CONTENTS

PREFACE iii

INTRODUCTION The Competing Values Approach to Management 1

THE EVOLUTION OF MANAGEMENT MODELS 2
- Early Twentieth Century: The Emergence of the Rational Goal Model and the Internal Process Model 3
- Early to Mid-Twentieth Century: The Emergence of the Human Relations Model 6
- Late to Mid-Twentieth Century: The Emergence of the Open Systems Model 7
- Late Twentieth Century: The Emergence of Complexity and Integrative Assumptions 9
- Early Twenty-First Century: Paradox, Connectivity, and Sustainability 11

THE COMPETING VALUES FRAMEWORK 12
- Integrating Ideas about Effectiveness 12
- The Use of Opposing Models 14
- Behavioral Complexity and the Effectiveness of Managerial Leaders 15
- Action Imperatives and Competencies for Managers 17

ORGANIZING THE LEARNING PROCESS—ALAPA 20
- Core Competency: Thinking Critically 22
- Assessment: Going Public with Your Reasoning 22
- Learning: Thinking Critically 22
- Analysis: Argument Mapping 27
- Practice: Providing Warrants 29
- Application: Reflected Best-Self Portrait 29

RECAP AND PRECOURSE ASSESSMENT 30

MODULE 1 Creating and Sustaining Commitment and Cohesion 33

UNDERSTANDING SELF AND OTHERS 35
- Assessment 1: Anchors and Oars 35
- Assessment 2: Develop Positive Habits 36
- Learning: Understanding Self and Others 37
- Analysis: Use the Johari Window to Analyze Behavior 45
- Practice: How to Receive Feedback 45
- Application: Solicit Feedback 46

COMMUNICATING HONESTLY AND EFFECTIVELY 47
- Assessment: Communication Skills 47
- Learning: Communicating Honestly and Effectively 48
- Analysis: Using the Left-Hand Column to Develop Your Communication Skills 55
- Practice: Using Reflective Listening to Move Thoughts and Feelings to the Right-Hand Column: The Case of Stacy Brock and Terry Lord 56
- Application: Developing Your Reflective Listening Skills 57

MENTORING AND DEVELOPING OTHERS 58
- Assessment: Assumptions about Performance Evaluations 58
- Learning: Mentoring and Developing Others 59
- Analysis: United Chemical Company 67
- Practice: What Would You Include in the Performance Evaluation? 69
- Application: Developing Your Capacity to Develop Others 70

MANAGING GROUPS AND LEADING TEAMS 70
- Assessment: Are You a Team Player? 70
- Learning: Managing Groups and Leading Teams 72
- Analysis: Stay-Alive Inc. 85
- Practice: Ethics Task Force 86
- Application: Team-Building Action Plan 87

MANAGING AND ENCOURAGING CONSTRUCTIVE CONFLICT 88
- Assessment: How Do You Handle Conflict? 88
- Learning: Managing and Encouraging Constructive Conflict 90
- Analysis: Zack’s Electrical Parts 100
- Practice: Win as Much as You Can 101
- Application: Managing Your Own Conflicts 102

MODULE 2 Establishing and Maintaining Stability and Continuity 108

ORGANIZING INFORMATION FLOWS 109
- Assessment: Identifying Data Overload and Information Gaps 109
- Learning: Organizing Information Flows 110
Analysis: Deciding What to Do with Data Inflows Using the Traffing Method 117
Practice: Making Messages Clear, Concise, and Complete 118
Application: Directing Your Own Data and Information Traffic 118

WORKING AND MANAGING ACROSS FUNCTIONS 119
Assessment: Mapping Your Organization 119
Learning: Working and Managing Across Functions 120
Analysis: Errors in the Design? 126
Practice: Student Orientation 127
Application: Examining a Cross-Functional Team 128

PLANNING AND COORDINATING PROJECTS 128
Assessment: Project Planning 128
Learning: Planning and Coordinating Projects 129
Analysis: Planning a Training Course 141
Practice: The Job Fair 143
Application: Managing Your Own Project 143

MEASURING AND MONITORING PERFORMANCE AND QUALITY 144
Assessment: Identifying Appropriate Performance Criteria 144
Learning: Measuring and Monitoring Performance and Quality 145
Analysis: Improving Performance in the Health Care Industry 151
Practice: Developing Education Performance Metrics 152
Application: Developing Performance Metrics for Your Job 153

ENCOURAGING AND ENABLING COMPLIANCE 153
Assessment: Reactions to Methods of Encouraging Compliance 153
Learning: Encouraging and Enabling Compliance 154
Analysis: Strategies Used by the United States to Increase Compliance 164
Practice: Moving Compliance Outside the Workplace 164
Application: Your Organization’s Compliance Policies and Practices 165

MODULE 3 Improving Productivity and Increasing Profitability 170

DEVELOPING AND COMMUNICATING A VISION 171
Assessment: How You Develop and Communicate Vision 171

Learning: Developing and Communicating a Vision 172
Analysis: Doug Fecher, Wright-Patt Credit Union 179
Practice: Crafting Your Leadership Story 181
Application: Envisioning Your Career 182

SETTING GOALS AND OBJECTIVES 183
Assessment: Identifying Your Personal Goals 183
Learning: Setting Goals and Objectives 183
Analysis: Objectives Don’t Work for Me 191
Practice: Creating an Implementation Plan 193
Application: Evaluating the Use of Goal Setting in Your Organization 194

MOTIVATING SELF AND OTHERS 194
Assessment: When Are You the Most Motivated and Productive? 194
Learning: Motivating Self and Others 195
Analysis: From Motivated to Demotivated in 60 Seconds 206
Practice: Empowerment and Engagement 208
Application: When Are You and Your Colleagues the Most Motivated and Productive? 210

DESIGNING AND ORGANIZING 211
Assessment: Assessing Organizational Culture 211
Learning: Designing and Organizing 212
Analysis: Responding to Environmental Challenges 225
Practice: USPS: Prescribe a Possible Future 226
Application: Understanding the Design of Your Company 226

MANAGING EXECUTION AND DRIVING FOR RESULTS 227
Assessment: Your Leadership Task Orientation 227
Learning: Managing Execution and Driving for Results 228
Analysis: Execution and Results in a Crisis Situation 235
Practice: Examining the Impact of a New CEO on Execution and Results 236
Application: Know Your Time 236

MODULE 4 Promoting Change and Encouraging Adaptability 242

USING POWER AND INFLUENCE ETHICALLY AND EFFECTIVELY 243
Assessment: Who Is Powerful? 243
Learning: Using Power Ethically and Effectively 244
Analysis: “I Hope You Can Help Me Out”: Don Lowell Case Study 253
Practice: The Big Move 254
Application: Building Your Power Base by Changing Your Influence Strategy 256