

JAMES S. KRANTZ

ADDRESS

WorkLab, LLC
21 East 10th St. - #11C
New York, NY 10003

EDUCATION

- Ph.D. 1984 (Systems Sciences) Wharton School, University of Pennsylvania
M.S. 1980 (Systems Sciences) Wharton School, University of Pennsylvania
B.A. 1974 (Economics, Philosophy) Wesleyan University, Middletown, Connecticut

EMPLOYMENT

Consulting

1988- Present **Managing Principal,**
WorkLab, LLC
New York, NY

On-going consulting and action research projects with clients in the for-profit and not-for-profit sectors. WorkLab specializes in helping clients translate strategy into action, align strategy with goals, and support development and learning. It draws on a systems perspective to understand the underlying, interconnected factors that shape complex organizations.

1979-1986 **Senior Consultant,**
Wharton Center for Applied Research, Wharton School, Univ. of Pennsylvania
Philadelphia, PA

Consultation and management development work with a variety of public and private sector organizations. Clients and research sponsors included: Sun Oil Corporation, O & O Investment Fund, Legal Services Corporation, Department of Juvenile Justice of New York City, Children's Hospital of Philadelphia, Philadelphia Electric Company, St. Christopher's Hospital, AT&T, and several family firms.

1981-1982 **Action Research Fellow**
Tavistock Institute of Human Relations London, England.

Research and consulting projects included introducing semi-autonomous work groups into the data conversion unit of a computer services company; diagnosing production problems in a global chemical company; and management consultation to an alcoholism treatment center.

Teaching

- 2008 - Faculty
Current Universidad de Chile, Facultad de Economía y Negocios, Santiago, Chile
Academic staff, Master's Program in "Human Resources & Organizational Dynamics"
- 2010 - Director, Center for Socio-analytic Studies
2015 Institute for Psychoanalytic Training and Research, New York, NY
- 2007 - Faculty
2008 McKinsey Center for Asian Leadership, Singapore
- 1992- Adjunct Associate Professor
1995 Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania
Designed and taught the introductory Leadership course to first-year MBA's; Associate Director, Wharton Leadership Program.
- 1990- Faculty
1998 William Alanson White Inst., Program in Organizational Development & Consultation.
Courses taught: Organizations in Post-industrial Society and Organizational Diagnosis.
- 1986- Assistant Professor
1992 Yale University School of Organization and Management, New Haven, CT
Courses taught: Organizational Diagnosis; Organizational Design for Self-management; Work Design; and Personality and Leadership.
- 1989- Adjunct Associate Professor
1993 Columbia University, Dept. of Social and Organizational Psychology
- 1983- Faculty
1986 Wharton Graduate Professional Development Program, Wharton School, University of PA
Courses taught: Middle Management's Roles & Risks in Corporate Decisions and Corporate Cultures; Organizational Design and Management Analysis.

PUBLICATIONS

"Authenticity in Organizations." Submitted for publication.

"Leaders or Leadership? – The Century of the System." Inaugural lecture of the Further Education Trust for Leadership. London, 2015

"Interview with James Krantz" by Paul Stanistreet in *Remembered Thinking...* London: Further Education Trust for Leadership, 2015

"Social Defences in the Information Age" in *Social Defences against Anxiety: Explorations in*

the Paradigm. M. Rustin and D. Armstrong (eds.) London: Karnac, 2014

"Reflective Space and the Exercise of Power" in *Psychoanalytic Essays on Power and Vulnerability* Halina Brunning (ed.) London: Karnac, 2013

"Approaching twenty-first century, information-based Organisations" in *Humanness in Organisations: A Psychodynamic Contribution* Leopold Vansina (ed.) London: Karnac, 2013

"Work Culture Analysis and Reflective Space" *Socio-analytic Methods: Discovering the Hidden in Organisations and Social Systems* Susan Long (ed.) London: Karnac Books, 2013

"Socio-analysis: a method for thinking systemically about relationships at work" *Socio-analytic methods to study and change groups and organizations* E. Acuna & M. Sanfuentes (eds) Santiago, Chile: Editorial Universitaria, 2013 ("Socioanalysis: Un Metodo Para Pensar Sistemicamente "Sobre Las Relaciones De Trabajo" in *Metodos Socioanaliticos: Para La Gestion Y El Cambio En Organizaciones*)

