## **Contents**

How to Use This Resource	$\mathbf{v}$
About the Editor	vii
Introduction	xiii
PART 1: PRESENTATION AND DISCUSSION RESOURCES	1
1. Leadership Is in the Eye of the Followe James M. Kouzes and Barry Z. Posner	3
2. Leadership as Persuasion and Adaptation <i>Julia T. Wood</i>	11
3. Leadership from the Gestal Perspective <i>H.B. Karp</i>	19
4. An Overview of Ten Management and Organizational Theorists  Marshall Sashkin	39
5. McGregor's Theory X-Theory Y Model Albert J. Robinson	63
6. Impact at Ground Zero: Where Theory Meets Practice Patrick Doyle and C.R. Tindal	67
7. A Model for the Executive Management of Transformational Change <i>Richard Beckhard</i>	83
8. Visionary's Disease and the CEO	97

Part	2: Experiential Learning Activities	103
Style	and Approach	107
1.	Choose Me: Developing Power Within a Group Larry Porter	109
2.	Successful Leadership Traits: Reaching Consensus Robert Alan Black	113
3.	Motivation: A Feedback Activity Donald F. Michalak	119
4.	Management Skills: Assessing Personal Performance Carol J. Levin	129
5.	Leadership History: Searching the Past for Insight Frank A. Prince	137
6.	Management Perspectives: Identifying Styles Patrick Doyle	143
Orga	mizations and Systems	155
7.	MACE: Demonstrating Factors that Affect Performance Stephen Dakin and Russell Robb	157
8.	Organizational Structures: A Simulation Rudi E. Weber	163
9.	There's Never Time to Do It Right: A Relay Task Russell J. Denz	177
10.	The Flip-It Company: Exploring the Impact of Work Quotas James L. Costigan	185
11.	The Robotics Decision: Solving Strategic Problems Charles H. Smith	191
12.	Reviewing Objectives and Strategies:	
	A Planning Task for Managers Cyril R. Mill	205
Skill	Building	213
13.	Feedback Awareness: Skill Building for Supervisors Robert William Lucas	215
14.	Delegation: Using Time and Resources Effectively Michael N. O'Malley and Catherine M.T. Lombardozzi	223
15.	Constructive Discipline: Following Organizational Guidelines <i>Allen J. Schuh</i>	233
16.	Vice President's In-Basket: A Management Activity Annette N. Shelby	243

17.	Under Pressure: Managing Time Effectively Glenn H. Varney	261
18.	Interviewing: Gathering Pertinent Information Kenneth L. Murrell	287
19.	Meeting Management: Coping with Dysfunctional Behaviors <i>Patrick Doyle and C.R. Tindal</i>	291
Part	3: Inventories, Questionnaires, and Surveys	303
1.	Strategic Leadership Styles Instrument Gaylord Reagan	305
2.	The Supervisory and Leadership Beliefs Questionnaire <i>T. Venkateswara Rao</i>	327
3.	Motivational Analysis of Organizations—Behavior (MAO-3) Udai Pareek	341
4.	Motivational Analysis of Organizations—Climate (MAO-C) Udai Pareek	359
5.	Managerial Work-Values Scale T. Venkateswara Rao	383
6.	Patterns of Effective Supervisory Behavior Henry P. Sims, Jr.	401
7.	The Leadership Dimensions Survey Gerald V. Miller	409

nttp.//www.abookshop.com