CONTENTS

1

· Rossbröt Moss Kanter

ONE SAL YEAR STORES AND SALES	
GING AND LEADING IN ORGANIZATIONS	
NA phinteen endead and the college and secretary of the college of	
GING PEOPLE	
The Manager's lob: Folklore and Fact	13
Henry Mintzberg	
Contrasting the myths and the facts of managerial life can help answer the basic questi	on, What
do managers do?	P 227
Power, Dependence, and Effective Management	33
John P. Kotter	
Managers who are dependent on others, must generate and use power successfully.	
	N A GING PEOPLE The Manager's Job: Folklore and Fact Henry Mintzberg Contrasting the myths and the facts of managerial life can help answer the basic question do managers do? Power, Dependence, and Effective Management

Series Preface

Introduction John J. Gabarro

3 Management Time: Who's Got the Monkey?

50

William Oncken, Jr., and Donald L. Wass

Effective time management can be achieved through the proper balance of responsibilities in the manager-subordinate relationship.

4 The New Managerial Work

57

Rosabeth Moss Kanter

Changes are occurring in two important aspects of managerial work—sources of power and motivation, as illustrated in the profiles of three managers whose jobs are changing.

5 Managing Without Managers

70

Ricardo Semler

Three key principles of management—work-force democracy, profit sharing, and free access to information—are applied to a thriving company.

SECTION B LEADING AN ORGANIZATION

6 Managers and Leaders: Are They Different?

85

Abraham Zaleznik

Organizations can foster the development of leaders, whose temperament differs significantly from that of managers.

7 What Leaders Really Do

102

John P. Kotter

Leadership—coping with change—is compared with management—coping with complexity. Organizations can create a culture that promotes leadership.

8 Ways Women Lead

115

Judy B. Rosener

Women's leadership styles differ from those of men in several important elements.

9 How to Choose a Leadership Pattern

126

Robert Tannenbaum and Warren H. Schmidt

Managers must know their own strengths and weaknesses as well as the abilities of their subordinates so that they can choose an appropriate form of leadership.

10 In Praise of Followers

42

Robert E. Kelley

Followers have a specific role, and effective and ineffective followers possess certain traits. An organization can cultivate effective followers using a four-step procedure.

PART TWO MANAGING INDIVIDUALS AND GROUPS

SECTION A MOTIVATING AND MANAGING INDIVIDUALS

11 One More Time: How Do You Motivate Employees?

159

Frederick Herzberg

There is a difference between inducements, such as fringe benefits, and genuine motivators, such as greater responsibility. Job enrichment is vital to effective motivation.

12 Pygmalion in Management

179

J. Sterling Livingston

A framework can be used to draw superior performance from employees through the power of expectation. Managers must be sensitive to their own behavior and its impact on subordinates.

13 Making Performance Appraisal Work

195

Michael Beer

Managers and subordinates sometimes have trouble with performance appraisal, but there are several ways to handle these difficulties.

14 Managing Interpersonal Conflict

213

James Ware and Louis B. Barnes

Interpersonal conflict can be managed in three ways. Several relevant action questions can help resolve or control conflict.

15 Managing Your Boss

227

John J. Gabarro and John P. Kotter

For greater effectiveness at work, subordinates must manage their relationship with their boss. This crucial relationship can be developed and maintained in several ways.

SECTION B MANAGING GROUP EFFECTIVENESS

16 A Framework for Analyzing Work Groups

241

Michael B. McCaskey

The factors that influence a work group's behavior and performance are group context, design factors, and group culture.

17 Problem Solving and Conflict Resolution

263

in Groups
James Ware

Several characteristics of managerial groups enhance and detract from their problem-solving effectiveness. Managers can use basic strategies to influence group behavior.

18 Understanding and Influencing Group Process

279

John J. Gabarro and Anne Harlan

There are seven indicators of the effectiveness of a group in accomplishing its formal tasks.

19 How to Run a Meeting

289

James Ware

Managers must know how to prepare for and run a meeting effectively.

20 Managing a Task Force

298

James Ware

Certain insights can help a manager organize and manage a task force from project conception through completion.

PART THREE MANAGING ORGANIZATIONAL EFFECTIVENESS

SECTION A DESIGNING ORGANIZATIONS FOR EFFECTIVENESS

21 Organization Design

313

Jay W. Lorsch

Managers face design issues at two organizational levels: the functional unit and the single-business organization.

Organization Design: Fashion or Fit? 332 Henry Mintzberg An organization's structure can be arranged in five configurations, which serve as an effective tool in diagnosing organizational problems. A misfit results when an organization's design is no longer suited to its task. **Functional Integration: Getting All the Troops** to Work Together 353 Benson P. Shapiro Six approaches can be taken to achieve functional integration. 24 Matrix Management: Not a Structure, a Frame of Mind 370 Christopher A. Bartlett and Sumantra Ghoshal A company can be strategically agile while coordinating complex activities by building a matrix of corporate values and priorities in managers' minds. In Praise of Hierarchy 382 25 **Elliott Jaques** Hierarchy is praiseworthy when it is a design based on accountability and skill, but it can be misused. There are ways to more properly apply hierarchy to an organization's structure. **SECTION B** MANAGING ORGANIZATIONAL CHANGE 395 26 **Choosing Strategies for Change** John P. Kotter and Leonard A. Schlesinger People resist change for several reasons. A change strategy should be selected and implemented systematically. **Evolution and Revolution as Organizations Grow** 410 27 Larry E. Greiner

424 28 **Leading Change**

history.

Michael Beer

Management can channel change when an organization has a vision that it is working toward. Managers must understand the process, cost, and fears of change.

An organization's future is determined less by outside forces than by the organization's own

29 Speed, Simplicity, Self-Confidence: An Interview with Jack Welch

432

Noel Tichy and Ram Charan

General Electric is changing its corporate culture and the way its employees think through the innovative tool called Work-Out and through the company's own Value Statement.

PART FOUR MANAGING THE HUMAN RESOURCE

30 Planning with People in Mind

449

D. Quinn Mills

A company must incorporate human resource goals into its long-term business planning. A model process can be used to enhance the company's business goals and marketplace success.

31 Career Systems and Strategic Staffing

464

Jeffrey A. Sonnenfeld and Maury A. Peiperl

Managers should be familiar with career systems and their basic elements. A four-cell configuration of career systems can be used to link staffing policy with business strategy.

32 Reward Systems and the Role of Compensation

474

Michael Beer and Richard E. Walton

Reward systems, which have various designs, affect employee satisfaction and motivation.

33 From Control to Commitment in the Workplace

487

Richard E. Walton

A manager must understand the two different strategies for managing a work force—the traditional control model and the newer commitment approach—as well as the transition between the two.

34 From Affirmative Action to Affirming Diversity

499

R. Roosevelt Thomas, Jr.

The demographics of the American work force are changing. Ten guidelines can ensure that this new diversity is managed successfully.

35 Management Women and the New Facts of Life

516

Felice N. Schwartz

Women cost more to employ than men. Companies can adapt policies and practices to retain talented women and eliminate the extra cost of employing them.

36 Business and the Facts of Family Life

529

Fran Sussner Rodgers and Charles Rodgers

Businesses will have to make adjustments to accommodate the new realities of family life. There are a number of ways to lessen the conflict between work and family.

37 Beyond Testing: Coping with Drugs at Work

543

James T. Wrich

One approach has proven effective in dealing with the problem of drugs in the workplace.

Index

555