



HELPING



HOW TO OFFER, GIVE, AND RECEIVE HELP
Understanding Effective Dynamics in One-to-One,
Group, and Organizational Relationships

EDGAR H. SCHEIN

HELPING

by Edgar H. Schein

A brief review by
Kazuhiko Akutsu
February 27th 2014



Preface to review

Why do I read this book?

- **Trust-based relationships** are the foundation for achieving the **right organizational results**.
- **Mutual help** is the most effective way to establish **trust-based relationships**.

I want to learn the essence of “**helping**” and to rethink about human relationships.

Preface to review Importance of relationships

ARBINGER Pyramid of Influence™

DEALING WITH
THINGS THAT ARE
GOING WRONG

Correct

Trust-based relationships are essential to help our organization go right.

HELPING
THINGS GO
RIGHT

Teach &
Communicate

Lesson 1

Most time and effort should be spent at the lower levels of the Pyramid.

Listen & Learn

Lesson 2

The solution to a problem at one level of the Pyramid is always below the level of the Pyramid.

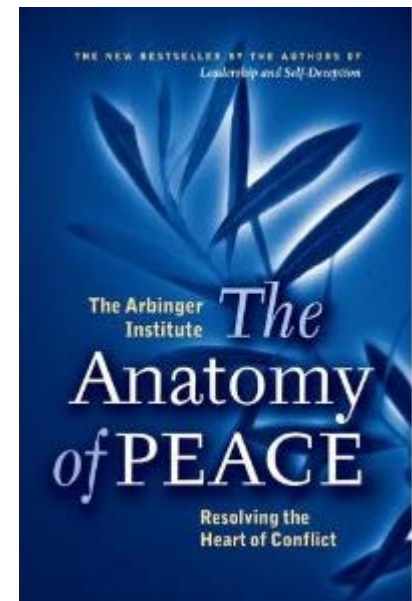
Build the Relationship

Lesson 3

Ultimately my effectiveness at each level of the Pyramid depends on the lowest level of the Pyramid, my Way-of-Being.

Build Relationships with
Others who have Influence

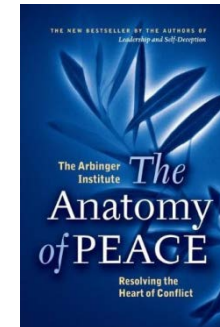
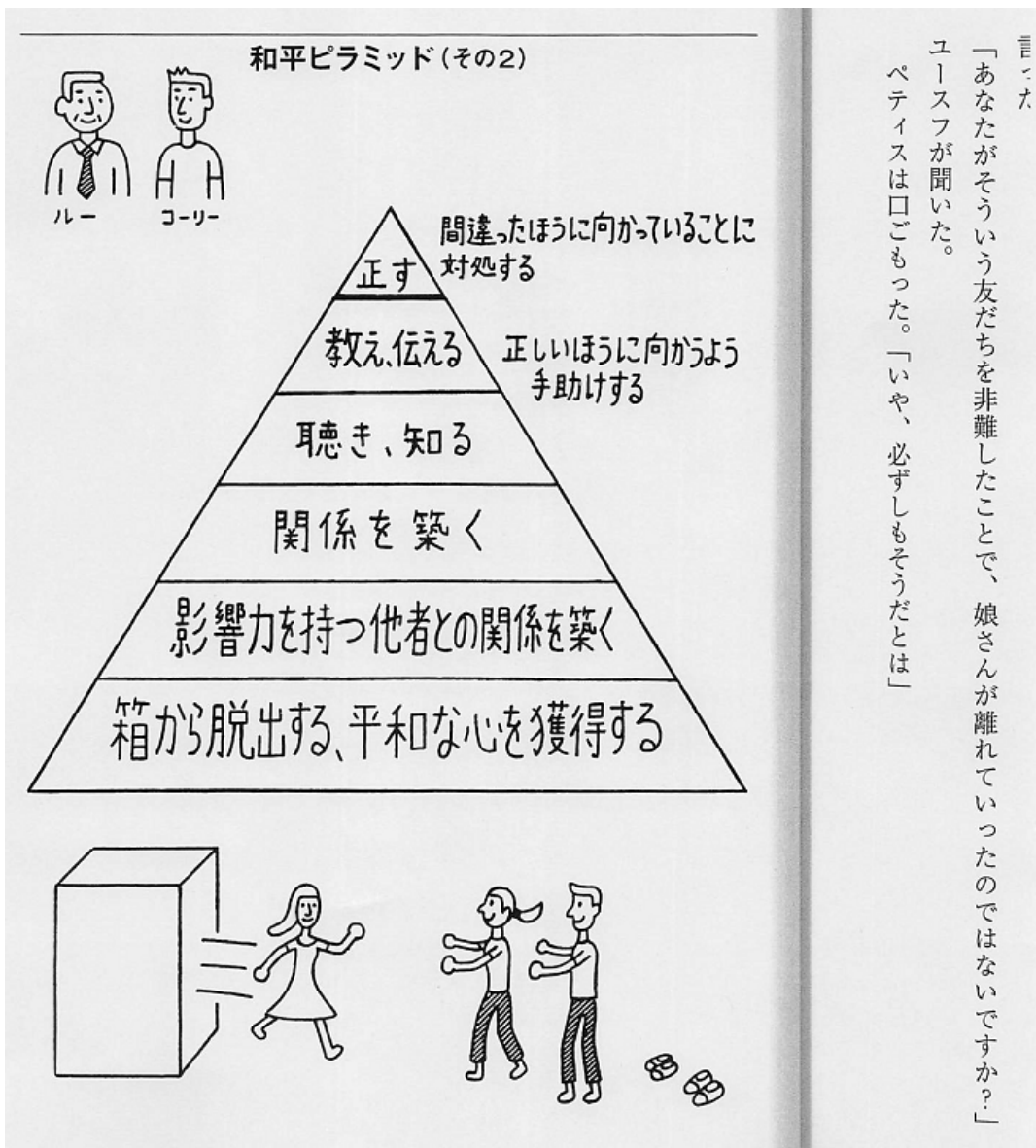
Get Out of the Box
(Improve my Way-of-Being)



