



The  
**IGUANA Project**  
*Improving Education Together*

## IGUANA LEARNING PROGRAMME FURTHER READING AND RESOURCES

<b>MODULE</b>	<b>Organisational Intelligence</b>
<b>SUB-MODULE</b>	<b>Systems Orientation</b>
<b>VERSION</b>	<b>1</b>
<b>DATE</b>	<b>January 2014</b>



**Systems Orientation**



## Discovery

A white board animation on systems thinking (You Tube)

<http://www.youtube.com/watch?v=IhbLNBqhQkc>

A TED talk on innovation and interconnectivity: On the Mesh

[http://www.ted.com/talks/lisa\\_gansky\\_the\\_future\\_of\\_business\\_is\\_the\\_mesh.html](http://www.ted.com/talks/lisa_gansky_the_future_of_business_is_the_mesh.html)

## Development

A series of articles on Kurt Lewin (one of the early Social Systems theorists) applying his principles to contemporary organisational practice.

Lewinian Principles, Dr Jean Neumann, Sr Fellow in Scholarly Practice

[http://www.tavinstitute.org/lectures\\_and\\_presentations/uncategorized/field-theory-rule/](http://www.tavinstitute.org/lectures_and_presentations/uncategorized/field-theory-rule/)

A history of open systems theory as it was applied to organisational practice

TIHR history on MBS portal

<http://www.mbsportal.bl.uk/taster/subjareas/busmanhist/tavistock/tavistock10.aspx>

A TED talk shows how closed groups and companies will give way to looser networks

[http://new.ted.com/talks/clay\\_shirky\\_on\\_institutions\\_versus\\_collaboration](http://new.ted.com/talks/clay_shirky_on_institutions_versus_collaboration)

## Detail

An article on how social defences manifest in organisations and the impact on society

<http://www.tavinstitute.org/projects/who-are-the-real-insane/>

Chapter 1: Values and Concepts

Miller, E. From dependency to autonomy: studies in organisation and change. London: Free Association Books, 1993

Chapter 3: The Organisation of Work- Contribution from Open Systems Theory

Obholzer, V., and Zagier Robert, V., The Unconscious at Work, Routledge,

## Further Reading

Alderfer, C. P. (1980), Consulting to Underbounded Systems, C. P. Alderfer and C. L. Cooper (editors), *Advances in Experiential Social Processes*, 2, 267-295. Arino, A. and de la Torre, J., (1998),

Alderfer, C. P. (1987) An Intergroup Perspective on Group Dynamics. In J. W. Lorsch (editor), *Handbook of Organizational Behavior*, 190-222.

Klein, M., 'Our Adult World and its Roots in Infancy'. *Human Relations* 1959 12: pp. 291 – 303

Menzies, I. The functioning of social systems and the defence against anxiety: a report on a study of the nursing service of a general hospital. **Human Relations**, 3 (1) 1947, pp.95-121