

LIST OF FIGURES AND TABLES

Introduction

Figure 1.1: Training Foundations of Long-Term Organizational Success

Chapter One: Preview of the Book's Next Generation MD/OD Project

Figure 1.1: A Next Generation Integrated MD/OD Project

PART ONE: MANAGEMENT (INTEGRATIVE) FUNCTIONS AND PROCESSES

Chapter Two: Initial Perspectives on Management Functions and Processes

Table 2.1: Adaptation of Management Models Offered by Luther Gulick, R. Alec MacKenzie, and Others

Figure 2.1: The Managerial (Integrative) Process

Table 2.2: Relationships Between Management Functions and Phases of the Analytic Approach to Problem Solving

Chapter Three: The Analysis Phase

Figure 3.1: Example of a Multiple-Choice Decision in Problem-Solving, Problem Prevention, or Improvement Situations

Figure 3.2: The Socio-Technical System: A Model

Table 3.1: Checklist of Socio-Technical Factors that Influence Organizational Behavior

Table 3.2: Mental Constraints and Their Effects on Think-Work

Figure 3.3: An Authoritarian Manager's "Box" of Considerations

Table 3.3: Major Industry and Marketplace Variables

Table 3.4: Significant External Factors Affecting Organizations

Figure 3.4: A Strategic Planning "Forest of Variables"

Chapter Four: Planning Phase Functions

Table 4.1: Definitions and Examples of Goals and Plans

Figure 4.1a: Methodological Planning Steps and Resulting Outputs at the Organizational Level

Figure 4.1b: Methodological Planning Steps and Resulting Outputs at the Major Unit Level

Figure 4.2: Top-Down/Bottom-Up Organizational Planning Process Steps

Figure 4.3: A Strategic/Long-Range Planning Process

Table 4.2: Examples of Organizational and Unit Performance Parameters

Table 4.3: Examples of Properly Stated Annual Goals

Figure 4.4: Simplified Bar CHART (Gantt Chart) for the Construction of a House

Figure 4.5: Simplified PERT Network for Building a Seagoing Luxury Yacht

Figure 4.6: Basic Types of Budgets Prepared During the Annual Planning Process in a Manufacturing Enterprise

Table 4.4: Example of a Capital Program or Project Budget

Chapter Five: Decision-Making

Table 5.1: Examples of Decision-Making Criteria

Figure 5.1: Simplified Illustration of Alternative Pricing Scenarios Developed Through Gaming

Figure 5.2: Example of a Relatively Simple Decision Tree

Table 5.2: Example of a Comparison Matrix

Chapter Six: Implementation Functions of Management

Figure 6.1: Alternative Organizational Structures

Figure 6.2: Number of Task and Interpersonal Relationships, Given a Manager (A) and Three Subordinates (B, C, and D)

Table 6.1: Sample Marketing Department Operating Budget

Chapter Seven: Managing Time

Figure 7.1: Wasting Time: Causes, Ways, and Symptoms

Table 7.1: Relationships Between Time Management, Phases of the Analytic Approach to Problem Solving, and Phases of the Managerial Process

Figure 7.2: The Management or Planning Process

PART TWO : INDIVIDUAL, ORGANIZATIONAL, AND MANAGERIAL BEHAVIOR AND DEVELOPMENT

Chapter Eight: Managerial and Leadership Styles

Figure 8.1: Maslow's Hierarchy of Needs

Table 8.1: Herzberg's Maintenance and Motivator Factors

Figure 8.2: Conceptual Comparison of Five Managerial Styles

Figure 8.3: Comparison of Five Managerial Styles in Terms of Performance of Integrative Functions

Table 8.2: Comparative Descriptions of Five Managerial or Leadership Styles

Table 8.3: Summary Comparison of Five Managerial or Leadership Styles

Figure 8.4: The Ohio State Model of Leadership Behavior

Figure 8.5: Blake and Mouton's Managerial Grid[®], Adapted to Show Five Distinctive Styles

Figure 8.6: Miles's Human Resources Approach to Management

Chapter Nine: Major Nonpersonal Influences on Managerial Behavior

Figure 9.1: The Manager in a Socio-Technical System

Table 9.1: General Natures of Tasks

Table 9.2: Unit or Departmental Characteristics and Structures in Relation to Tasks and People

Table 9.3: General Relationships Between Organizational Characteristics and Pervasive Managerial or Leadership Style

Chapter Ten: Personal Influences on Managerial Behavior

Figure 10.1: Relationships Among Personal Influences Underlying an Individual's Managerial or Leadership Style

Figure 10.2: The Managerial Target[®] (Simplified Version)

Figure 10.3: Target Representations of Five Distinctive Styles on a Grid Framework

Figure 10.4: The Managerial Target[®] (Expanded Version)

Table 10.1: Descriptions of Personal Characteristics

Table 10.2: Values and Personality Traits Measured by Various Instruments

Figure 10.5: Assessment and Estimated Data Filled in on The Managerial Target[®]

