

# Beyond Rational Management: Mastering the Paradoxes and Competing Demands of High Performance

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**Robert E. Quinn**

## BEYOND RATIONAL MANAGEMENT

Mastering the Paradoxes  
and Competing Demands  
of High Performance



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In order to understand managerial effectiveness, says Robert E.

Quinn, we must move beyond the theories of rational management and begin to better understand the dynamic, paradoxical, and competing forces that block us from high performance. In this book, Quinn draws on his extensive research on leadership, change, and organizational performance to provide a new way of thinking about management that helps business and government leaders make sense of the complexities and contradictions of organizational life.

Offering rich stories and insights from business, sports, and public administration, he explains how - by learning to embrace and transcend paradoxes - managers can come to see new possibilities for structuring organizations, designing jobs, and solving daily problems.