in the Public Health Sector* offers the reader a broad perspective and a clear understanding of the various analytical concepts used in clinical practice. It will be invaluable reading for anyone interested in or already using psychoanalytic ideas and techniques in the health sector as well as students in training.

Textbook of Applied Psychoanalysis Salman Akhtar, Stuart Twemlow, 2020-09-10 The *Textbook of Applied Psychoanalysis* is a unique and original contribution to the field of psychoanalysis. Emphasizing and underscoring the need for interdisciplinary discourse in understanding the dialectical relationship between mind and culture, this volume addresses a multiplicity of realms. These include anthropology, religion, philosophy, history as well as evolutionary psychology, medicine, race, poverty, migration and prejudice. Dimensions of social praxis such as education, health policy and cyberpsychology are also addressed. The enrichment of our understanding of the fine arts, e.g. painting, sculpture, poetry and performing arts, e.g. music, dance, cinema, by the application of psychoanalytic principles and the enhancement of psychoanalysis by bringing such arts to bear upon it, also form areas of this book's concern. This magisterial volume brings distinguished psychoanalysts, philosophers, musicians, poets, businessmen, architects and movie critics together to create a chorus of modern anthropologically informed and culturally sensitive psychoanalysis.

Being a Systems Psychodynamic Scholar Frans Cilliers, 2019-12-17 This

Festschrift has been compiled by Sanchen Henning in honour of the work of Professor Frans Cilliers On behalf of colleagues and friends in South Africa and abroad she illustrates their appreciation and respect for his role as scholar in Systems Psychodynamics He produced various pioneering research projects in Organisational Psychology as his field of study through the Systems Psychodynamic lens A specific feature and contribution of the book is the application of Systems Psychodynamics to organisational matters and leadership consulting as well as to the lived experiences of postgraduate students and academics The chapters include themes relevant on individual group and organisational levels and are intended to contribute to the body of knowledge in the field

Handbook of Counselling in Organizations Michael Carroll, Michael Walton, 1997-02-24 This major handbook covers all aspects of counselling within an organizational context The authors provide a thorough examination of all the key areas and concerns in the field including models of counselling in organizations assessing the organization for counselling provision introducing counselling into the organization how the organization can impact on the counselling process understanding and working with the organization as a counsellor evaluating counselling provision within organizations and training and supervising counsellors working with organizations

The Art and Science of Working Together Christine Thornton, 2019-04-30 The Art and Science of Working Together Practising Group Analysis in Teams and Organizations is a primary resource for anyone wishing to learn more about the complex unconscious dynamics of organizations providing a practical guide for organizational work a guide to how to improve things and a strong theoretical foundation in the group analytic concept of the tripartite matrix Group analysis is a highly developed science of group relationships which allows complexity and systems perspectives to be held in mind alongside organizational psychology strategic development and business wisdom Organized into eight sections the book describes the essence of organizational group analysis including the art of conversation leadership ethical issues in team working and working with whole organizations It addresses issues such as us and them dynamics the nature of systems boundaries and the relationship between an organization and its context Leaders and leading consultants give case studies describing their thinking as they work to illustrate the theory in action This essential new resource will allow clinically trained practitioners to extend their scope into organizational work and all coaches and leaders to benefit from knowledge of the group analytic discipline It is essential reading for consultants and coaches working with teams and organizations and for leaders within organizations

Effective Leadership, Management and Supervision in Health and Social Care Richard Field, Keith Brown, 2016-12-31 This is a practical introduction to the areas of leadership management and supervision for line managers supervisors and senior practitioners working in health and social care settings The book explores different aspects of leadership and management including personal effectiveness strategic thinking supervision planning and budgeting effective change leadership and leading successful teams Alongside new chapters on leading in an integrated environment commissioning and self leadership this second edition has been greatly enriched through the inclusion of knowledge experience insight and expertise from a

wide range of contributors including senior leaders lecturers consultants and researchers each with many years of experience working in health and social care *Self-Leadership and Personal Resilience in Health and Social Care* Jane Holroyd,2015-03-13 This is essential reading for professionals making judgements under pressure It demonstrates how self leadership is not only about surviving but thriving in a continually changing environment and introduces key theories skills and debates to help professionals deliver high quality professional practice every day The book focuses in on the quality of professional thinking self and social awareness self regulation and self management and the fundamentals of sustained resilience **Handbook of Research Methods in Organizational Change** David B. Szabla,David Coghlan,William Pasmore,Jennifer Kim,2023-08-14 The Handbook of Research Methods in Organizational Change offers innovative and practical information to aid in the successful implementation of research methodologies Written by a collective of experienced scholars it provides inspiration for future academics wishing to advance research into human system changes

