Content

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- Handy`s life
- His concepts / thesis
  - The Shamrock Organization
  - The doughnut
  - The Intelligent Organization
  - Change
- The relavance of his work for management
Handy’s life (1)

- Born in 1932 in Ireland.
- 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)

outsourced business functions

core business

free agent workforce
The doughnut

defined tasks (job description)

initiative

creativity

responsibility
Bus drivers doughnut

bus driver
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
- the ‘They-syndrom’
- not enough selfishness
- futility
- 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 success factor
- consent, not command
- change is an opportunity
Handy’s books

- 'Understanding Organizations', London 1976 Penguin
- 'The Empty Raincoat', London 1994 Hutchinson
- 'The Hungry Spirit', London 1997 Hutchinson
Thank you.
The wheel of learning

- Question
- Reflection
- Theory
- Test