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### *Recent publications*

*Reworking Authority: Leading and  
Following in a Post-Modern Organization*

*The Workplace Within: The  
Psychodynamics of Organizational Life*

*Managing in the New Team Environment:  
Skills, Tools and Methods*

*'The Primary Risk'. Human Relations  
Volume 52, no.1, 1999*

## The Fall of Howell Raines at the New York Times

Howell Raines, the executive editor of the New York Times, was fired from his position after an African American Reporter was revealed to have plagiarized news reports from other papers and pretended to have interviewed people he never met. The scandal exposed deep feelings among the staff that Raines disregarded their opinions and feelings and was driving them too hard. This manifest story stands in the place of the untold latent story which threads together the links between a newspaper's primary task, the narcissism of leaders, the salient characteristics of an institution, the psychological conflict between generativity and pleasure-seeking, and the dynamics of affirmative action. The paper will examine these underlying themes and their connection.