

Charles Handy

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Handy's life (1)

- Born in 1932 in Ireland.
- He graduated from Oxford in 1955.
- Marketing executive, economist and management educator for Shell International in South East Asia and London.
- Sloan school of management at the MIT.

Handy's life (2)

- Interest in organizations and how they work
- 1967 - back to England – manage the Sloan Programme at Britain's first Graduate Business School in London
- 1972 - full Professor at the School, specializing in managerial psychology
- 1977-1981 - Handy worked at a conference and study centre in Windsor Castle, concerning with **ethics and values** in society

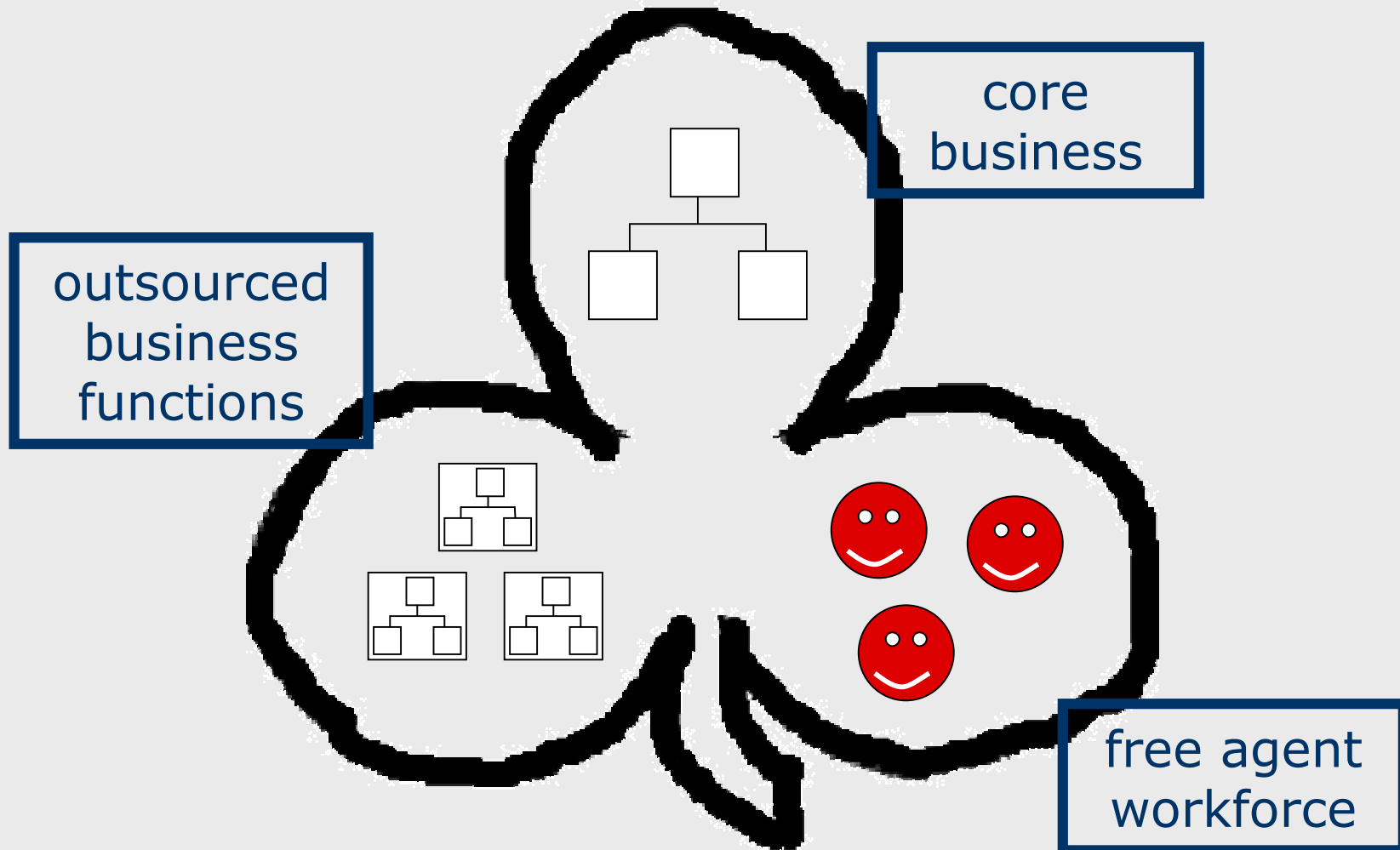
Handy's life (3)

- 1987-1989 - **chairman** of the Royal Society of Arts in London – **honorary doctorates**.
- Handy and his wife Elizabeth, who is also his **business partner**, have two adult children and share their time between homes in England and Italy.
- 1989 - 'The Age of Unreason'
- 1997 - 'The Hungry Spirit'

