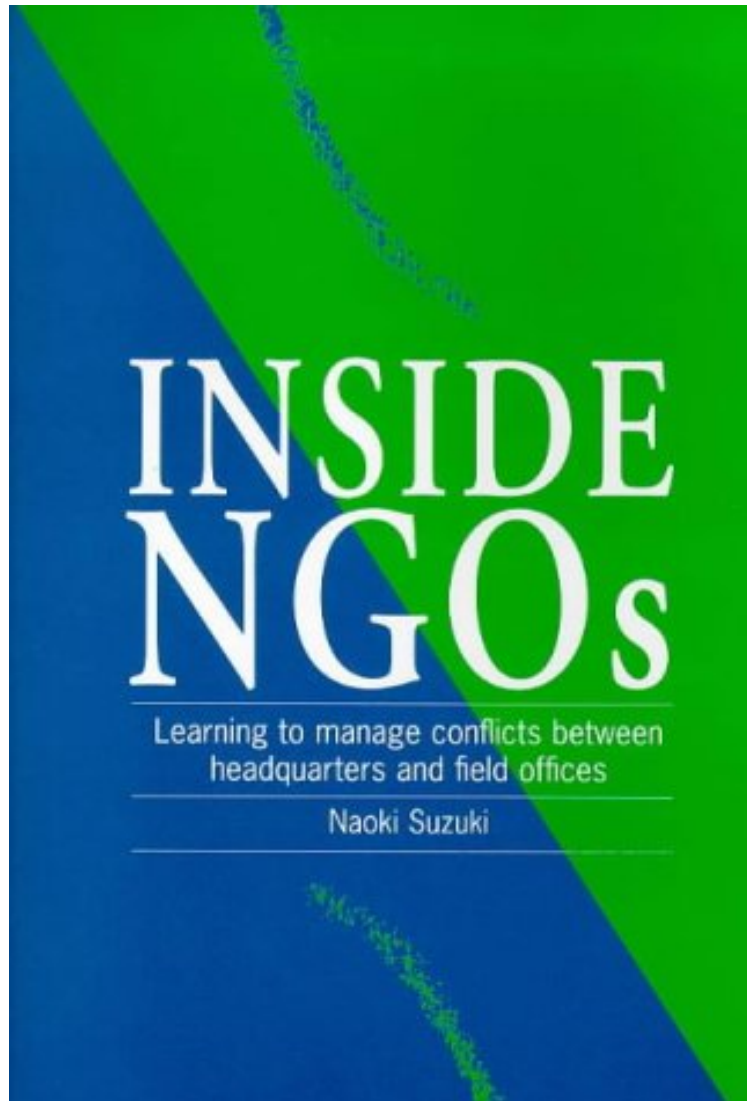


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Inside NGOs: Learning to Manage Conflicts Between Headquarters and Field Offices

Naoki Suzuki

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Development literature has tended to ignore the internal dynamics of non-governmental organizations (NGOs), instead treating them as single, coherent organizations. "Inside NGOs" acknowledges that NGOs are complex entities consisting of diverse offices staffed by diverse members who hold diverse values. It concentrates on the tension which arises between headquarters and field offices and suggests ways to resolve areas of conflict. The author addresses the major areas of tension existing between headquarters and field offices, which will be familiar to those working for NGOs, including flexibility and consistency in administrative practice, diversity and similarity of NGO staff, and field-orientated and organizationally-oriented attitudes of those staff. The author concludes that NGO effectiveness will increase as staff assess organizational processes carefully, take long-term perspectives, become willing and able to take risks, make use of mistakes, and seek new understandings of their problems. This thoroughly researched book draws upon the vast experiences of NGO practitioners and fieldworkers to provide valuable solutions for headquarters and field offices as they relate to each other and to donors as well. It will be a valuable tool for anyone involved in NGO management or working for an NGO. "Inside NGOs" acknowledges that NGOs are complex entities consisting of diverse offices staffed by diverse members who hold diverse values. It concentrates on the tension that arises between headquarters and field offices and suggests ways to resolve areas of conflict. It addresses the major areas of tension, including flexibility and consistency in administrative practice, diversity and similarity of NGO staff, and field-orientated and organizationally-oriented attitudes of those staff. This thoroughly researched book draws upon the vast experiences of NGO practitioners and fieldworkers to provide valuable solutions for headquarters and field offices as they relate to each other and to donors as well. It will be a valuable tool for anyone involved in NGO management or working for an NGO.