

# Larry Hirschhorn

A BIBLIOGRAPHY OF HIS WRITINGS



## Larry Hirschhorn

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Larry Hirschhorn, Principal and one of CFAR's five founders, is a recognized expert on the psychodynamics of organizations, and has consulted to executive teams in a broad range of industries, helping them refine their group process so they can make better decisions. Trained as an economist, Larry's consulting approach is grounded in the realities of the client's business model, their interest in identifying avenues to profitable revenue, and the relationships between behavior, group dynamics and business success. He

has developed many of the proprietary tools the firm uses to help clients develop strategy, implement change and improve collaboration. He is a prolific writer, with four books and many articles in scholarly and consumer business publications to his credit. In 2008, he won the Eliot Jaques award from the Society of Consulting Psychology for his article, "The Fall of Howell Raines and the *New York Times*." He is a member, founding member and former president of the International Society for the Psychoanalytic Study of Organizations.

Larry earned a Bachelor of Arts in Economics from Brandeis University and a Ph.D. in Economics from the Massachusetts Institute of Technology. He is an adjunct faculty member in the school of Organization Dynamics at the University of Pennsylvania and a former adjunct professor at the Wharton School. He is the author of *The Workplace Within: The Psychodynamics of Organizational Life* (1988), *Reworking Authority* (1997), *Managing in the New Team Environment* (2002) and *Beyond Mechanization: Work and Technology in a Post-Industrial Age* (1984).

# The Writings of Larry Hirschhorn

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Larry Hirschhorn'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," with clients or colleagues, made possible by Larry'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."

*If you would like a copy of any of the writings included in this bibliography,  
please contact [cbrundage@cfar.com](mailto:cbrundage@cfar.com).*



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## About CFAR

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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](http://www.themomentyoucantignore.com)).

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