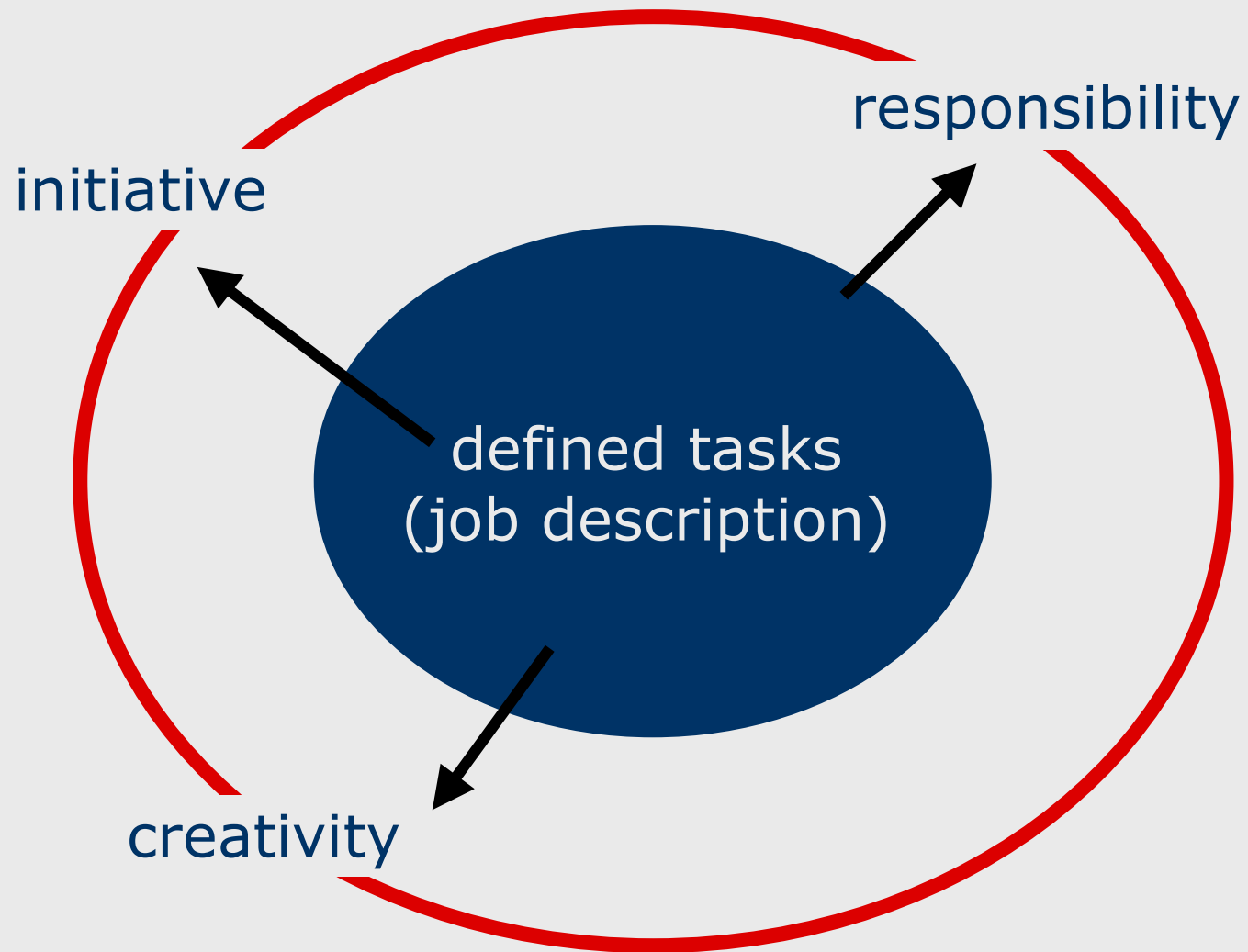
The Shamrock Organization (1)

- An Organization is separated into 3 groups of people:
 1. core workers
 2. the outsourcing people
 3. flexible labour force

