Management/Leadership Education & Training and Personal Development
Books, Booklets and Manuals by R.D. Cecil

Book entitled
Next-Generation Management, Leadership, and Organization Development:
The Complete Guide and Resource
(formerly entitled Next-Generation Management Development)

495-page book published by the Pfeiffer imprint of John Wiley & Sons in 2007. It is a textbook on general management and leadership, a manual on the development of managerial and leadership skills, and a guide for developing an entire organization. It contains about 100 figures and tables and a CD-ROM full of instructor and OD consultant materials. It presents innovative models such as: (a) **The Managerial Target**®, which relates levels of personal traits to someone's tendency to use a particular managerial or leadership style; and (b) a **Unified Practice of Management™ Model**, which illustrates how more than 100 major management and leadership concepts, models, processes, and practices are all interrelated and fit together into a <u>fully integrated management and leadership **system**</u>. The book was excerpted and condensed from the entire management/leadership education and training series described below.

These are comments made by several business school professors, managers, and management trainers: (the book contains) "powerful tools to help train managers to be effective leaders"; a "monumental work" and a "must read"; "closest to being a comprehensive bible on general management that I've ever seen"; a "treasure chest of training materials"; "miles beyond anything I've ever seen"; "a 'must have' reference for developing managers, leaders, and entire organizations"; and "a truly magnificent piece of work."

For details about this book, see "3_N-GML&OD Book Description.doc" (or the .pfd file).in the "000 Descriptions of Contents" Folder,

Strategic Management and Leadership System's
Comprehensive, Integrated Management, Leadership, and
Organization Development Series

The following materials have been used in a comprehensive management and leadership training program involving as many as 80 hours of class/seminar contact time. The training program has been used as the core of an in-house, top-down, integrated MD/OD project, wherein participants have received **12 college credits** and **credits toward MBAs**. (The original series was approved for 12 college credits by the State of Illinois Board of Education in 1979.) About **380 instructional models, figures, tables, and exhibits** are contained in **thirty booklets**, several of which have been used as college texts for almost twenty years. (<u>All booklets have 2 columns on 8½" x 11" pages</u>, and are punched for insertion into a 3-ring binder.) These booklets were excerpted into Mr. Cecil's book, *Next-Generation Management Development: The Complete Guide and Resource*, published by the Pfeiffer imprint of John Wiley & Sons in 2007. It should be noted that the original copyrights on these booklets, and any relevant trademarks—such as *The Managerial Target*® and *The Unified Practice of Management™ Model*—are owned by R. D. Cecil and Company, a Florida "C" corporation licensed to do business in Illinois.

Book Part One / Program Module 1: Managerial and Leadership (Integrative) Functions and Process

The Think-Work Functions of Management: Concepts, Methods, Practices and Tools
7 booklets, 397 total pages; booklets discuss the "what," "why," and "how to" of think-work functions. They are essentially manuals on strategic/long range and annual planning and on "interim" or "ad hoc" problem solving and decision making.

1. **Introduction** (2nd Edition; 8 pages)

2. **Analyzing** (3rd Edition; 35 pages)

3. **Analyzing Addendum** (3rd Edition; 14 pages)

4. **Planning Phase -- General** (4th Edition; 23 pages)

5. **Goal Setting** (3rd Edition; 33 pages)

6. **Planning** (Strategies, Tactics, Programs, Projects, Action Plans) (3rd Edition; 23 pages)

7. **Budgeting (Managing and Allocating Resources)** (2nd Edition; 61 pages)

8. Formulating and Updating **Policies, Procedures, and Rules** (3rd Edition; 11 pages)

9. **Decision Making: Part 1**: **General Perspectives** (4th Edition; 31 pages)

10. **Decision Making: Part 2**: **Analytic Techniques and Tools** (4th Edition; 86 pages)

11. **Strategic/Long-Range and Annual Planning Phases and Steps** (Organizational, Unit, and Individual) (3rd Edition; 72 pages)

Implementation Functions of Management and Leadership
33 total pages of booklets discuss the what, why, and "how to" of these implementation functions:

12. **Organizing** (2nd Edition; 10 pages)

13. **Delegating** (2nd Edition; 11 pages) Booklet discusses the assignment of tasks (responsibilities) and the delegation of authority (to make decisions).

