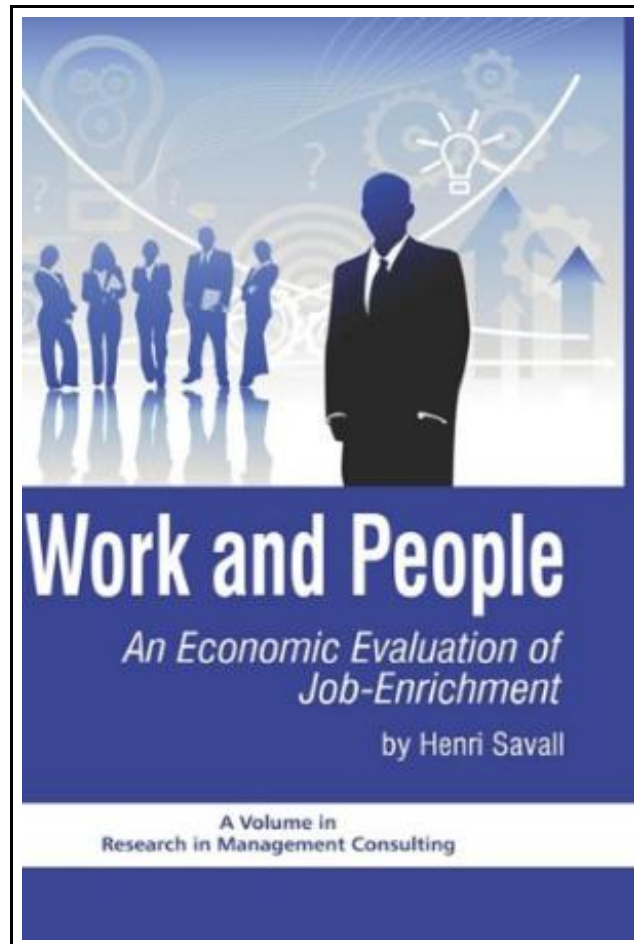


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Information Age Publishing, United States, 2010. Hardback. Book Condition: New. 234 x 156 mm. Language: English . Brand New Book. The reprint of Henri Savall s classic Work and People, originally published in French in 1974, is part of the Research in Management Consulting series effort to look backward as well as forward in examining trends, perspectives, and insights - especially from different countries and cultures - into the world of management consulting. Savall s insights into the complexity of organizational life were groundbreaking, articulating the need to examine both economic and social factors as part of the same analysis, assessing technical and behavioral patterns through the lens of an integrated framework. As he has argued, there is a double-loop interaction between the quality of functioning and economic performance, and underestimating this socio-economic tension leads inevitably to reduced performance and losses, which he refers to as hidden costs. This approach, referred to as the socio-economic approach to management (SEAM), has significant potential for our thinking about organizational diagnosis and intervention. As Savall emphasizes, the North American tendency to cast people as human resources misses the essential point that human beings cannot be considered as simply another resource at the organization s disposal. People are free to give or withhold their energy as they desire, depending on the quality of formal and informal contracts and interactions they have with their organizations. As such, the SEAM approach focuses on human potential, underscoring the need for managers and their organizations to create the conditions under which people will want to maximize their talents on behalf of the organization. Work and People focuses on the ramifications of this reality, as dysfunctions - the difference between planned and emergent activities and functions - can quickly lead to a series of costs that are hidden from...



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