"Past and Present as a Mirror of the Future" *Psychoanalytic Reflections on a Changing World* H. Brunning (ed.) London: Karnac 2012

"Notes on Otherness" *Kav Ofek* December 2011, No. 12 pp. 59 - 60

"Reflective citizenship: an organizational perspective" L. Gould, A. Lucey, and L. Stapley (eds.) *The Reflective Citizen: Organizational and Social Dynamics* London: Karnac, 2011 pp. 149 - 162

Review of *Society Against Itself: Political Correctness and Organizational Self-Destruction*" Howard Schwartz London: Karnac, 2010 in *Organisational and Social Dynamics* Vol.11, No. 2. pp. 231 - 235

Review of *Politics, Identity, and Emotion* Paul Hoggett London: Paradigm Publishers, 2009. *Organisational and Social Dynamics, Vol.11, No 1 pp. 127 - 131*

"The Myth that Binds" H. Brunning & M. Perini (eds.) *Psychoanalytic Perspectives on a Turbulent World* London: Karnac 2010

"Social Defences and 21st Century Organizations: A Tribute to the Contribution of Isabel Menzies-Lyth" *British Journal of Psychotherapy* 26.2, May 2010 pp. 192-201

"The Evolution of Basic Assumptions in Twenty-first Century Organizations" *Socio-Analysis* Volume 11, 2009, pp. 1-15

"Forward" in *Psychoanalytic Studies of Organizations* B. Sievers (ed.) London: Karnac, 2009

"Vitalidad Organizacional y el estado fundamentalista de la mente" *Jornal Psiquiatria y Salud Mental*, año XXV, No 1-2, January-June, 2009.

"Un marco para la consultoría del role organizacional" with M. Maltz. *Coaching: Análisis Del Rol Organizacional*. E. Acuña & M. Sanfuentes (eds.) Santiago, Chile: Editorial Universitaria, 2009.

"Sources of Hope in Contemporary Organizations" in A. Ahlers-Niemann, B. Sievers, R. Redding

Mersky & U. Bremer (eds) *The Normal Madness in Organizations: Socio-analytic thoughts and interventions*. Dusseldorf: EHP-Verlag Andreas Kohlhage.

"Bricks Without Mortar: The Decline of Sentience in Global Organizations," with Gould, L. presented at the OPUS Conference, 2005 (forthcoming)

"Einige Gedanken über Reflexion in Organisationen" (Reflection in Organizations) *Freie Assoziation Zeitschrift für das Unbewusste in Organisation und Kultur* 8 2005, 2

"Fundamentalism and the Search for Mature Hope" E.J. Miller Memorial Lecture, OPUS, London. *Journal of Organisational and Social Dynamics* Vol. 6, no. 2, 2006 pp. 258-272

"Leadership, Betrayal and Adaptation" *Human Relations* Vol. 59(2), 2006 pp. 221-240

"Dilemmas of Organizational Change: A Systems Perspective." L. Gould, M. Stein & L. Stapley (eds.) *The Systems Psychodynamics of Organizations*. London: Karnac Books, 2001

"Challenging 'Resistance to Change'" *Journal of Applied Behavioral Science*, Vol. 35, No. 1, March 1999 pp. 42-44

"Anxiety & the New Order" in E. Klein, F. Gabelnick and P. Herr (eds.) *Leadership in the 21st Century* Madison, CT: International Universities Press, 1998

"A Framework for Consulting to Organizational Role" with M. Maltz *Consulting Psychology Journal: Practice and Research* Spring, 1997, volume 49, no. 2 pp.137-151

"Succession Planning and Management: A Comparative Study" with M. Maltz & C. Peppers. August, 1998.

"Parallel Processes as Scaffolding: Resolving the Dilemmas of Ad Hoc Processes" with T. Gilmore. In Alan A. Altschuler & Robert D. Behn *Innovations in American Government: Opportunities, Challenges and Dilemmas*. Washington, D.C.: The Brookings Institution, 1997

"A New Vision for Public Service Education," with E. Schall *Metropolitan Universities: An International Forum*, 1996, Vol. 7, No. 3.