14. **Staffing, and Guiding Activities** (2nd Edition; 7 pages)

15. **Controlling, and Evaluating Performance** (of Organizations, Units, and Individuals) (3rd Edition; 5 pages)

16. **Time Management** (2nd Edition; 23 pages) Booklet discusses the many ways managers and leaders waste time, various causes, and numerous practices for *using time* more effectively and efficiently.

Book Part Two / Program Module 2: Individual, Organizational, and Managerial/ Leadership Behavior and Development

17. **The Individual: A System of Characteristics** (3rd Edition; 57 pages)

   Booklet describes mental skills, needs/drives, values, personality traits, interests, and other traits. It contains a Personal Inventory (of traits' levels) for a person to fill in as he or she reads

—in order to "Know Thyself" better. Also contains a single model that illustrates how thirteen theories of motivation and behavior all fit together and operate as a complex system.

Booklet has been used as a **college text** for about twenty years.

18. **Organizational Behavior: An Analytic Frame of Reference** (3rd Edition; 27 pages)

Booklet discusses how approximately 150 socio-technical (task-related/technological, individual, social, organizational, and outside factors or variables) influence individuals' and groups' motivation, attitudes, skills, interactions, and performance.

Managerial/Leadership Behavior and Development

19. **Managerial/Leadership Styles** (4th Edition; 82 pages)

Booklet discusses: (a) theories of managerial/supervisory behavior; (b) various managerial and leadership styles; and (c) attitudes and behavior associated with the "synergistic" ("team" or "High Task, High People") style.

Booklet has been used as a **college text** for about twenty years.

20. **Non-Personal Influences on Managerial/Leadership Behavior** (4th Edition; 63 pages)

21. **Influences of Personal Characteristics on Managerial/Leadership Behavior** (4th Edition; 62 pages -- includes model, *The Managerial Target*®)

22: **High Task, High People v. Situationalism: Synergistic Approaches for Developing Managers, Leaders, Subordinates, and Entire Organizations** (4th Edition; 40 pages)

23. **OD Implications: An Integrated MD/OD Project** (2nd Edition; 8-page booklet)

Book Part Three / Program Module 3: Problem Solving and Decision Making

24. **Problem Solving and Decision Making -- *Basics*** (3rd Edition; 16 pages)

Booklet covers the psychology of thought and various basic methods and tools for structuring thought processes, compensating for mental limitations, and more effectively and efficiently solving problems and making decisions.

Book Part Four / Program Module 4: Interpersonal Relations and Skills

25. **Personal Characteristics That Influence or Relate to Interpersonal Behavior** (3rd Edition)

54-page booklet discusses: specific characteristics and their relationships to interpersonal behavior; dimensions of interpersonal orientations; ego states and associated life positions; and general types (typologies) of people.

26. **Patterns of Interpersonal Behavior** (3rd Edition; 73 pages)

Booklet covers: the initiation, development, and maintenance of interpersonal relationships; interpersonal styles; and behavior in social groups.

* Interpersonal Conflicts: Their Symptoms, Causes, and Resolution
(Now covered in Booklet 22 above. Full booklet now about 3/4 complete.)

* Principles and Skills for Developing and Maintaining Functional Relationships
(Now covered in Booklets 25 and 26. Full booklet now about 1/2 complete.)

27. Effective Communication (4th Edition; 25 pages)

Booklet discusses symptoms and causes of faulty communications, and numerous ways in which senders and receivers can improve their communication processes.

Booklet has been used as a **college text** for about twenty years.

Book Part Five / Program Module 5: Think-Work In Organizations

28. Effective (Team) Think-Work in Organizations (3rd Edition; 30 pages)

Booklet discusses symptoms and causes of faulty group processes, and numerous ways in which (a) individuals can improve their think-work processes, and (b) group leaders and participants can improve their meetings. It pulls together many of the concepts and practices discussed in series materials on effective planning, problem solving, interpersonal relations, communication, and thinking and behavioral styles.