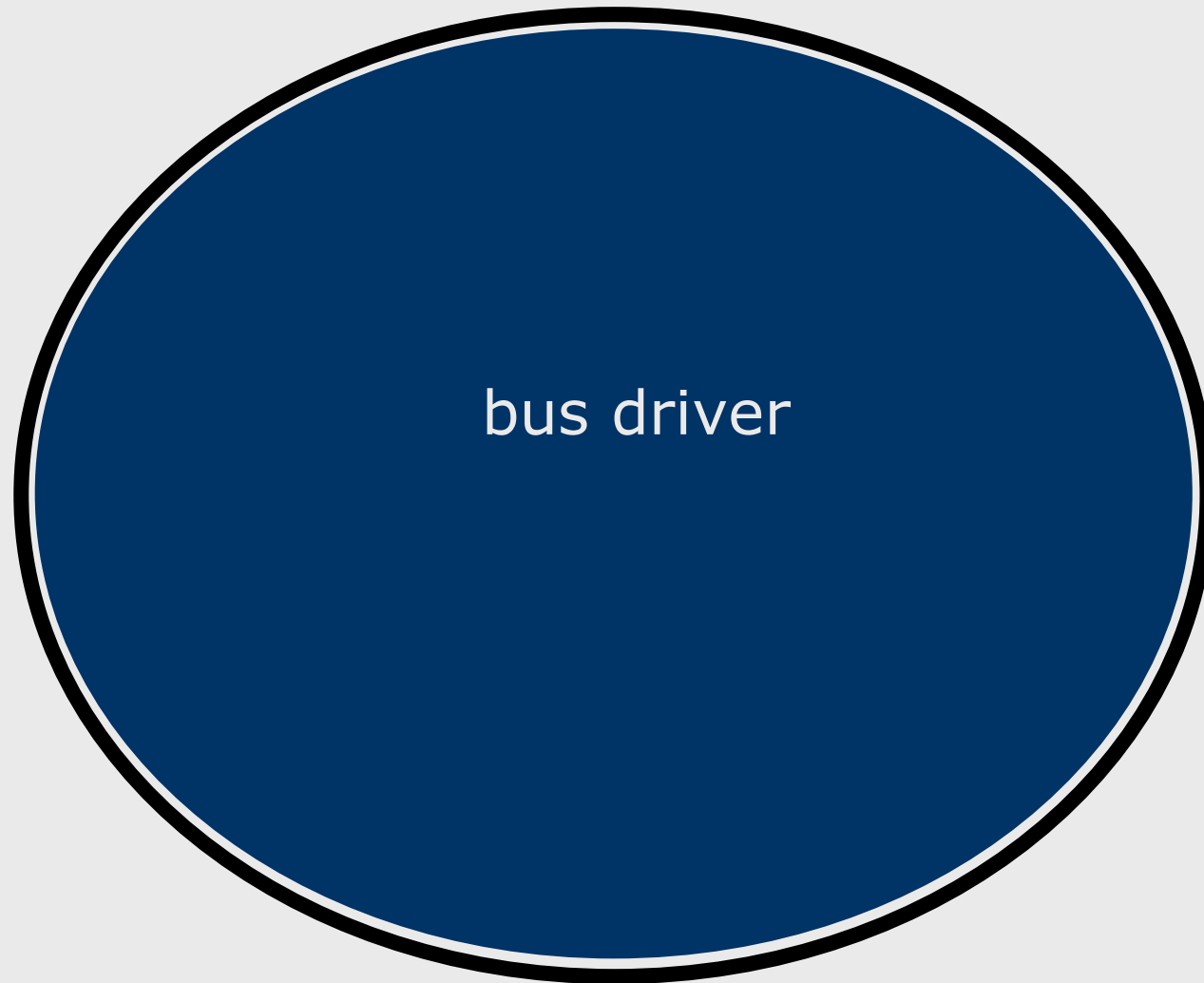
The Shamrock Organization (2)



The doughnut



Bus drivers doughnut



The Intelligent Organization (1)

- make value out of knowledge (intelligence, information and ideas)
- knowledge = wealth
- pursue the truth and quality
- individuals, specialists, professionals or executives and leaders

The Intelligent Organization (2)

- consent instead of command
- employees need skills and need to keep them up to date
- paid to think and to do

Change

- change is opportunity to grow and to learn
- Problems to change
 1. the 'They-syndrom'
 2. not enough selfishness
 3. futility
 4. the missing forgiveness

Importance

- closer look at organizations and how they work
- The Shamrock Organization shows that core workers hold the destiny of an organization in their hands
- knowledge is a succes factor
- consent, not command
- change is an opportunity

Handy's books

- '*Understanding Organizations*', London 1976 Penguin
- '*The Future of Work*', Oxford 1984 Basil Blackwell
- '*Gods of Management*', London 1986 Business Books
- '*The Making of Managers*', London 1988 Longman
- '*The Age of Unreason*', London 1989 Business Books
- '*The Empty Raincoat*', London 1994 Hutchinson
- '*The Hungry Spirit*', London 1997 Hutchinson



Thank you.

➤ The wheel of learning

