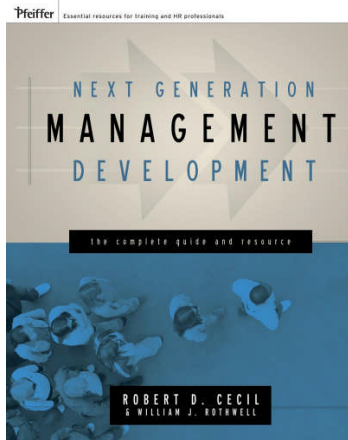


Next-Generation Management, Leadership, and Organization Development: The Complete Guide and Resource

(Formerly *Next-Generation Management Development*)



Authors: Robert D. Cecil – with William J. Rothwell

Description

Next-Generation Management, Leadership, and Organization Development is a comprehensive, 495-page, large format book on the following: management; leadership; general management and leadership functions, attitudes, and skills; and management, leadership, and organization development (OD). An entire management and leadership training program between two covers, it has been written to be used as the manual for an education and training seminar program—especially one that constitutes the core of a fully integrated, highly leveraged, and proven MD/OD project (a "next-generation approach" to management, leadership, and organization development). Such programs have been conducted over nine to twelve months for 12 college credits and for MBA credits. The book can also be used as the text for MBA courses or three-quarter/two-semester, 12-credit college courses that cover general management, leadership, the skills involved, and MD and OD concepts and practices. (See note at the bottom of this description.)

These are **excerpts of the reviewers' comments** (cited in full below): 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."

The book...

- contains **58 figures**, most of which illustrate important management concepts, processes, or models (as an example, see *Figure 7.1: Wasting Time: Causes, Ways, and Symptoms*);
- also contains **42 tables**, many of which outline phases and steps for structuring planning, decision-making, problem-solving, communication, and learning processes for greater effectiveness;
- describes over 100 management gurus' concepts, models, and practices, many of which are interrelated throughout the book;
- introduces a number of innovative concepts and models, including **The Managerial Target®** (below), a "four-dimensional" model that relates levels of four groups of measurable personal traits to people's tendencies to use particular managerial or leadership (and interpersonal) styles;
- reconciles and "unifies" one best style theories of management and leadership with contingency or situational theories;
- **interrelates and integrates more than 100 major management and leadership concepts, models, processes, and practices into a final, state-of-the-art Unified Practice of Management™ model, thereby (a) synthesizing management/leadership development, organization development, stra-**

tegric management, systems thinking, team management, and knowledge management, and (b) showing how they all fit into a "big picture" so that they can be used together or in sequence more synergistically and powerfully than ever before; and also

- describes how to construct and use a "**Qualitative Information Base**" and a "**Diagrammatic Knowledge Base**" using detailed analytic checklists during processes that we have been calling "**Zero-Base (Meta-)Systems Analyses**" (**ZBSA**) -- also described in the "Descriptions of Contents: *SM&L System Toolbox List*".



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This is partly a professional "how to" book for educators, management trainers, training program developers, HRD and OD managers, and OD consultants. Step by step, it explains and demonstrates by example how to do the following:

- Conduct a course or training program in a step-by-step, building-block manner, often taking students or seminar participants beyond the basics that are usually taught.
- Design and implement a fully integrated MD/OD program—a program that integrates managerial and leadership development practices with OD consulting practices.
- Describe how many major management concepts, processes, models, and practices are interrelated and can be used in conjunction with each other more effectively and powerfully than ever before
- Reconcile and unify "one best style" and "contingency or situational" theories.
- Develop and use "qualitative information bases" and "diagrammatic knowledge bases."

As mentioned above, educators and MD/OD professionals can also use this resource as a course text and management or leadership training (seminar) manual. Its training modules and many fresh and innovative instructional exhibits—such as **The Managerial Target**® and the **Unified Practice of Management**™ model—help students and seminar participants gain deeper insight into how to become more effective managers and leaders. Equally important, the book's entire management development program has been designed to be the core of an OD project—a vehicle for enabling managers or leaders to participate more effectively in their organization's OD processes.

The accompanying CD-ROM contains (a) additional chapter-related training materials for students and seminar participants; and (b) many customizable tools for instructors, OD consultants, and facilitators.