Book Part Six / Program Module 6: Individual and Organizaitonal Learning

29. Effective Individual and Organizational Learning (3rd Edition; 23 pages)

Booklet reviews basic learning theory and uses it to explain how to structure both individual and organziational learning situations for maximum benefit. It slao discusses organizational learning concepts and practices involved in systems thinking, action learning, and appreciative inquiry. (Much of the basic material has been drawn from the chapter on learning in *Psycho-Synergistics*, the personal development book described below.)

Book Part Seven: Summary, Synthesis & the Unified Practice of Management™ Model

30. Summary, Synthesis, and the UPoM™ Model (37 pages)

Booklet contains the **Unified Practice of Management™ Model**, a two-page diagram that interrelates and synthesizes more than 100 management, leadership, organization development, strategic planning, and knowledge management concepts, models, and sets of practices, thereby showing how they all fit into a "big Picture" and can be used together or in sequence more synergistically and powerfully than ever before.

Adaptations of the Above for the Military (Navy) and Government

A. Leadership Addendum (13-page document)

Materials in this addendum have been developed for use by those who conduct more leadership-oriented programs or courses. Often referring to text, figures and tables in N-GML&OD, these materials describe leaders and managers in different types of organizations, interrelate management and leadership roles and functions, and describe desirable personal characteristics in both leaders and manages.

B. Leadership and Management in the U.S. Military (20.7 Mb Powerpoint presentation)

C. RD Cecil on Leadership (in the Military)   (2-hour video narration of the Powerpoint presentation above)

D. Conducting Military and Government Strategic Planning & Problem-Solving Processes
   (76- page manual)

Other Books Developed or Under Development

Psycho-Synergistics: Developing Synergistic Life Skills (Completed)
(once entitled **Psycho-Synergistics**)

An enormous step beyond Maltz's book, *Psycho-Cybernetics*, this book covers <u>eight</u> major personal development methods and synthesizes them all into a <u>single integrated system</u>. Harper Collins once said, "...the book is five to ten years ahead of anything we've ever seen on the subject" (in terms of being such a fully integrated system for personal development).

Psycho-Synergistics:
Developing and Improving
Synergistic
Life Skills

This one (completed) manual covers personal development methods for improving or further developing the eight most important life skills. For each of the eight topics it (1) explains the underlying concepts and related principles, and then (2) provides one universal, tried and true methodology—instead of the many methods that are usually taught for any single personal development topic. It explains how to adapt the one method or approach to each topic—that is, to each of the eight contexts in which the one approach can be utilized. It is written for (a) teenagers, who should be learning these life skills, but seldom do; (b) parents, (c) teachers, (d) child development instructors, and (e) other adults interested in personal development (and learning what they may have never been taught).

Eight chapters cover personal development topics and associated concepts, principles, and methods in detail. They are presented in a building-block sequence, each contributing to understanding and applying the next. At the end of each chapter, we explain how that particular set of knowledge and skills can be used in an integrated, systematized, *synergistic* manner with those previously covered.

Chapter 1: **Personal Development and Your Future**

Chapter 2: **The Individual: A System of Characteristics** (a Self-Awareness manual, including a Personal Traits Inventory to fill in)

Chapter 3: **Personal Motivation** (Personal Goal Setting and Planning, including personal goal setting and planning worksheets. These are the basics for *better managing one's own life*.)

Chapter 4: **Thinking: Further Developing Capabilities**

Chapter 5: **Learning: Further Developing Capabilities**

Chapter 6: **Interpersonal Relations: Further Developing Capabilities** (including Conflict Resolution; plus an addendum on **The Socialization of Children**)

Chapter 7: **Communication** (How to become a better sender and receiver)

Chapter 8: **Behavior Modification** (Improving or modifying personal traits)

Chapter 9: **Time Management** (How to manage and make better use of time)

Chapter 10: **Summary and Synthesis** (into a comprehensive, systemmatic approach for personal development)

Appendix A: **Major Theories of Motivation and Behavior**
Appendix B: **Brain Structures, Functions, and Processes**
Appendix C: **The Process of Mental Development: How Your Brain Becomes Your Mind**

