

INDEX

Index of Subjects

- Action-research 219, 226, 287f, 288-290
- Action systems 162f
- Alliances and coalitions 43, 49
- Analysis and design 160
- action thrust 113f
 - appropriate language 141f
 - appropriate modes 141-146
 - art and craft 132f
 - data provision 277f
 - designing modes 142f
 - generic schema see schema
 - intellectual challenge 248-252
 - in vivo* 211, 224f
 - learning from 42f, 57f, 130f
 - meditation, reflection and prayer 131f
 - nature of activity 213-215
 - development 193, 219-221
 - educational 221f
 - in vivo* 224f
 - local and outward 218
 - non-directive 222f
 - reflection-in-action 219
 - work/worker oriented 215-217
 - negative feelings 247f
 - orientation 215-217, 218
 - rooted locally 218
 - stages 114-121
 - subject matter 146f
 - synthesizing 118f, 172
- Avoidances (noxants) 122ff
- Beliefs 72f, 94, 239ff
 - as reference points 125f
- Boundaries 194, 203, 206
- Brain, left and right hemispheres 182f, 190f
- BUPA parishes 86f
- Burn-out 126
- Case study method 43-45, 49
 - culpability 48
 - failure and success 48
 - stages 43-45
 - uses 46f, 48, 205
 - worked examples 31-48, 49, 206f
- Cases
 - definition 29
 - failure and success 48
- Causation, systemic 189
- Change from within 219-221
- Church and community development
 - data 277f
 - research 277, 281
 - spirituality 278-281
- Church and community workers
 - characteristics of 151f, 200, 206
- Collaborative learning 221f
- Commissioning 120f
- Commitment 231f, 233
- Commitments
 - in church and community work 231f
 - to private work 199f
 - to public thinking 201
- Common good 222, 227
- Community development
 - roots 221f, 226f
- Constraints 167f
- Consultancy see work consultancy

- Consultants
and facilitators 283
local 274
skills 221, 275
specialist 274
- Consultors
local 273
skills 275
- Context
implications 151f
intimidation 149f
- Contracting 120ff
- Control 253-259
complete control 259
everybody being in control 254
fear of losing it 253
sharing control 255
- Convictions 232f
- Co-operation 271f
- Culpability 48, 67f
- Data provided 277f
- Deductive 219
- Dependency 223f
- De-privatization 265f
- Designing 160
aids to 164-169
analysing and synthesizing 172
and acting 96ff
aspects of 163f
constraints 167ff
lateral thinking 166f
nature of 159f, 172
pattern making 164f
perspectives 167
projects 93-103
visual aids 168
- Designs 160
as action systems 162f
bad ones 159, 173
examples 98, 101, 102, 160, 161f,
169-171, 173
nature of 159, 160f
- Development 219f, 250
from within 250
interrelated development 221
- Development agendas
example 81, 83, 119
- Diagrams 105, 175, 179-184
constructing them 181-184
disclosure 180, 181
nature 180
reading them 184
types 180
uses and limitations 105, 180f
- Dialogue 271f
- Directive approach
and non-directive 197
information block 147f
when appropriate 197f
- Disciplines
using others 146ff, 251f
- Double loop learning 155 (cf129)
- Egalitarian working relationships
267-271
- Empowering 220
- Enabling 220, 223
- Enactment 155
- Engaging 197
- Equilibrium 54f
- Evaluation 120, 132, 155f
- Experiential learning 219
- Experimenting 34f
- Extra-dependence 224
- Facilitating questions and tasks 43ff,
52, 78, 81, 114ff, 140, 144, 163,
183, 184, 187, 197, 249
- Facilitators 222, 283
- Failure 51ff
- Feedback
handling it 139ff
personally processing 140f
self-feedback 139
solicited 139f
theological 241f
unsolicited 139
- Feelings and emotions 137ff
- Gemeinschaft* and *gesellschaft* 145f
- Grapevines 145, 156
- Group-think 128, 155
- Hypotheses 188-189
systemic 78, 91, 188f, 191
- Independent 223f
- Inductive 219
- Interdependent 221, 223f
- Intervention 197
- Intra-dependence 224
- Intuitive sensitivity 263-265
- Irish troubles 63, 69, 93, 97ff, 100,
101, 151ff
- Justification by faith 79 and 81;
84-87, 92, 169ff
- Leadership 267-271
composite 269
labels 268f
self-differentiation 269f
stance and strategy 268
- Meditation, reflection and prayer
132
- Mission 236f, 242
- Mission statements 122
- Models 105
- Needs
as reference points 127f
general 127
those of workers 127f
- Non-alienated activity 119
- Non-directive approach 196f, 213,
221, 222f
access to information 147f
and directive approach 197, 221,
221f, 267f
doing theology 241
gets to heart of matter 223f, 250
misnomer 215
promotes talking work 177f
research 277, 283
sharing 258
work consultancy 271-278
- Noxiants (avoidances) 122ff
- Objectivity 264f
- Participant observers 136ff, 156
- Participation 255-258, 260, 270f
- Perspectives 78f, 90, 134
- Planning 120, 159, 160
- Political activism 151ff
- Practice theory 47, 131
- Preaching
and counselling 190
and group work 177f
- Preferential option for the poor 93,
106
- Private and public work 193-196
acquiring ability 201f
attributes required 202
commitments 199-201
managing the transition 203
- Problem analysis
analytical questions 52ff, 59-66
approach 67-69
worked example 51-69
- Problems
causes and sources 52, 61-65, 68
kinds of 67
life cycles 58f
perspectives on 68, 149f
prior agreement about 258f
- Purposes
and objectives 123f
effect 264
formulating them 104, 123, 124,
264
nature of 124, 154
their formation 124, 154
tractive power 126
uses 122f, 154
- Questions 184-188, 191
kinds 55, 185f
sequences 59ff, 185f
- Records 178f
- Reference points 121-130
avoidances, noxiants 122f