Notes:

For those conducting more leadership-oriented programs or courses, a supplementary **Leadership Addendum** is available directly from R. D. Cecil and Company. (R. D. Cecil is a retired Naval Reserve Captain.) Often referring to pages, figures, and tables in the main book, it describes leaders and managers in different types of organizations, interrelates management and leadership roles and functions, and describes desirable leadership (and managerial) characteristics.

See the page on this website entitled "Other R.D.Cecil Books" for descriptions of the numerous books and booklets from which this book was excerpted or condensed.

Mr. Cecil has used the book's concepts, models, tools, and other materials to train hundreds of management and leadership trainers, training program developers, organization development consultants, and MD/OD managers from organizations such as IBM (Executive Development Center), AT&T, Kraft, Baxter Labs, Sears, Walgreens, Illinois Bell, the State of Illinois, and the U.S. Navy, Army, and Air Force—just to name a few. As a professional management trainer, he has also conducted classes, seminars, and entire on-site, top-down programs involving thousands of managers, supervisors, leaders, and students either for or from organizations such as Caterpillar, Dekalb AgResearch, Weyerhaeuser, Civil Service Commission, American Management Association, large hospitals, colleges, and several MBA programs.

Past Results of the Integrated MD/OD Program

Attitude surveys conducted before, during, and after past in-house, top-down MD/OD programs have shown that organizations can achieve these and other **performance-enhancing results**:

- **More than a 50 percent improvement** in the performance of management (integrative) functions
- **Development of a participative atmosphere and team working relationships within about one year:**
 - + **50 to 100 percent improvement** in superior-subordinate relationships; and
 - + **100 to 200 percent improvement** in inter-unit interactions
- **Increased accountability for performance, productivity, and development of people;** and
- **Increased on-the-job satisfaction and morale throughout the organization**

This integrated MD/OD program has **another important advantage**: While research has shown that people forget about 85-90% of what they have learned during most *formal* management training programs (and do so within the first thirty days if not the first week), this program has been designed to help people remember *at least 50%*. This is mostly accomplished by using what has been learned early in the program to explain, discuss, and apply later material—which reinforces the earlier learning. Even if people eventually forget some of the other 50%, they will have actually applied much of it during the program's organization development activities to (a) develop better organizational goals, associated plans, solutions, and decisions (which incorporate or reflect what was learned); and (b) establish policies and procedures that will constantly reinforce and build on what was learned. Also, to help people use and reinforce much of their formal training, the book provides many handy gouges—such as checklists of variables to analyze and tables of phases and steps for structuring more effective planning, problem-solving, decision-making, communication, and learning processes. *These design strategies leverage, and minimize the waste of, formal training dollars.*

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Contents of Attached CD-ROM:

Course Syllabus (for a twelve-credit educational/seminar course--over three semesters or 9-12 months)

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Worksheets and Other Tools

Relevant Quotations

Initial Reviews (complete original statements for back cover of book)

"The concepts and ideas in *Next Generation Management Development: The Complete Guide and Resource* are **powerful tools** to help train managers to be effective leaders."

— Jay W. Lorsch, Louis E. Kirstein Professor of Human Relations, Harvard Business School

"This **monumental work is a 'must read'** for management educators, organization development executives, and even those managers who know much about management but have never quite tied it all together. Packed with gems such as well-known gurus' concepts, an exceptional number of innovative insights and models, and many practical tools, it's the **closest to being a comprehensive bible on general management that I've ever seen.**"

— Thomas G. Plaskett, chairman of the board, Novell, Inc.; former chairman and CEO, Pan Am Corporation; and corporate director of Alcon, Inc. and RadioShack Corporation.

"Cecil and Rothwell have combined over 50 years of practical experiences into a **treasure chest of training materials** complete with useful concepts, models, tools, and techniques for MD/OD professionals, Chief Learning Officers, senior HR professionals, strategic planners, and general managers. It's a **truly magnificent piece of work that will become the 'must have' reference for developing managers, leaders, and entire organizations.**"

— Patrick A. Cataldo, Jr., Associate Dean for Executive Education, Pennsylvania State University, and formerly a member of the Board of Directors, American Society for Training and Development (ASTD; now ATD).

