

WARREN G. BENNIS

BENNIS, WARREN, univ. pres.; b. N.Y.C., Mar. 24, 1923; s. Philip and Rachel (Landau) B.; A.B., Antioch Coll., 1951; hon. certificate econs., U. London (Eng.), 1952; Ph.D., Mass. Inst. Tech., 1955; I.L.D., Xavier U., Cin., 1972; L.H.D., Hebrew Union Coll., 1974; m. Clurie Williams, Mar. 30, 1962; children--Katharine, John Leslie, Will Martin. Asst. prof. psychology Mass. Inst. Tech., 1953-56. prof., 1959-67; asst. prof. psychology and bus. Boston U., 1956-59; provost State U. N.Y. at Buffalo, 1967-68, v.p. acad. devel., 1968-71; pres. U. Cin., 1971; vis. lectr. Harvard, 1958-59, Indian Mgmt. Inst., Calcutta; vis. prof. U. Lausanne (Switzerland), 1961-62; cons. editor social scis. and adminstrn. Addison-Wesley Book Co.; cons. in field, 1955--. Mem. Pres. White House Task Force on Sci. Policy, 1969-70; mem. FAA study task force U.S. Dept. Transp., 1975; mem. adv. com. N.Y. State Joint Legislative Com. Higher Edn.; mem. Gov.'s Bus. and Employment Council, 1972-74; mem. panel on alternate approaches to grad. edn. Council Grad. Schs. and Grad. Record-Exam. Bd., 1971-73. Bd. dirs. Erie County Dept. Mental Health, Albright-Knox Gallery (hon.); trustee Antioch Coll., 1969-71, Pitzer Coll., 1971-75, Park Sch., Buffalo. Served to capt. AUS, World War II. Decorated Bronze Star, Purple Heart. Diplomate Am. Bd. Prof. Psychology. Fellow Am. Psychol. Assn., A.A.A.S., Am. Sociol. Assn.; mem. Am. Acad. Arts and Scis. (co-chmn. policy council 1969-71), Ch. Soc. for Coll. Work (dir.), Am. Mgmt. Assn. (dir.), U.S. C. of C. (adv. group scholars). Author: Planning of Change, 1961; Interpersonal Dynamics, 1963; Personal and Organizational Change, 1965; Changing Organizations, 1966; The Temporary Society, 1968; The Planning of Change, 1968; Organization Development, 1969; American Bureaucracy, 1970; The Leaning Ivory Tower, 1973; Management of Change and Conflict, 1973. Asso. editor Jour. Transpersonal Psychology, Community Psychology; cons. editor Jour. Creative Behavior. Address: Univ Cincinnati Cincinnati OH 45221

Bennis is an organization theorist who is concerned with the effects of bureaucracy on organization behavior and the introduction of planned change in an organization through organization develop.

Bennis argues that bureaucracy which has worked well in the past will not survive as the dominant form of human organization because the methods and social processes which bureaucracy uses to cope with its internal (reciprocity) and external (adaptability) relations are hopelessly out of joint with contemporary realities. He notes two problems of organizations which bureaucracy can't handle:

I. Linkage Problem: Reciprocity - internal human system where the individuals and the organization accomodate to one another.

A. Bureaucracy fails because it:

- does not allow for personal growth
- develops group think
- ignores the informal organization
- has an outdated control and authority system
- lacks a proper judicial process
- has a hierarchy which thwarts communications
- does not fully utilize human resources

B. Bennis suggests a structure which is more temporary in nature designed around problems to be solved using linking principles and organic work groups which permit individuals to achieve their goals while achieving those of the organization.

II. Adaptability - transacting and adapting to and shaping the external environment.

1962

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- A. This has become more of a problem due to acceleration of change
- B. And uncertain environment

Organization Development. 1969.

In this work Bennis describes the means of introducing planned change in an organization. The characteristics of O.D. are:

1. An educational strategy adopted to bring about planned change
2. The changes sought for are coupled directly with the exigency or demand the organization is trying to cope with
3. O.D. relies on an educational strategy which emphasizes experienced behavior
4. Change agents are usually external to client system
5. O.D. relies on a collaborative relationship between the change agent and client system
6. Change agents share a social philosophy which shapes their strategies and governs their responses to client system to develop a more efficient system
7. Change agents share normative goals based on their philosophy

The stages of an O.D. program involve:

1. Recognizing a need for change
2. Intervention by change agent
3. Creating climate for change through education
4. Diagnosis of problem
5. Search for alternative strategies
6. Implementation of change
7. Evaluation of performance

This process usually takes a couple of years to complete.