Figure 10.6: Authoritarian Tendencies: Underlying Levels of Task- and People-Orientedness

Figure 10.7: "High Self-Orientedness, Low People-Orientedness" on The Interpersonal Target[™]

Figure 10.8: A Comparison of Value Profiles

Figure 10.9: Theory Y, Participative or HT,HP Tendencies: Underlying Levels of Task- and People-Orientedness

- Figure 10.10: Indicator of an Individual's Tendency Toward a Particular Level of Overall Managerial Effectiveness, Based on The Managerial Target*
- Figure 10.11: Short-Term Effectiveness Tendencies of Five Types of Managers*
- Figure 10.12: Long-Term Effectiveness Tendencies of Five Types of Managers*
- Figure 10.13: The "Heart" of Participative Management*

Chapter Eleven: Unifying "One Best Style" and Contingency or Situational Theories

- Figure 11.1: Synergistic Inputs and Phased Developmental Activities for Developing Subordinates and a Participative Unit (or Organizational) Atmosphere*

Chapter Twelve: Summary of Socio-Technical Influences and the Implications for a Synergistic MD/OD Project

- Figure 12.1: Basic Inputs and Activities for Developing Managers and Organizations*

PART THREE: INDIVIDUAL PROBLEM SOLVING AND DECISION MAKING

Chapter Thirteen: Improving Individual Problem Solving and Decision Making

- Table 13.1: Problem-Solving Phases and Steps*
- Table 13.2: Thinking (Problem-Solving) Orientations or Styles*
- Table 13.3: Cognitive (Problem-Solving) Styles and Related Orientations*
- Figure 13.1: Advance and Ongoing Activities for Continually Improving Problem-Solving and Decision-Making Processes*
- Figure 13.2: Problem Solving in the Managerial Context*

PART FOUR: INTERPERSONAL RELATIONS AND SKILLS

Chapter Fourteen: Perspectives on Interpersonal Relations

- Table 14.1: What Hurts People and What Makes Them Feel Good*
- Figure 14.1: Interaction "Apparel"*
- Figure 14.2: Parent, Adult, and Child Ego States and Related Life Positions*
- Table 14.2: Ego States, Related Life Positions, and Associated Characteristics and Styles*
- Figure 14.3: The Interpersonal Target™ (Expanded Version)*
- Figure 14.4: Distinctive Interpersonal Styles on a Grid Framework*
- Table 14.3: Distinctive Interpersonal Styles and Related Traits and Behavior*
- Table 14.4: Symptoms of Interpersonal Conflicts*
- Table 14.5: Types and Causes of Interpersonal Conflicts*
- Table 14.6: Conflict Resolution Styles or Approaches*

Chapter Fifteen: Effective Communication

- Table 15.1: Communication Modes*
- Figure 15.1: Main Sender and Receiver Steps in a One-Way Communication Process*
- Table 15.2: Symptoms of Faulty Communications, and Sender and Receiver Responsibilities for Preventing Them*
- Table 15.3: Interpersonal (or Managerial) Styles and Their Relationships to Styles, Types, and Modes of Communication*
- Table 15.4: Relationships Between the Analytic Approach to Problem Solving and Phases and Steps Involved in Communicating Effectively*
- Table 15.5: Phases and Steps of a Systematic Communications Approach*

Figure 15.2: Advance and Ongoing Activities for Continually Improving Communication Processes

Figure 15.3: Communication in the Managerial Context

PART FIVE: TEAM THINK-WORK IN ORGANIZATIONS

Chapter Sixteen: Guiding and Participating in Team Think-Work Processes

Table 16.1: Conducting Effective Team-Think Processes

Table 16.2: Managerial Think-Work Styles Associated with Five Managerial Styles

PART SIX: LEARNING AND OTHER MANAGERIAL AND PERSONAL SKILLS

Chapter Seventeen: Better Individual and Organizational Learning

Figure 17.1: Advance and Ongoing Activities and Approaches for Continually Improving Learning Processes

Table 17.1: Phases, Steps, and Principles of a Structured Learning Approach

Table 17.2: Four Basic Learning Styles

Table 17.3: Additional Learning Styles or Orientations

Table 17.4: Relationships Between Phases of the Analytic Approach to Problem Solving, the Planning Process, and Steps Involved in Learning More Effectively

Figure 17.2: Learning in the Managerial Context

PART SEVEN: SUMMARY AND SYNTHESIS OF CONCEPTS, PROCESSES MODELS, AND PRACTICES

Chapter Eighteen: The Unified Practice of Management™ Model and Its Implications for Developing More Effective Organizations

Figure 18.1: Unified Practice of Management™ Model: Integrated Processes and Models

Figure 18.2: Summary of Advance and Ongoing Activities for Continually Improving All Mental Processes

Figure 18.3a: Interrelationships Among Instructional Illustrations (Part A)

Figure 18.3b: Interrelationships Among Instructional Illustrations (Part B)

Figure 18.4: Unified Practice of Management™ Model: Management Gurus