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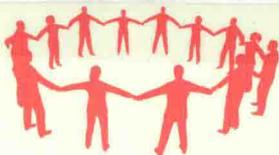
“个人力”

PERSONAL POWER

与

“组织力”的关系研究

ORGANIZATIONAL POWER



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## 管理哲学视域下“个人力”与“组织力”的关系研究

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## 摘 要

本书的主题是从“组织力”与“个人力”以及两者之间相互关系的角度来深化对管理哲学中人和组织关系问题的认识。

人和组织的关系问题是管理哲学中的基本问题，这一基本问题是不同流派的管理学家所必须进行探讨和作出回应的具有统摄性地位的问题。因此，中外各种主流管理思想和理论都对人与组织的关系问题表现出了相当的重视，并对此问题进行了各种各样积极的探讨和研究且取得了许多积极的成果。然而，在以往对人与组织的关系研究当中不可否认仍然存在着一定程度的不足和偏颇。一方面，某些研究者比较注重抽象地分析和论证人与组织的关系；另一方面，一些研究者对人与组织的关系研究在方法论上大都把组织和个人看成两种处于完全对抗关系中的“异质”，由此要么抬高组织的地位，强调共性从而“淹没”了组织中的个人，要么抬高组织中人的地位，强调个性进而要求组织为个体做出持续的无原则的让步。这些情况表明，尽管管理学者都十分重视人与组织的关系问题，但我们仍需要对此问题作进一步深入的认识。因为无论是抽象地分析人与组织的关系还是把人与组织看成两种“异质”的研究，都无法使我们成功地探寻到人与组织之间客观存在着的相互依赖、相互转换和相互融合的

深层次机制,从而造成了人与组织之间的割裂。而这种割裂的修复是建立在人与组织这种深层次机制的认识和构建基础上的。人与组织之间深层次机制的理论空白也从某一侧面反映了传统的人与组织关系的理论研究在此深层次机制探寻的方向上存在某种瓶颈,这种瓶颈的存在也直接阻碍着我们对人与组织关系认识的深入。而人与组织之间相互依赖、转换、融合机制的挖掘和建构具有十分重要的理论意义,它不仅填补了传统的人与组织关系理论中的空白,也对管理实践具有积极的指导意义。现代社会的高速发展迫切要求在管理实践中成功地实现基于组织的竞争力、凝聚力、变革力与基于个人的创造力、领导力和变革力间实现成功和有效的融合。在当下社会,只有个人与组织成功和有效的融合才能够保证组织实现正常运转。也只有个人与组织成功和有效的融合才能够充分调动个人的积极性和创造性并最终实现个人的全面解放。然而以往的某些人与组织关系的理论研究并不能够成功地指导管理实践中存在的此类问题,从而在现实中出现了不能够正确处理人与组织关系的管理困境。由此可见,无论是管理理论空白的填补还是管理实践的困境都要求我们继续深入对人与组织的关系问题的认识并最终探寻出人与组织之间相互依赖、转换和融合的内在机制从而实现成功地处理人与组织间的关系。因此,摆在我们面前的问题十分明确,那就是继续坚定不移地深入对人与组织的关系的认识。那么我们怎样才能突破瓶颈实现对人与组织关系的进一步深入呢?

正是在这些问题的背景下,本书尝试提出“组织力”和“个人力”概念,并试图通过新的概念的引入和新视野的开辟突破瓶颈,实现对人与组织关系认识的进一步深入,从而促进对人与组织之间深层次机制的认识和构建。

各种“力”概念的使用在当下的管理学研究中是非常普遍的,可

谓比比皆是。在论述各种管理理论时,管理学家们常常使用诸如“执行力”、“领导力”、“整合力”、“凝聚力”、“竞争力”、“变革力”、“创新力”等。其实“力”的概念早就被广泛地运用于社会科学领域中,“生产力”便是此运用的一个典型代表。央视的大型纪录片《公司的力量》也把公司这种组织为人类世界所作出的从有形到无形的种种成就归功于公司所展现的“力量”,即一种“力”。可见,“力”作为力量、能力、效力等等的统称和抽象,已经广泛运用于管理学以及管理学以外的领域。本书把“组织力”和“个人力”的概念引入管理哲学中,这里所指的“力”不是单纯指物理学意义上两个或两个以上物体间的相互作用,而是力图通过这一对概念对组织和个人所具有的力量、能力、效力等等做出一种哲学的概括和抽象,并进而对“组织力”与“个人力”之间相互作用的机制展开深入的研究。“组织力”和“个人力”中的“力”作为一种能力或力量,对应着确定的实体或载体,组织和个人是两种不同的实体,他们具有性质不同的“力”,但既然都是“力”,也就必然具有某种共性。因此“个人力”与“组织力”概念的提出一方面是基于对管理学研究中的各种力的抽象,另一方面“力”又是组织和个人所具有的一种共性。正因为具有这种共性,“组织力”和“个人力”才能相互作用、相互转化和相互让渡。也就是说,个人把自己奉献给组织,并不是把躯体奉献给组织,而是把个人的力量奉献给组织以增大、增强组织的力。同时当下社会,每一个具体的人实现生存和发展都需要借助组织的力,是通过“组织力”来增强和放大“个人力”。而组织虽外部表现为一群人的集合,然其实质是在凝结组织中群体的力。个人不进入组织是不行的,组织也不能没有一定数量的个人。个人的力只有借助组织的力才能更好的发挥作用,同时组织的力必须依靠个人的力的集结才能实现组织的作用。由此可见个人力与组织力之间不仅存在着相互依赖、互为必要的关系,而且由于它们之间