"Revitalizing Human Service Organizations: An Action Research Perspective" with E. Schall *Residential Treatment For Children & Youth*, Volume 13, Issue 1, 1995, Pages 55 – 74, 1994

"Innovation in the Public Sector: Managing the Tension between Protection and Encapsulation" with T. Gilmore *Journal of Policy Analysis and Management* Vol. 10, No. 3, Summer 1992

"Listening with the Third Ear in Organizational Consulting: Projective Identification in the Consulting Relationship" in M. Kets de Vries (ed.) *Organizations on the Couch: Handbook of Psychoanalysis and Management*. San Francisco: Jossey-Bass, 1991

"Lessons from the Field: An Essay on the Crisis of Leadership in Contemporary Organizations." *Journal of Applied Behavioral Science* Vol. 26, No. 1, 1990 pp. 49-64

"The Splitting of Leadership and Management as a Social Defense" with T. Gilmore *Human*

Relations Vol. 43, No. 2, 1990 pp. 183-204 Reprinted in: *Psychoanalytic Studies of Organizations* London: Karnac, 2009

"Group Relations in Context" in J. Gillette & M. McCollom (eds.) *Groups In Context: A New Perspective on Groups Dynamics* New York: Addison-Wesley, 1990

"A Biography of Eric Trist: The Moral Imagination" *Journal of Applied Behavioral Science* Vol. 26, 1990 pp. vii-viii

Review of "*Industrialization Revisited*" Savage, Jr., Charles and Lombard, George. *Sons of the Machine* Cambridge, MA: The MIT Press, 1986. *Contemporary Sociology*, May, 1989.

"The Managerial Couple: The Superior-Subordinate Relationship as a Unit of Analysis." *Journal of Human Resource Management* Vol. 28, No 2, 1989 pp. 161-175 Reprinted in *The Dynamics of Organizations* L. Hirschhorn and C. Barnett (ed.) Philadelphia, PA: Temple University Press, 1993

Description and Assessment of the Administration of Romania's Social Welfare System for Children and Families with D. Tobis and J. Meltzer Bucharest, Romania: United Nations Children's Fund, 1993

Review of *In the Age of the Smart Machine* by Soshanna Zuboff New York: Basic Books, 1988. *Sloan Management Review* Fall, 1988

Review of *The Family in Business* P. Rosenblatt, L. de Mik and R. Anderson San Francisco: Jossey-Bass, 1985. *Family Business Review* Vol. 1, No 2, summer, 1988

Irrationality in Social and Organizational Life (ed.) Washington, D.C.: The A.K. Rice Institute, 1987

"Group Process under Conditions of Organizational Decline" *Journal of Applied Behavioral Science* Vol. 21, No. 1, February 1985. Reprinted in *Readings in Organizational Decline* K. Cameron, R. Sutton and D. Whetten (eds.) Cambridge, MA: Ballinger Pubs., Co., 1987

"Action-Based Modes of Inquiry and the Host-Researcher Relationship" with T. Gilmore, R. Ramirez, *Consultation*, Vol. 5, No. 3, 1986

"Projective Identification in the Consulting Relationship: Exploring the Unconscious Dimensions of a Client System," with T. Gilmore. *Human Relations* Vol. 38, No.12, 1985 pp 1159-1177. Reprinted in *Freie Assoziation "Projektive Identifizierung in der Organisationsberatung" 6.Jahrgang, Heft 2/2003 pp 53-72* Reprinted in Sievers, B. *Psychodynamik von Organisationen* Beisen: Psychosozial-Verlag, 2008 pp 267-289

Editor: Theory Section *Group Relations Reader II*. A. Colman and M. Geller (eds.) Washington, D.C.: A.K. Rice Institute, 1985

"Developmental Processes of Residency Education" with H. Rotbart, W. Nelson & R. Doughty *American Journal of Diseases of Children* Vol. 139, Aug. 1985

"Teaching Fundamental Issues in Group and Interpersonal Relations: An Intervention Designed to Enhance Resident Learning, Productivity, and the Quality of Work Life." with R. Doughty *American Journal of Diseases of Children* (Vol. 139, Dec. 1985, pp. 1206-1210)