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<http://arbingersoutheastasia.com/pyramid/>

Translated version of the ARBINGER Pyramid of Influence



The Anatomy of PEACE Resolving the Heart of Conflict (Original)



Translated book of “The Anatomy of PEACE”

Book choice English or Japanese?

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注文を検索:

注文を検索する

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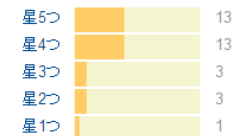
Helping: How to Offer, Give, and
Receive Help
Schein, Edgar H.
販売 シルバーブルーニア

←English version
(Original)

Some reliable Amazon reviewers said,
“Japanese version is not good.”



カスタマーレビュー



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5つ星のうち 4.0

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☆☆☆☆ 原著はとても良い本ですが、この翻訳では著者の言いたかったことが正しく伝わらないと思います 2010/1/11

By ワッフル [原書入りレビュー](#) [トップ500レビュー](#) [VINEメンバー](#)

形式: 単行本

Information about the book

- Title: **HELPING**
How to Offer, Give, and Receive Help
Understanding Effective Dynamics in One-to-One, Group, and Organizational Relationships
- Author: Edgar Henry Schein (1928--)
 - A Professor Emeritus at the MIT Sloan School of Management
- Publisher: Berrett-Koehler Publishers, Inc.
- Copyright: 2009
- ISBN: 978-1-57675-863-2
- Short book (167 pages)



Author's purpose



- To provide practical insight that might improve the reader's understanding and skill in helping.





Contents of the book

- *Preface*
- *Acknowledgments*
- *Main Chapters*
 1. What Is Help?
 2. Economics and Theater: The Essence of Relationships
 3. The Inequalities and Ambiguities of the Helping Relationship
 4. Helping as Theater: Three Kinds of Helping Roles



Contents of the book (continued)

5. Humble Inquiry: The key to Building and Maintaining the Helping Relationship
 6. Applying the Inquiry Process
 7. Teamwork as Perpetual Reciprocal Helping
 8. Helping Leaders and Organizational Clients
 9. Principles and Tips
- *References*
 - *Index*
 - *About the Author*