Additional Reviews and Comments

"The book covers all the major topics typically found in a basic organizational behavior textbook. . . (It provides) "a framework in which the authors have linked the multiple jigsaw pieces of various theories and concepts regarding management and management development. Their diagrams of how these pieces fit together are quite extensive and logically laid out. It is easy to see how the works of various authors, such as Ouchi, Drucker, Mintzberg, Senge and a multitude of others, fit within their framework. . . . The authors do an excellent job of outlining *The Managerial Target*[®] model and their approach to organization and managerial development....(The *Unified Practice of Management*[™] model) "has successfully integrated decades of theories and research to develop a best practice or 'how to' model which provides an excellent guide on the process of management.(Thus, the book) is an excellent resource for program developers and trainers."

— Quotes excerpted from a review of the book in *Academy of Management Learning and Education*, Volume 8, Number 2, June 2009, p. 303.)

"As a corporate executive, management trainer, and management consultant for over forty years, I've participated in, reviewed, selected, used, and applied many of the best management training courses and programs available. In my opinion, R. D. Cecil's *Next-Generation Management Development* contains a program that is **miles beyond** anything I've ever seen in terms of its comprehensiveness and depth, its many insightful and innovative models, and its **full integration of both organization development and strategic management.**"

— Keith L. Irons, Chairman, Irons Group Ltd., Roscoe, IL, and Chairman, Rockford Area Ventures, Rockford, IL.

"The Managerial Target[®] is 'ingenious' (in the way it relates many personal traits to someone's tendency to use a particular managerial, leadership, or interpersonal style) and the book itself is 'first rate.'"

— Robert Hogan, Ph.D., President, Hogan Assessment Systems (internationally known psychological measurement firm).

About the Authors

Robert D. Cecil, author of about 99.9% of this book, is chairman and president of R. D. Cecil and Company. After receiving an MBA at Harvard Business School in 1968, he gained experience as (a) a corporate general manager and controller, (b) a corporate marketing manager, (c) the top executive of a consulting and training firm, (d) a management consultant and trainer for almost forty years, (e) an associate professor of business administration, and (f) a Naval Reserve Supply Corps officer for twenty-four years—retiring as a Navy Captain ("four-striper") in 1987. Over all those years, he has worked for or with more than eighty different organizations, including clients in agriculture, communications, consumer products, education, heavy equipment manufacturing, food processing, government, health care, insurance, the military, publishing, and retail sales. He has used his education and experience to write a total of about 4,500 pages on topics such as: general management; organizational behavior; management, leadership, and organization development; strategic planning; marketing; and knowledge management. He took more than fourteen full-time years to research and write thirty booklets comprising a 2,400-page general management and leadership training series. Almost all the contents of this book and its attached CD-ROM have been excerpted or condensed from that series.

William J. Rothwell is a professor of workplace learning and performance in the Department of Learning and Performance at the University Park Campus of the Pennsylvania State University. He has authored, co-authored, edited, or co-edited around sixty books, including *Practicing Organization Development* and *Mastering the Instructional Design Process*.

Publication Information

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For Professors or Instructors

Chapters in the book are sequenced primarily for conducting an integrated, nine-month to one-year MD/OD project. For instructors of three-quarter (Fall, Winter, Spring) or two-semester (Fall, Winter-Spring) courses (without OD processes) for a total of twelve credits, the following sequence is suggested:

Three Quarters

First quarter: Chapter 1 and Part One (Chapters 2 through 7)
Second quarter: Part Two (Chapters 8 through 12) and Part Four's Chapter 14
Third quarter: Part Three's Chapter 13, Part Four's Chapter 15, Part Five's Chapter 16, Part Six's Chapter 17, and Part Seven's Chapter 18

Two Semesters

First Semester: Part One (Chapters 1 through 7) and Part Two's Chapters 8 and 9
Second Semester: Part Two' Chapters 10 and 11, Part Four's Chapter 14, Part Three's Chapter 13, Part Four's Chapter 15, and Parts Five, Six, and Seven

The first and second quarters (or first semester) should be prerequisites for the third quarter (or second semester), since Part Seven (Chapter 18) contains the model for tying together all the major concepts, processes, models, and practices covered throughout the book's seven parts. It should be noted that the book can be covered in just one quarter or semester **if** students/participants have the more advanced background necessary. More information is available from R.D. Cecil and Company.

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