

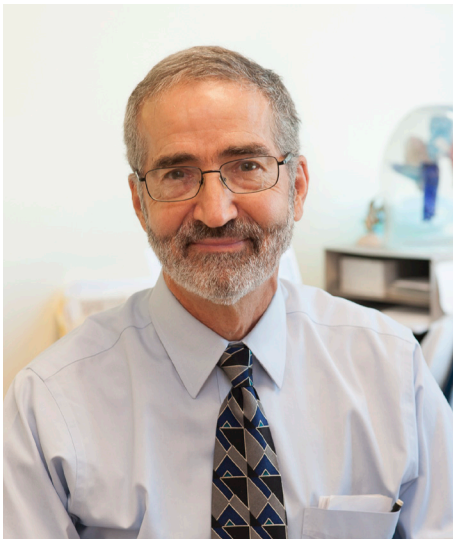
CFAR 

Thomas N. Gilmore

A GUIDED BIBLIOGRAPHY OF HIS WRITINGS



Thomas N. Gilmore



Thomas Gilmore, Principal, CFAR, has worked as a management consultant for 45 years, and has been a prolific writer throughout this time. One of CFAR's five founders, Tom consults to significant changes in complex organizations, often in connection with leadership transitions. He has written extensively on issues of leadership, large group engagement processes, reorganizations, downsizing, and team building.

Originally trained as an architect, Tom brings a unique perspective to the process of analyzing organizational problems and drafting solutions. He sees the links between the external context and the present issues in the organization. He links the business imperatives with the dynamics among individuals on the executive teams facing tough, far-reaching decisions.

His particular specialty is leadership transitions, and he has worked with corporations, governors, universities, liberal arts colleges, foundations, associations, and healthcare organizations to help them to seize leadership transitions as a major strategic opportunity to strengthen the organization.

Tom's extensive writings on a broad set of management issues emerge out of the consulting work he and CFAR have done. He extracts lessons from the particulars of a client situation and expresses them in a form that can be shared with other CFAR consultants, clients and the greater world of business thinkers. He is the author of *Making a Leadership Change: How Organizations and Leaders Can Handle Leadership Transitions Successfully*, cited by Frances Hesselbein—former CEO of the Girl Scouts and Founding President of the Drucker Foundation—as “the best book I know on this subject... I use it today—the most helpful gift I know for a leader in transition.” Tom is an Adjunct Senior Fellow at the Wharton School and in the Leonard Davis Institute of Health Economics, and for many years was a faculty member in the Consulting and Coaching for Change Program offered by Oxford and HEC. He is one of the founders and a member of ISPSO (International Society for the Psychoanalytic Study of Organizations), serving on its board for three years.

Tom earned an A.B. from Harvard University in Roman History and Literature and a Master of Architecture from the University of Pennsylvania. He is married to artist Sally Walker. They have two sons and three grandchildren.

Published Writings by Tom Gilmore

Tom Gilmore's broad and generative set of writings have grown organically out of his consulting practice. Many of these are the result of what he calls "co-learning,"¹ with clients or colleagues, made possible by Tom's unique qualities of rigor and speed. His work draws on and has been influenced by his and CFAR's roots at the intersection of psychodynamic theory, systems thinking, and management behavior, modeling for others his "learning stance."

The following sections organize, perhaps arbitrarily given their multi-disciplinary nature, Tom's published writings into topics related to the work of management, learning, and consulting.

SECTION

- I. Leadership and Organizational Development
- II. Leadership Transitions
- III. Shaping Group Engagement
- IV. Navigating Organizational Complexity—Behavior and Change
- V. Emergent Strategy
- VI. The Practice of Consulting—Influences and Dynamics
- VII. Presentations and Working Papers

If you would like a copy of any of the writings included in this bibliography, please contact cbrundage@cfar.com.

Bibliography listing as of November 2016.

¹In "Action Based Modes of Inquiry and the Host-Research Relationship."

I. LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

Tom's work on leadership carefully considers elements of human behavior, identity, and psychodynamics. A cherished and effective teacher, Tom has thought deeply about learning in and through leadership itself, and in ways that take seriously social context, group dynamics, and the good of the organization and the field in which it works.

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"While You Were Out: The Key to a Successful Executive Education Experience is Sharing the Knowledge You've Gained," (with T. Krattenmaker and G. Shea) *Harvard Management Communication Letter*, 4(9), September 2001.

II. LEADERSHIP TRANSITIONS

Tom has long been attuned to the importance of transitions in leadership, both for the individuals involved and for the organizations themselves. These transitions act as critical inflection points for both, as well as points of entry for consultants and advisors to help organizations and leaders. Tom's book *Making a Leadership Change: How Organizations and Leaders Can Handle Leadership Transitions Successfully* (San Francisco: Jossey-Bass Publishers, 1988), remains a much-cited classic more than 25 years after its publication, and he has written on this topic in many other ways and venues.

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"Psychodynamics of Leadership Exits." *Socio-Analysis*, Volume 8, December 2006, pp. 17 – 36.

III. SHAPING GROUP ENGAGEMENT

A creative experimenter and thinker about consulting engagements and event design, Tom has written about engagement processes to open up conversations and work with client organizations in ways that free them up from current constraints. The dynamics of time, social architecture, space, identity, and flow are all alive in Tom's thinking, and he has used these elements in many settings.

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IV. NAVIGATING ORGANIZATIONAL COMPLEXITY—BEHAVIOR AND CHANGE

The dynamics of organizations in changing and turbulent times has been an ongoing interest of Tom's, and of CFAR's more broadly. Tom has approached this complexity through both psychodynamic and systems theory lenses. Perhaps most notable here is an influential article that he and Larry Hirschhorn co-published in the *Harvard Business Review* on the theory of boundaries. His other writings have looked at decision rights, roles, collaboration infrastructure, and groups, among other things.

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- “The Downsizing Dilemma: Leadership in the Age of Discontinuity,” *The Wharton Annual* (with Larry Hirschhorn), Pergamon Press, New York, 1984, pp. 94 – 104.
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V. EMERGENT STRATEGY

Tom has focused on organizational strategy-making in both his consulting and his writing—seeing strategy within the context of the organization’s life cycle and as an emergent process. As with his other writings, he expresses the challenges and opportunities for strategic change within the domain of the organization, since these cultural and contextual factors shape what is possible.

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“Strategic Planning in Social Service Agencies,” Working Paper, January 1985, pp. 1 – 25.

VI. THE PRACTICE OF CONSULTING—INFLUENCES AND DYNAMICS

Living into the model of what Don Schön and others have called the “reflective practitioner,”² Tom has also written about his consultants, mentors, and the intellectual tradition in which he was trained. Working from the direct mentorship of Eric Trist and Russ Ackoff at Wharton, and through his collaborations with Larry Hirschhorn and other CFAR colleagues, as well as the broader networks of fellow practitioners, Tom has cast a reflexive lens on the work itself.

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VII. PRESENTATIONS AND WORKING PAPERS

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- “Leaders and Retrenchment: The Dysfunctions of Indirect Communication,” (with Larry Hirschhorn) presented at the Academy of Management, July 1983, pp. 1 – 22.
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About CFAR

Originally a research center inside the Wharton School of the University of Pennsylvania, CFAR (The Center for Applied Research) was established as a private management consulting firm in 1987. CFAR advises organizational leaders across a broad industry spectrum, including healthcare, family- and owner-led businesses, higher education, and foundations.

CFAR supports executives wrestling with issues of strategy, collaboration, change management, and leadership transitions, and is known for a distinctive consulting approach that blends business analytics with behavioral science expertise and research. The firm has published numerous articles and books, including its latest book on culture and change entitled *The Moment You Can't Ignore: When Big Trouble Leads to a Great Future*, published by PublicAffairs (www.themomentyoucantignore.com).

CFAR serves clients everywhere from offices in Philadelphia and Boston. For further information about CFAR, please visit www.cfar.com.

