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Fellow Royal College of Psychiatrists;
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Workshop; Visiting Professor Universities
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Publications

(Ed. with Vega Roberts) *The
Unconscious at Work: Individual and
organizational stress in the human
services.*, London: Routledge, 1994

Papers and chapters in various books

Lectures and consultations regularly in
Madrid, Turin, Vienna and elsewhere

**Some thoughts on managing and consulting to
organizational dynamics**

In this paper, I attempt to highlight organizational dynamics from a dual perspective – on the one hand as the Chair and latterly the Chief Executive of an organization for the past 17 years, on the other hand as a practising Consultant to a variety of organizations for the past 25 years or so. The two experiences have enriched each other but, with time, I have become increasingly aware of the tension between the two perspectives and also of the risk to both the consultant and the organization consulted to of the 'fallout' from such tensions.

As the field of organizational dynamics, organizational consultancy, group relations, etc., etc., has grown and flourished, it has spawned a vast array of new concepts, theories and languages, and I for one at times have had difficulties seeing the wood for the trees.

In addition, with the growth of the field, there is an increased risk of our losing touch with our various 'ancestral' disciplines – sociology, anthropology, psychoanalysis, systems thinking, etc. As a result, I would like to spend more time in this paper and in the resulting discussion to look at concepts that are central to the understanding of management and consulting to organizations, and differentiate these from ideas that are enriching but perhaps of lesser relevance to the above work.