的共通性决定了个人力和组织力是可以实现相互转化的。

组织力是组织中的所有个人以某种形式实现结合在一起以后而形成的一种整体的力。组织力离不开个人,组织力的载体显然是组织。组织力需要一定数量的个人力,但组织力的大小并不是组织中个人力的简单相加。组织力的大小还取决于组织存在的结构和组织中个人力的组合形式。组织力相对于个人力表现为一种“场力”:一方面组织中的个体受场的吸引和影响成为场的一部分;一方面组织中的个体在“场”中有其相对确定的位置,在增加场能量的同时也发挥着个人力的作用。组织力在凝聚了组织中的各种个人力之后,在具备了能量的同时也拥有了方向。拥有了方向的组织力也不断促使着个人力在组织力确定的方向上,调整个人力方向并源源不断地发挥着作用。组织力可能激发或者抑制个人力载体的激情,满足或者平衡着个人力载体的欲望。

个人力是组织中的个人力,是个体作为组织的一个部分并对组织所起的能动作用力。个人力是处在一定组织中的个体的力,不在组织中的个人力不属于本书的研究范围。个人力的发挥离不开组织,组织中的个人是个人力的载体。个人力相对于组织力表现为一种“分子”的力:一方面在“场”中的分子是场的重要组织部分,另一方面场中的每一个分子都有相对应的位置,在场的影晌下发挥着分子力。组织中的个人又不同于“分子”,每个人个人都有激情,有欲望。个人在组织力的作用下,不仅成为“场”的一部分并增加了组织力的能量,同时又在作为“场”的组织力的作用下在组织力的方向上发挥自己的个人力。个人力的载体在为组织力作出能动作用的同时,也被激发或者抑制着自身激情,被满足或被平衡着自身的欲望。

由此可见,组织力和个人力的关系中既存在着相互依赖、相互统一的一面,也存在着相互抗争、相互对立的一面。

组织中的个人力和组织力又是能够实现相互转化和相互融合的。组织中的个体都有着基于自身的个人力,但个人力与个人力之间存在差别。这种差别不仅是由组织中的人与人之间的生物性差异决定的,更是由组织中的个人在组织结构中所处的位置不同决定的。落实到现实层面,不但组织中同为被领导者的不同个人力之间存在着差别,而且,组织中领导者的个人力和被领导者的个人力也是不一样的。一方面组织力需要凝结组织中所有个体的个人力,这些个体既包括组织中的领导者也包括组织的被领导者。凝结的过程便是个人力转化为组织力的过程。组织力也能够转化为个人力,这个过程是通过组织力的人格化而实现的。为实现组织的特定目的,组织力的一部分能量需要通过人格化下放从而实现往特定的个人力方向的转移。此时组织的部分组织力是受组织中的特定个人支配的。此特定的个人因为支配着部分甚至全部的组织力,因此便拥有着超过常规意义上的个人力,更可以认为此特定的个人力是组织力的部分或全部化身。组织中的最高领导者往往成为组织力下放和转移的首选。组织力往特定个人力方面的转化在组织的运作过程中既是必须的,又是存在着一定甚至极大的风险的。组织力的合理载体应该是组织,但当组织中的个人成为部分或全部组织力的载体时,危险则来源于此个人的智力水平、能力水平、道德水平。组织力部分或全部往特定个人的转移意味着此特定个人拥有着组织的部分和全部控制权。而人是欲望和贪念、理性和非理性的结合体,因此如果被下放和转移的部分或全部组织力被特定的个人合理利用,那么对组织整体说来是一种福音;如果组织力被个人滥用,那么对组织来说是一种灾难。因此对组织力的特定承载者既要发挥它合理使用组织力的能力,又要限制他滥用组织力满足个人欲望的行为。由此可见,科层制的组织中要明确规定组织中所有成员划分层级和实现层级晋升的依