- beliefs 125f
independent 128-130
need 127f
purposes 122-125
resources 126f
workers' 121-128
- Reflection 242
Reflection-in-action 219
Reflective communities 193, 196f, 251
Reflective practitioners 193, 196f, 251
Relevance of approach 261ff
Resources as
 reference points 126f
 traction inhibitors 126
Returning 198f
Schema for analysis and design
 exposition 113-132
 model 116
 modes of application 141-145
 sequences not invariable 115
 settings and relationships 203
 tailor-made modes 142f
 usage 132-137, 193
 using it in community 204f
Sharing in 256f
Sharing out 256f
Situational analysis
 perspective 78f
 process 76-78, 90f
 worked example 71-92
Spirituality 278-281
Structuring 143-146
Subjective purchase 220
 cf. intuitive sensitivity
Subjectivity and objectivity 264f
Suggestion-parrying 61
Summarizing 143
Synthesizing 118f, 172
Taking sides 33f
Taking stock 249
- Talking work 176ff
Talking, writing and drawing 175
Theology in work analysis and
 design 229-242
 activities 239-242
 applied 242
 beliefs 233f, 239f
 commitments 231-233
 competencies 242
 content 233-239
 contrasting approaches 169-172
 dialogue 237f
 feedback 241f
 head 241
 intrinsic 234
 objectives 229-231
 of the approach 229
 orientation 87, 169-171
 public 239f
 relationships 234-236
 tasks 234
 visceral 241
- Thinking
 limited time 47, 148, 252f
 need for 16
 structuring 143ff
 subject matter 196
 verbal and non-verbal 175
 ways of 133, 175f, 190f
 withdrawal 198
- Thinking about work 15-18, 29f
 and acting 16
 aids 16-18
 collectively 201, 250f
 difficulty of 15f, 47f
 finding time 47f
 importance 15f
 on one's own 200
 problems 47f
 stages 17, 114-121
 strategically 81
- Time 47, 91, 148, 252f
Traction 126f
Training
 collaborative learning 221f
 self training 47, 204f
UPA parishes 74, 86f
- Visual aids 168
Vocation
 vocational analysis 225
 vocational systems 217f
 vocational work 216f
- Waiting 199
Withdrawing 198
Words 175, 176-179
Work
 contexts 84f
 depicting situations 117
 nature of 215, 226
 of Christ 216
 orientation to 215-217
 parish/diocesan perspectives 78f
 private and public 193-196
 study process 90f
 talking work 176f
 verbal interaction 176
 vocational 216ff
 work waiting 199
- Work consultancy 217
 developing services 276f
- examples 31-106
infra-structures 275, 277
processes 276
reasons 273f, 283
services required 127, 272-277
uses 275f
- Work contexts
 bishop's 83f, 85, 86f
- Work-force 262f
- Work papers
 examples 71-76, 93-96
 outline 301-303
- Workers
 and politics 151ff
 better 275f
 oriented to 215-218
 own analytical instruments 136f
 vocational context 151ff, 218
 well-being 262f
- Working with people 134ff, 197-199
- Writing 175ff

