

### ADDRESS

---

WorkLab, LLC  
21 East 10<sup>th</sup> St. - #11C  
New York, NY 10003  
(212) 979-5325  
JKrantz@WorkLab.com

### EDUCATION

---

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

### EMPLOYMENT

---

#### *Consulting*

**1988- Present** **Managing Director,**

**WorkLab (formerly Nautilus Consulting Group) New York, NY**

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

**1979- Present** **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- Present** **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.

# WORKLAB

## *Teaching*

- 2008 - Faculty**  
**Current** **Universidad de Chile, Facultad de Economía y Negocios, Santiago, Chile**
- 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 of Wharton's Leadership Program.
- 1990- Faculty**  
**1998** **William Alanson White Institute, Program in Organizational Development and 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 Pennsylvania, Philadelphia, Pennsylvania**  
Courses taught: Middle Management's Roles and Risks in Corporate Decisions and Corporate Cultures; Organizational Design and Management Analysis; and Work Design.

## PUBLICATIONS

---

"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.

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

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

# WORKLAB

"Vitalidad Organizacional y el estado fundamentalista de la mente" *Jornal Psiquiatría y Salud Mental*, año XXV, No 1-2, Enero-Junio 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 Kohlhaage.

"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." in L. Gould, M. Stein & L. Stapley (eds.) *The Systems Psychodynamics or Organizations*. London: Karnac Books, 2001

"Anxiety & The New Order." In E. Klein, F. Gabelnick and P. Herr (eds.) *Leadership in the 21<sup>st</sup> 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.

"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.

# WORKLAB

"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 Group Dynamics*. New York: Addison-Wesley, 1990.

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 Tobis, D. and Meltzer, J. Bucarest, Romania: United Nations Children's Fund, 1993.

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

Review of "*The Family in Business*" Rosenblatt, P., de Mik, L; Anderson, R; Johnson, P., 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

# WORKLAB

"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.

## EDITORIAL POSITIONS

---

*Journal of Applied Behavioral Science* Editorial Board

*Organizational and Social Dynamics* Associate Editor

*Socio-Analysis* Editorial Board

*Journal of Organizational Psychodynamics* Editorial Board

## PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

---

A.K. Rice Institute, Fellow

Academy of Management

Family Firms Institute

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

Organization for the Promotion of Understanding in Society (OPUS)

Institute for Psychoanalytic Training and Research (IPTAR), Advisory Board