据并为组织成员所共同认可。在此基础上,组织构架中越上层者便拥有更多支配组织力的机会,这样才能在一定程度上实现组织力人格化过程的安全有效。

由此可见基于组织力表现形式的凝聚力、变革力、竞争力和基于个人力表现形式的领导力、执行力及存在着对立统一的一面,它们之间存在着相互依赖、相互转化、相互融合的机制。组织力和个人力概念的引入打破了人与组织之间的界限,圆融了两种不同事物间的割裂,是一种创新的思维对传统的人与组织关系进行了再审视、再解读,也成功实现了对人与组织关系认识的进一步深化。

本书第1章导论部分主要在梳理国内外有关组织力与个人力研究的文献综述基础上论证人与组织的关系问题作为管理哲学研究基本问题的合理性。该章肯定了管理学中不断发展的“以人为本”的主体至上原则,肯定了人与组织的关系作为管理哲学研究的切口的可行性,同时确定本书的主题是通过“力”概念的引入尝试对人与组织关系问题的认识作进一步的深入。第2章主要研究管理哲学视域下个人力与组织力关系中的组织力,将“力”范畴引入到组织研究中。对于组织的认识则立意于组织力的形成和生命成长过程。同时比照静态模式下的组织力观察,研究组织力的运作机制以及主要表现类型。并通过分析组织力对个人力的作用方式来探索组织力提升的途径。第3章主要研究管理哲学视域下个人力与组织力关系中的个人力,将“力”范畴引入组织中人的研究中。对于组织中个人的认识则立意于个人力的形成和静态分析。在介绍个人力的形成机理和个人力的发展模型后,在组织中划分两类基本的个人力——领导力和执行力,并对其对于组织力构建的意义进行分析。最后分头研究领导力和执行力如何得以提升以及提升的意义。第4章个人力与组织力形成的合力研究则主要通过案例分析研究个人力与组织力在管理实

践发展过程中的相互依赖、相互转换和相互融合的深层次机制。在把个人力与组织力视为一对矛盾的认识基础上着手进行对个人力与组织力的匹配合力进行研究,并论述个人力与组织力实现匹配的意义和探索提升合力的方法。第5章主要阐述全书的结论:组织中的个人力和组织力之间存在着相互转化融合的深层次机制。组织力影响着个人力的发挥,而个人力也时刻制约着组织力的表现。组织的内外部表现是组织力和个人力共同形成的合力综合决定的。因此管理的具体内容得以明确,管理不仅要提升组织中的个人力,也要提升组织的组织力,而且还要提升个人力与组织力形成的合力。

## Abstract

The theme of this dissertation is to deepen the understanding of the relationship between the organization and individual from the perspective of the “organizational force” and “individual force”, which are influencing each other in the management philosophy sight.

The problem of relationship between the organization and individual is an essential problem in the management philosophy. This problem has a governing position in the Management theory, which management experts from different genres must discuss and response. Therefore, both Chinese and foreign mainstream management theories and thoughts have shown much attention to this problem of the relationship between the organization and individual. They also have made all kinds of positive discussions and researches and gained many positive results. However, undeniably, there still exists a certain degree of deficiency and bias in the past research for the relationship between organization and individual. On one hand, some researchers pay their attention on

the abstract analysis and verification of the relationship between organization and individual. On the other hand, some researchers always treat the organizations and the individual as two different substances which are fully against each other in their research. Thus they raise the status of the organization and emphasize the organizational common. And in this situation, the individuals are submerged in the organization. Or they stress the individual character then the organization is asked to compromise and make continuing unprincipled concessions for individuals. The above situation indicates that although management scholars have already attached much importance to the problem of the relationship between the organization and individual, we still need to make further understanding of such problem. Because neither the research of abstract analysis, nor the research which is to treat the organization and the individual as two substances which are fully against each other will make us unsuccessfully to explore the deep mechanism between the two. However, their relationship including the character of interdependence, mutual conversion and mutual confluences. Thus both of the above researches will cause the separation and split between the organization and the individual. And the repair of the split is based on the fully understanding and the construction of the deep mechanism. The theory blank of the deep mechanism of the relationship between organization and the individual reflects that there must have some bottleneck existing in the direction of the traditional theory of the relationship between organization and individual. The existing bottleneck will also

directly hamper the deepening and understanding of the relationship between the organization and the individual. However, the exploration and construction the deep mechanism which are interdependent and conversion has a very important theoretical significance. It can not only fill the theoretical blank, but also has a guiding significance in the management practice. The rapid development of the modern society demands the practice of the management can successfully and effectively realize the force fusion among competitiveness, cohesiveness, transforming force, leadership and executive ability. At present time, only the successful and effective fusion of the organization and individual can ensure the normal operation of the organization. Only the successful and effective fusion of the individual and organization can fully stimulate the individual's enthusiasm and creativity and finally realize the personal liberation completely. However, traditional theory and research of the relationship between organization and individual could not successfully guide such problem in management practice. Thus in reality, managerial dilemma is still existing which make the situation that the relationship between organization and individual is not able to be correctly handled. Thus it can be seen that both the filling theoretical blank and the plight of management practice demand us deepen the understanding the relationship between organization and individual. And eventually the deep mechanism of the relationship between organization and individual can be successfully explored, which could help us successfully deal with the relationship between the organization and the individual.