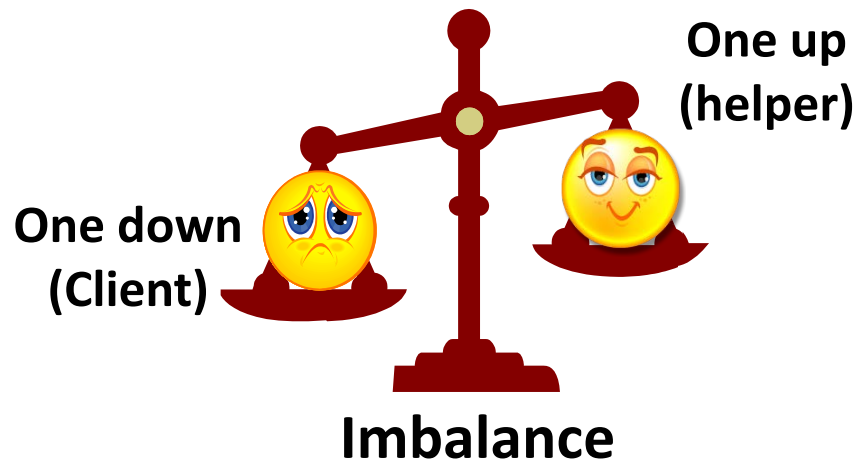
Social economics

- Help is *“one of the most important currencies that flow between members of society because **help** is one of the main ways of expressing love and other caring emotions that humans express.”* (p. 14)

Examples of the social currencies are love, attention, acknowledgment, acceptance, praise, and help.

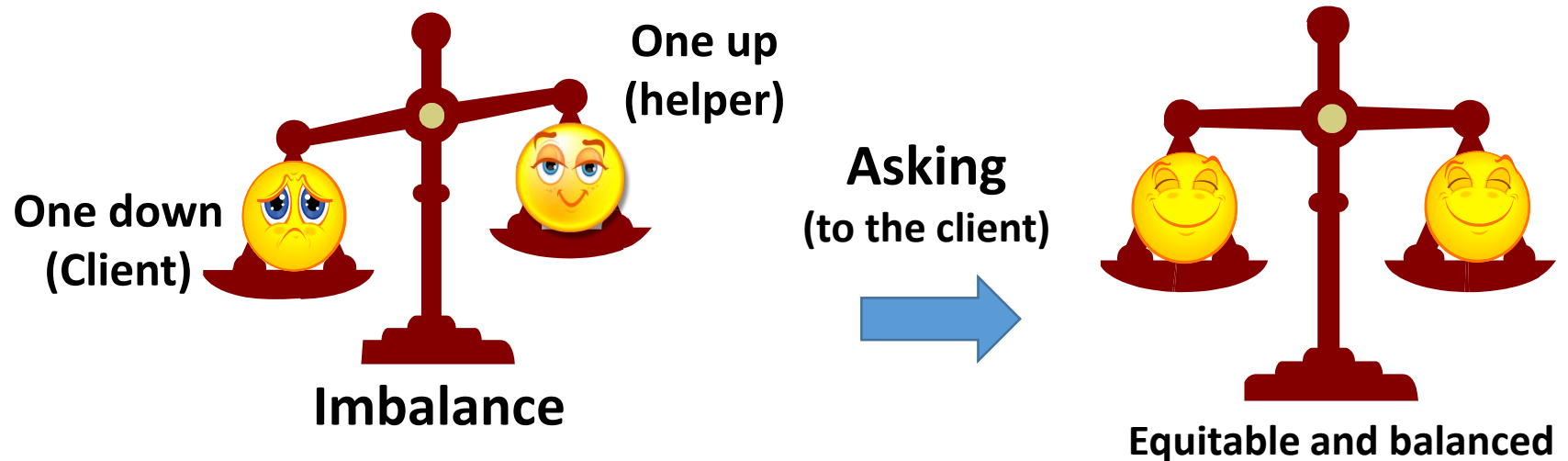
One down and one up

- *In summary, at the beginning, every helping relationship is in a state of imbalance. **The client is one down and therefore vulnerable: the helper is one up and therefore powerful.** Much of what goes wrong in the helping process is the failure to acknowledge this initial imbalance and deal with it.*
(p. 107)



Asking

- Asking temporarily empowers the other person in the conversation. It implies that the other person knows something that I need to or want to know.
- A conversation that leads to a relationship has to be sociologically equitable and balanced.





Teamwork

- *In other words, the essence of teamwork is the development and maintenance of reciprocal helping relationship among all the members.*
(p. 107)



Leadership

- *One of the most counterintuitive principle of managed change is that **you can't change anyone until you can turn them into a client who is seeking help from you.** (p. 128)*
- *As leaders interact with others, they must realize that the best way to improve the organization is to create an environment of mutual help and to demonstrate their own helping skills in their dealings with others in the organization. (p. 143)*



“A Final Word” of the Book

*“What I have tried to do in this short book is to reframe many social processes as variations of **“helping.”** These include building trust, cooperation, collaboration, teamwork, leadership, and change management. In doing so, I have come to recognize that **helping** is at the heart of all social life, whether we are talking about ants, birds, or humans. It would seem then that **if we can be more effective as helpers, it will improve life for all of us.**” (P157)*