



# Coaching in Depth: The Organizational Role Analysis Approach

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## **Coaching in Depth: The Organizational Role Analysis Approach** From Karnac Books

This book introduces the reader to the management consultancy technique of Organizational Role Analysis--a technique with the immensely practical purpose of helping managers to stay "in role and on task." As such, it provides a coherent, superbly illustrated framework for in-depth coaching. The ORA method is grounded in a process of consultation that derives from the conjunction of open systems theory, and psychodynamic understandings of human behavior. It enables the collaborative resolution of the mental and emotional tensions represented in the client's work role as he/she strives to manage the dynamics between the organization-in-the-mind and the organization-in-reality.

While the method of Organizational Role Analysis presented in this book has been evolving for three decades, published accounts of the work have been sparse, spasmodic, and relatively obscure. This book brings together the work of experienced practitioners from around the globe who illuminate the guiding concepts with lively, practical examples that illustrate the variety of ways in which managers can receive coaching in-depth. These accounts are complemented by an extensive bibliography for further reading.

Contributors: John Bazalgette, Ullrich Beumer, Hanna Biran, Irving Borwick, Jane Chapman, Laurence J. Gould, W. Gordon Lawrence, Susan Long, Rose Redding Mersky, John Newton, Bruce Reed, and Burkard Sievers

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## **Coaching in Depth: The Organizational Role Analysis Approach From Karnac Books Bibliography**

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## **Editorial Review**

### **Review**

'This book represents a major advance in our knowledge about coaching and coaching practice. By integrating multiple levels of experience - from the broad systemic forces to the deep inner dynamics - the authors deepen our understanding of coaching and extend our ability to help managers/executives be more effective.'- Dr James Krantz, President-elect, International Society for the Psychoanalytic Study of Organizations; Principal, Nautilus Consulting Group, New York'An idea whose time has come. This book will become a classic. For years an international professional and academic community has consistently worked in depth with Organizational Role Analysis (ORA), which, with this book, has 'come out' into the mainstream of organizational coaching, managing, consulting. In this it contributes to a wider important recent literature drawing on psychoanalytic, systems and group relations contributions to organizational effectiveness. [...] The book itself exemplifies the collaborative nature of ORA, moving beyond traditional hierarchies into a joint engagement in a common task, from different roles (author and reader in this case).'- Dr Erika Stern, Leader of psychoanalytically-based Executive Masters Programmes, Utrecht School of Governance, Utrecht University

### **About the Author**

John Newton is Associate Professor of Organization Dynamics at the Royal Melbourne Institute of Technology University, Melbourne, Australia, where he is the founding director of graduate programs in Organization Dynamics. A member of the International Society for the Psychoanalytic Study of Organizations, his work as an educator, consultant and action researcher is characterised by his interest in learning from experience.

Susan Long is an organizational consultant and researcher. Formerly Professor of Creative and Sustainable Organisation, she is now an adjunct Professor at RMIT and in Melbourne Australia where she conducts courses for senior managers, supervises research students and conducts organizational research. As an organizational consultant she works with organizational change, executive coaching, board development, role analysis, team development and management training. She is a member of Comcare's advisory board for the Center of Excellence for Research into Mental Health at Work and a member of the Board of the Judicial College of Victoria. She is currently President of the Psychoanalytic Studies Association of Australasia, was the founding President of Group Relations Australia and a past president of the International Society for the Psychoanalytic Study of Organisations. Her research interests involve participatory action research projects in industry, government organizations, health, education and correctional services and have attracted grants through the Australian research Council and industry. She has published five books and many journal articles and is editor of the journal *Socioanalysis*.

Burkard Sievers is Professor of Organization Development, Bergische Universität Wuppertal; Co-editor Freie Assoziation; President-Elect (2005-6), International Society for the Psychoanalytic Study of Organizations (ISPSO).

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