"Unconscious Planning in Natural Work Groups," with L. Hirschhorn, *Human Relations*, Vol. 35, No 10, 1982

PRESENTATIONS

Consulting to Mission-driven Organizations. Dynamics of Consulting Program. New York, NY
January 2018

Authentic Leadership. Organization for the Promotion of Understanding in Society (OPUS)
Conference, November 2017. London, UK

Organizations in the 21st Century: Implications for Human Resource Management. Faculty of
Economics and Business. July, 2017. Universidad de Chile, Santiago

"Authenticity in Organizations". April 27, 2017, Sponsored by Wszechnica UJ, Unisersytetu
Jagiellonskiego. Krakow, Poland

"Leaders or Leadership? – The Century of the System." Inaugural lecture of the Further
Education Trust for Leadership. London, 2015

Authority and Irrationality: Insight for Community Impact. February 11, 2017. Sponsored by:
Insight for Community Impact. Toronto, Canada

Authority, Irrationality and Leadership in Social Justice. March 23, 2016. Sponsored by
Canadian Social Justice Leadership Institute. Toronto, Canada

Authority, Leadership and Citizenship in a Turbulent Global World. March 13 – 14, 2015.
Sponsored by the Group Analytic Society & Consulting-Art, Belgrade. Belgrade, Serbia.

Leaders or Leadership – The Century of the System. Further Education Trust for Leadership.
Inaugural Lecture. March 10, 2015. London, UK.

*Social Defenses and 21st Century Organizations: A Tribute to the Contribution of Isabel
Menzies-Lyth* Tavistock Institute. September, 2013. London, UK

Socio-technical Systems in the 21st Century. ESAN Business School. Sept., 2012. Lima, Peru.

Socio-technical Systems Today. The Department of Administration, University of Chile.
December 2, 2011. Santiago, Chile.

Dilemmas of Organizational Change: A Systems Psychodynamic Perspective. Roskilde
University, Institute for Psychological Understanding. February 8, 2011. Roskilde, Denmark.

Bricks without Mortar: The Decline of Sentience in Global Organizations. OFEK September 2nd,

2011. Tel Aviv, Israel.

Diagnosis to Intervention: Theory & Practice. Program in Organizational Consultation and Design. September 2011. Tel Aviv, Israel.

The Future of Organizing and Organizing for the Future. Lancaster University Management School. July 21, 2010. Lancaster, UK

Psychodynamic Consulting – concepts and practices. The Department of Administration, University of Chile. December 8-9, 2011. Santiago, Chile.

The Myth of Irrationality, McKinsey & Co. Partnership Meeting, Mary, 2010. Orlando, Florida.

Leadership, Betrayal and Adaptation. McKinsey Regional Meeting, April 2009. Tuscany, Italy.

Reflective Citizenship: An Organizational Perspective. Organization for the Promotion of Understanding in Society (OPUS) Conference. November 2009.

Leadership, Betrayal and Adaptation, McKinsey Center for Asian Leadership. September 2008 Singapore.

The Challenges of Management in Postindustrial Organizations. University of Chile, School of Business. March 28, 2008. Santiago, Chile.

Fundamentalism and the Search for Mature Hope. Eric J. Miller Memorial Lecture. Organization for the Promotion of Understanding in Society (OPUS). March 2006. London, UK.

Bricks without Mortar: The Decline of Sentience in Global Organizations. Organization for the Promotion of Understanding in Society (OPUS) Conference, November 2005. London, UK

Leadership, Betrayal and Adaptation. ANZ Bank 2004. Melbourne, Australia.

EDITORIAL POSITIONS

Organizational and Social Dynamics Editorial Board & Member, Management Committee

Socio-Analysis Editorial Board

Journal of Organizational Psychodynamics Editorial Board

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

Hope for the Amazonas Civil Association, Vice President

A.K. Rice Institute, Fellow

Center for the Study of Groups and Social Systems, Boston, MA past President

International Society for the Psychoanalytic Study of Organizations (ISPSO), past President

Organization for the Promotion of Understanding in Society (OPUS)

Israel Association for the Study of Group and Organizational Processes (OFEK), Member
Il Nodo Group (Italy), Honorary Member
Academy of Management
Family Firms Institute