Pages: 365 total 2-column, 8½"x11" pages (339 printed)
Illustrations: 95 (54 figures, 35 tables, and 6 exhibits)
Personal Traits Inventory (to fill in)
Personal Goal Setting and Planning Worksheets (to fill in)

Contextual World & U.S. History™
(in an MS-Excel Spreadsheet)

Is congruent/compliant with, and contributes to achieving,
Illinois Learning Standards for Social Science (History), Grades 9-12

The spreadsheet lists more than **3,700 historically important events** in (a) chronological order from the Big Bang at the top down to 2018; (b) more than **7,100 lines/rows**, and (c) **5 columns (categories of events)**. In most cases, two or three lines (cells) for each event indicate (1) **When** (year); (2) **Where** (nation or geographic area); (3) **What** occurred or was done, and (4) **Who** did or accomplished What.

Column 1 (left side): **Nations, Governments, Politics**; **Wars & Weapons**; **Peace**
Column 2:   **Exploration**; **Transportation**; **Communication**; **Business and Trade**
Column 3:   **Nature**; **Health/Medicine**; **Science, Invention & Technology**
Column 4 (culture):   **Peoples**; **Customs & Activities**; **Books/Knowledge**; **Religion/Beliefs**
Column 5 (culture):   **Music**; **Art**; **Sculpture**; **Theater, Dance, Poetry, Film**; **Architecture/ Building(s)**

This reference is a handy, inexpensive supplement to textbooks not only for history and other social studies courses, but also for science, biology, music, and art courses. If introduced in the sixth grade, it could be used in as many as twelve courses. No textbook or online reference enables students to accomplish the actions below anywhere near as quickly, easily, visually, and insightfully as this.

Years

Years having one or more significant events are listed in ascending chronological order (down the spreadsheet) and for each event in each of the five columns (categories of events). This enables students to scroll easily both backward and forward in time to identify changes or trends in various types of historical phenomena.

Five Categorical Columns (with Color-Coded Sub-Topics)

Five columns across the screen, each having several color-coded sub-topics, enable students to see what was also occurring or being done during the same time frame in all five areas of interest—putting any particular event into a **broader, more insight-generating historical context**. That's why this is the only "***Contextual World and U.S. History***." At the top of each categorical column, color-coded sub-topics—and their similarly-colored events down the column—enable quick and easy visual *topical events search* as one scrolls up or down the spreadsheet.

Arrows

In many cases, arrows pointing from an event to one or more other columns indicate that an event is causing, influencing, or contributing to one or more events in the other category/categories—or will do so.

Edit-Find

The spreadsheet's *Edit-Find* (search) function enables students to quickly and easily enter a name, date (year), or place (nation or area) of interest and be taken to the appropriate row(s) and/or column(s) in the spreadsheet.

Arming Against Mind Games

(or "Six Hundred Maneuvers People Can Use to Persuade, Sell, Manipulate, Intimidate, or Dominate You") (book is 95% complete)

This book helps readers recognize and deal with the various psychological ploys that people often use in order to manipulate others and get their own way. The book presently describes approximately **550** <u>manipulative maneuvers</u> (**> 600** when finished) and gives common, everyday examples of who tends to use them, why, when, and how. It is almost certainly the most complete book on the subject, going far beyond books such as *Games People Play*, *Put-Offs and Come-Ons*, and *Getting Your Own Sweet Way*. The book was **not** written to help readers become better manipulators of other people. Just the opposite. It was written to give readers (a) short, simple phrases that describe maneuvers, and then (b) longer descriptions or explanations, so that readers can better recognize when someone is playing mind games with them. Knowing and recognizing specific ploys is half the battle. It enables people to use effective counter-measures against them.

Some maneuvers are discussed in several contexts. Some are "set-ups," which can be used to "set someone up" for subsequent, more effective manipulation or domination through the use of additional maneuvers. Most maneuvers are organized and discussed under various major strategies (broad approaches), each of which involves certain categories of tactics. Categories of tactics, in turn, are broken down into sub-categories and then into the specific (more finite) maneuvers.