Working with Loss, Death and Bereavement Jeremy Weinstein,2007-11-15 This book makes a significant contribution to the literature The author is to be commended for the huge amount of work he has put into this volume which deserves to be widely used Professor Bernard Moss Staffordshire University All social workers encounter complex and diverse forms of loss throughout their practice Working with Loss Death and Bereavement helps trainee and practitioners navigate these difficult situations by developing the skills and values necessary for effective and empowering practice Each chapter is grounded in social work theory and is illustrated by practice scenarios exercises suggestions for further study and contemporary cultural examples from novels and films The book explores definitions and assessment of loss psychological aspects of loss and grief skills methods and theories working with the individual families support groups and communities avenues of support for social workers key themes of anti discriminatory practice evidence based practice and ethical awareness This invaluable skills based book meets the training requirements for social workers and will be essential reading for students or practitioners wishing to reflect on and develop their own practice in working with loss death and bereavement Jeremy Weinstein worked as a social worker prior to teaching at London South Bank University where he is now a Visiting Fellow Jeremy is an accredited trainer and gestalt psychotherapist with a small private practice offering therapy supervision and consultation **Working Below the Surface** Clare Huffington,William Halton,David Armstrong,Jane Pooley,2018-04-24 The chapters contributed to this book have been written by the staff and associates of The Tavistock Consultancy Service whose distinctive competence is in the human dimension of enterprise and the dynamics of the workplace The intention is to identify and explore some of the key themes that have emerged such as the emotional world of the organisation and the dynamics of resistance to change and how these affect and influence the understanding of leadership and management in contemporary organizations No attempt is made to reach a consensus but rather to raise and map out a territory of continuing question and debate Contributors David Armstrong Andrew Cooper Tim Dartington William Halton Sharon

Horowitz Linda Hoyle Clare Huffington Kim James Sarah Miller Anton Obholzer Jane Pooley and Nick Temple Part of the Tavistock Clinic Series **Handbook of Traumatic Loss** Neil Thompson, Gerry R. Cox, Robert G. Stevenson, 2017-01-06 The Handbook of Traumatic Loss adopts a broad holistic approach that recognizes traumatic loss much more fully as a multidimensional human phenomenon not simply a medical condition Initial chapters build a foundation for understanding traumatic loss and explore the many ways we respond to trauma Later chapters counterbalance the individualistic focus of dominant approaches to traumatic loss by highlighting a number of thought provoking social dimensions of traumatic loss Each chapter emphasizes different aspects of traumatic loss and argues for ways in which clinicians can help deal with its many and varied impacts *Human Resource Development in the Public Sector* Sally Sambrook, Jim Stewart, 2007-01-24 Across Europe and the world countries are attempting to develop their health and social policies and practices to address the global challenge of increasing demand and pressurized supply created by ageing populations emerging technologies and finite resources financial and human This text provides examples of attempts to develop HRD practices in health and social care contexts within France Ireland The Netherlands Romania Russia the UK and the USA Thus the book is European and international in both scope and appeal **Organizing Words** Yiannis Gabriel, 2008-10-30 Organizing Words presents a series of essays on some 220 widely used and much debated terms in the social sciences and organization studies Each essay explores the meanings and uses of the word and also the controversies they have sparked The book aims to be a first port of call for students researchers and scholars who wish to familiarize themselves with these key ideas and use them in their own work The book is neither an encyclopaedia nor a dictionary but a thesaurus As such it combines both the original meaning of a thesaurus as a treasure trove with its more contemporary characteristics of an accessible and practical resource Primarily aimed at those interested in social and organizational studies it will appeal to all those interested in the human sciences It does not claim to be canonical or all inclusive but each entry seeks to enlighten and help without patronizing or obscuring disagreements and difficulties The book seeks to be reassuring without being complacent or comfortable to be authoritative without being doctrinaire and to be critical without being destructive Words help us express ourselves and make sense of our experiences and our actions and they help us to organize ourselves our thoughts and our universe Organizing Words will be an invaluable resource for essay writing and a useful tool in planning and carrying out projects and dissertations Most of the entries have been written by Yiannis Gabriel with 40 essays coming from other experts in particular areas **Management and Organisations in Social Work** Trish Hafford-Letchfield, 2009-04-17 This fully revised and updated second edition looks at the study of social work management and organisations focusing on relationships with crucial partners such as central government agencies local partners and other social care organisations Through an examination of current research and practice the author explores the relationships between ideology professional and personal values and decision making in organisational culture Included in the text are case studies activities and further reading lists to aid learning *The Murder*

in Merger Jinette De Gooijer, 2018-04-17 This book provides an overview of the psychodynamics theory bringing together concepts from the field within a particular focus that of emotional connectedness It is for managers who are involved in facilitating the transitions of enterprises as they form into a newly merged entity The Oxford Handbook of Identities in Organizations Andrew D. Brown, 2020-01-16 Conceived as the meanings that individuals attach to their selves a substantial stockpile of theory related to identities accumulated across the arts social sciences and humanities over many decades continues to nourish contemporary research on self identities in organizations In times which are more reflexive narcissistic and fluid the identities of participants in organizations are increasingly less fixed and less certain making identity issues both more salient and more interesting Particular attention has been given to processes of identity construction often styled identity work Research has focused on how why and when such processes occur and their implications for organizing and individual group and organizational outcomes This has resulted in a burgeoning stream of research from discursive dramaturgical symbolic socio cognitive and psychodynamic perspectives that most often casts individuals efforts to fabricate identities as intentional relational and consequential Seemingly intractable debates centred on the nature of identities their relative stability or fluidity whether they are best regarded as coherent or fractured positive or not and how they are fabricated within relations of power combined with other conceptual issues continue to invigorate the field However these debates have also led to some scepticism regarding the future potential of identities research Yet as the chapters in this Handbook demonstrate there are considerable grounds for optimism that identity as root metaphor nexus concept and means to bridge levels of analysis has significant potential to generate multiple compelling streams of theorizing in organization and management studies

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