Therefore, the problem confronting us is very clear, that is unswervingly and deeply to explore and understand the relationship between the organization and individual. So how we can break the bottleneck and realize the breakthrough or further discussion of the relationship between organization and individual?

It is in this back background of these questions that this dissertation tries to promote the understanding and constructing the deep mechanism of the relationship between organization and individual through putting forward the concept of “organizational force” and “individual force”. And this dissertation hopes that through these two concepts we can break the bottleneck and open up new horizons.

The concept of “force” is universally used in management researches and studies. When discussing the various management theories, “executive force”, “leadership”, “cohesive force”, “competitive force”, “creative force” are often used. And in fact the “force” concept has been widely used in social sciences, productivity is a typical example. The fashion documentary TV serial “The power of corporations” regard the all kinds of tangible or intangible human achievement as the result of the corporations’ force. Visibly, “force” as collective name and abstraction of power, ability, effectiveness and so on, has been widely in the management and other field. In this dissertation, “organizational force” and “individual force” are brought in, however, the force here is not simply refers to interaction between two or more objects, but trying to make out that abstractly speaking, the concept that both

organization and individual have force, ability and effectiveness. And finally continue the further study the interactive mechanism between the “organizational force” and “individual force”.

The “force” in the individual force and organizational force is regarded as an ability and a power, corresponding to certain substance. Organization and individual are two different substances, their forces are of different characteristics, however, as they are all forces, they two must have some general character. Hence, the “organizational force” and “individual force” are based on the abstraction of all kinds of management force, on the other hand “force” is the general character of the organization and individual. As they have this trait, “organizational force” and “individual force” can mutually transform and transit. That is to say, the dedication of individual to the organization is not dedicate his body but dedicate the personal power to the organization in order to increase and enhance the force of the organization. At the present time, each individual need to be aided by the force of the organization to realize survival and development, which is to strengthen and amplify the “individual force” through “organizational force”. Although form the external performance, the organization is a group of people, but actually it is a force of the condensation of the organization. On one hand, individual can not effect if he is not a organization member, on the other hand, organization need amount of individuals. Individual force can better effect with organizational force, at the same time, the organizational force must rely on the rally of the individual force in order to realize the function of the organization. This shows that

in between organizational force and individual force there exists a relationship of interdependent and “mutually existed”, thus transformation is to some extent possible.

The organizational force is a force which organizes all the individuals together in some specific form and then realize a holistic force. The organizational force can not exist without individuals, and the substance corresponding to this force is obviously organization. The organizational force need some amount of individual force, but the organizational force is not simply the addition of the individual force. The power of the “organizational force” also depended on the structure of the organization and the form with which the individual forces are combined. Comparing to the individual force, the organizational force is a kind of “force in the field”. On one hand, attracting and influencing by the field force, the individuals become part of the field. On the other hand, there is a definite position for the individual in the field and individuals are performing while the power of field in also increasing. After embodying all individual forces, the organizational force has power as well as direction. With this direction of the organizational force also constantly prompt the individual force to effect in the direction which has been determined and adjusted by the organizational force. In the mean time, the individual are playing a role as the in the organization. The organizational force may stimulate or suppress passion of individuals. The organizational force also meets or balances the desires of the individuals.

The individual force is a force only existing in the organization,

is part of the organization and has a active reaction towards the organization. The individual force exists in a certain organization, thus, individual force which is not existing in a certain organization does not belong to the range of this dissertation. The individual force can not effect outside the organization, thus individual of the organization is the substance of the individual force. The individual force performs as a force of molecular. On one hand, the molecular is an important part of the field, and on the other hand, every molecular has its corresponding position in the field, playing their roles under the influence of the field. The individuals in the organization are different from the molecular as each individual has its own passion and desires. Under the infection of the organizational force, individuals not only become part of the field and increase the power of the organizational force, at the same time under the influences of the organizational force, the individuals are operating their own power in the direction of the organizational force. While the carrier of the individual force is playing a dynamic role for the organization, its passion is being stimulated or suppressed, its desire is being met or be balanced.

Thus, the interdependence and mutual unity are existing in between organizational force and individual force and so does the mutual struggles and contradictory.

There is mechanism among individual force and organizational force, therefore, the mutual transformation and mutual confluence between them are possible. Each individual force is different. This difference is not only decided by biological difference between each