Index of Names

- Addy, Tony 243
Amadeo, Linda 69
Andreas, Steve 191
Anolli, Luigi 191
Archbishop of Armagh 95
Argyle, Michael 156, 190
Armstrong, R 227
Arnstein, Sherry R 260
Atherton 227, 243
Bandler, Richard 191
Batten, M 25, 48, 49, 69, 190, 206,
 207, 227, 256, 283, 285f
Batten, T R 25, 48, 49, 69, 190, 206,
 207, 227, 256, 269, 283, 285f
Bayley, Michael 25, 226
Beck, Brian 129
Bell, Colin 156
Berger, Gaston 173
Berger, W 190
Biddle, Loureide 199, 206
Biddle, William 199, 206
Black, Neville 72
Blakeslee, Thomas R 191
Blasio, di Paola 191
Boscolo, Luigi 191
Brokensha, David 226
Bullock, Alan 173
Bunyan, Paul 25
Buzan, Tony 166
Byrne, David 106
Cahn, Edgar S 260
Cecchin, Gianfranco 191
Chardin, Teilhard de 203
Cracknell, Kenneth 237, 243
Davies, C T 227
Davies, Mostyn 260
Day, Robin 191
Deane, Declan 106
De Bono, Edward 166
Deeks, David 25, 190
Dewey, John 154, 190
Dewey, Margaret 191
Dowley, Roger 72
Doyle, Patrick (Paddy) 25, 93, 94,
 96, 97, 99, 101, 102, 104, 105f,
 199
Drennan, Michael 106
Edwards, Betty 191
Egan, Gerard 167
Elliott, Charles 226, 284
Eltis, Walter 190
Fisch, Richard 63, 69
Forrest, Andrew 199
Friedman, Edwin H 188, 191, 269,
 282
Fromm, Erich 154
Frost, Brice Stanley 260
Gawith, Alan 243
Ghent, A W 226
Gill, James S 69
Giossi, Lucia 191
Ginder, John 191
Goldman, Ronald 190
Graham, Fred 153, 157
Grant, Henry 69, 100, 153, 157
Green, Robin 129, 155, 190
Gregory, R L 191
Griffiths, Hywel 151, 157
Griffiths, Leslie 25, 156
Grundy, Malcolm 286
Haley, John 49
Hallett, Christine 260
Hart, Jim 72
Heller, Frank 155
Henderson, Paul 206
Henriot, Peter 118, 154
Hicks, John 175
Hodge, Peter 226
Holland, Joe 118, 154
Household, Dorothy 178
Hubery, Douglas S 113, 190
Jacobs, Michael 275, 283

- Jaques, Elliott 124, 154, 216, 226
Jarvis, Irving L 155
Jenkins, David 243, 288
Jones, David 206
Kane, Eileen 156
Koestler, Arthur 172, 173, 174, 175,
 180, 190
Kramer, Bryce 243
Lennon, Brian 93, 96, 106
Lewin, Kurt 54, 69
Lippitt, Gordon 283
Lippitt, Ronald 283
Lovell, George 49, 67, 92, 106, 154,
 155, 173, 206, 207, 226, 243,
 260, 282, 283, 286, 287, 288
Lovell, Molly 25
Lyon, Larry 155, 243
Mackay, Ian 186, 190, 191
McKelvey, Bill 155, 226
Mann, Leon 155
Maruca, Dominic 284
Mitchell, Ken 243
Mellor, Howard 25, 283, 289
Minahan, Anne 173
Morgan, Gareth 122, 123, 151, 154,
 155, 156, 157, 181, 190
New, Charles 25, 283, 289
Newbigin, Lesslie 265f, 282
Newby, Howard 156
O'Connor, Margaret 25
O'Keefe, Majella 173
Palazzoli, Mara Selvini 49, 173, 191
Passett, B A 260
Pincus, Allen 173
Pisano, Innocenzo 191
Pope John Paul II 106
Prata, Giuliana 191
Rahtjen, Bruce 239, 241, 243
Ramsey, Ian 180, 190
Reed, Bruce 224, 227
Ricci, Carolo 191
Richardson, Anne 260
Rico, Gabriele Lusser 191
Ring, Nancy C 284
Rogers, Garth 286
Rogers, Maria 156
Russell, Peter 25, 69
Sacchi, Marica 191
Salancik, Gerald R 155
Salmon, Harry 243
Sanford, John A 154
Schon, Donald 173, 226
Seabrook, Jeremy 283
Sharrocks, Peter 286
Shaw, Barry M 155
Sheppard, David 72
Sider, Ronald 226
Smail, David 49, 176, 190, 263-265,
 282
Smith, Austin 243
Snaith, Norman 92
Spence, Ralph B 156
Spradley, James P 156
Stallybrass, Oliver 173
Stevinson, John 25
Stamp, Gillian 188, 191, 199, 206,
 262, 282
Sumner, W G 260
Sutcliffe, Ann 25
Taylor, Michael 242, 243
Tetlow, Richard 243
Thomas, David 173, 206, 226, 243
Timoney, Senan 106
Tomm, Karl 185, 191
Tredinnick, Valerie 191
Vanstone, W H 199, 206, 223, 227
Wakefield, Gordon 279, 283, 284
Warren, Roland 145, 155, 156, 243,
 260
Wasdell, David 167
Watts, Fraser 226
Watzlawick, Paul 63, 69
Weakland, John 63, 69
Weber, Hans-Ruedi 190f
Weick, Karl E 155
Whitehead, A N 154
Widdicombe, Catherine 25, 92, 93,
 154, 156, 173, 207, 283, 287,
 290f
Williams, Mark 226
Wilson, Kenneth B 231
Young, Michael 156