

INDEX

A

- Ackoff, R., 412, 418, 423, 461
- Action research: applying to Food Services, 223–230; expert problem solving as, 212–215; focus of later, 110, 111; medical center research using, 296–297; origins of, 101, 212; problem-focus of, 254; reducing prejudice and anti-Semitism with, 105; Taylor and Lewin's contributions to, 102, 103; unfreezing process in, 260; used in Chem Corp R&D case, 230–235. *See also* Food Services case
- Actionable knowledge, 210
- Adaptive Corporation, The* (Toffler), 269
- AECL Medical Products case: averting layoffs at, 8, 9, 344–347; “Blueprint, The” chart for, 351, 352; building company-wide mandate at, 347–354; business opportunity in, 325; choosing methods for, 450; developing transition team, 354–361; economics limits at, 344–347; effects of turnaround at, 365–367; getting whole system in room at, 359–361; Medical Products Division chart for, 358; motivation for, 448; prospects for, 346; rapid restructuring of, 362–365; revisiting case of, 368–369; starting work redesign, 359; summary of, 447
- Aggression in Boys' Groups chart, 90–91
- Alban, B.T., 6, 200–201, 337, 459, 464
- All-Purpose Viewfinder chart, 331, 332
- Allen, W., 322
- Allport, G., 136–137
- American Federation of Labor (AFL), 63
- American Jewish Congress, 105
- American Society of Mechanical Engineers (ASME), 43, 60, 79–80
- American Trading and Production Corp., 314–315
- Amyot, F., 346
- Antioch College, 149, 150–151
- ARAMARK, 228
- Argyris, C., 210
- Arnot, R., 350, 361, 363
- Aronson, N., 201
- Asbell, B., 113
- Asch conditions for dialogue, 418, 419

- Asch, S., 417
Assumptions: challenging cause and effect, 180–181; found in cause and effect thinking, 258–259; found in group behavior, 171–172; leading to belief, 159; by Taylor on first-class men, 153; Theory X and Y, 140–142
Atkinson, B., 407
Atomic Energy of Canada Limited. *See* AECL Medical Products case
Authority: authoritarianism vs., 479; organizations with diffuse, 297–300; undermining arbitrary use of, 60
Automatic Retailers of America (ARA), 228
Autonomy: building on, 297; introducing in coal mines, 175
Axelrod, D., 57, 201, 239, 250–251, 337, 462
Axelrod, E., 57, 201, 337, 462
- B**
Baker, R.S., 62
Balancing family and work, 405–406, 473
Bamforth, K., 173–174
Baum, L.F., 1, 33, 203, 317, 443
Beaulieu, J. P., 367
Beckerman, R., 218–219
Beckhard, R., 137, 138, 298, 318, 334, 420
Begeer, H., 441–442
Behavior: Bion's work on group, 171–173; incorporating into assessment, 284–286; Theory X and Y accounting for, 140–142; turnover and boss's, 224–226. *See also* Psychology
Bellah, R.N., 375
BellSouth, 409
Bendix, R., 59
Bengtsson, C., 433
Benne, K., 106, 108
Bennis, W., 21, 81, 133, 136, 137, 139, 140, 151, 159, 163, 334
Bernes, E., 122
Berrett-Koehler Publishers, 7, 455, 456, 457
Bertling, B., 309, 313–315
Bethlehem Steel: Taylor's productivity increases at, 49–56; Weisbord studies Taylor's work at, 36–39. *See also* Sparrows Point Plate Mill case
Bevalas, A., 98, 99
Bion, W.R.: contributions to organizational development, 290; explanations for dependency on consultants, 280; similarities with Lewin, 93; work on group behavior, 171–173, 177
Blansfield, M., 379–380
Blaustein, Dr., 314
Blewett, V., 300–301
Block, P., 106, 157, 215, 223, 407
“Blueprint, The” chart, 351, 352
Booth, R.Z., 289
Boss's Behavior: High & Low Turnover Units chart, 225, 226
Boström, J., 161
Bowers, D.G., 215
Bradford, D., 16
Bradford, L., 106, 107, 108, 113
Brandeis, L., 39, 62, 105
Bridges, W., 343
British Airways, 285
Brown, J., 337
BST (basic skills training), 106
Buckley, C.H., 50
Bucklow, M., 475
Bunker: B.B., 200–201
Bunker, B.B., 337, 459, 464
Burck, G., 138

- Burke, W.W., 221
Businesses. *See* Organizations
- C**
- Cady, S., 310, 459
Calico Mills, 187
Camelot phenomenon, 130
Canter, R.R., 190
Cartwright, D., 79, 89
Case studies: Chem Corp R&D, 230–235, 259–260, 262–263; choosing methods for, 449–451; cultural changes in, 452; economic and social benefits in, 454; environment's influence on workplaces in, 454–455; expanding circle of people involved in, 452–453; Food Services, 224–229, 259–260, 262; historic changes in workplaces of, 451–452; McCormack & Dodge case, 333–334, 398, 447, 449, 450; Medical School, 270–276; motivation for, 448–449; Packaging Plant, 235–244, 259–260, 262, 263; Printing Inc., 277–284; Solcorp case, 244–250, 260, 263–264; summarized, 446–447; Weisbord family business, 28–30, 445. *See also specific cases*
“Cat Chasing Its Tail” chart, 247, 248
“Causal Texture of Organizational Environments,” (Emery and Trist), 196
Cause and effect thinking: adding creative approach to, 267–268; assumptions in, 258–259; left-brain approach of, 255–256; process thinking vs., 255–256; Taylor's reliance on, 254
Center for Applied Research (CFAR), 111–112
A Century of Learning chart, 323
Cerf, C., 471
Change: allowing disorganization during, 393; conditions leading to, 255; consultant's role in managing, 264–267; cultural changes in case studies, 452; discovering areas available for, 81; effect on supervisors, 240–242; enduring vs. managing, 276; finding constructive action for, 330–331; as group-based effort, 92–93; helping people in major, 355; impact of Packaging Plant case, 241; improving team productivity in family business, 27–28; Lewin's contributions to workplace, 34, 103; making systems improvements in uncontrollable environments, 243–244; managing organizational, 36–37; net results of Packaging Plant redesign, 242–243; pace of, 133; processes vs. events in, 465; reality of global, 475; responding to rapid work system, 195; resulting from Future Search process, 437–438; risks of, 461; strategies for high-anxiety, 172; stress and pace of, 13; summarizing in case studies, 446–447; sustainable, 4, 468–470; T-groups as strategy in organizational, 107; unfreezing, moving, and refreezing process for, 101, 259–260. *See also* Four Rooms of Change; Resistance to change
Changing Perceptions of R&D chart, 233
Chanute, O., 186
Charns, M., 231, 290
Chase, S., 38
Checkland, P., 210

- Chem Corp R&D case: choosing methods for changing, 450; getting feedback in, 232–233; improvements in, 233–234; innovations in OD practices in, 262–263; introducing conflict management in, 231–232; management needs in, 230–231; motivation for, 449; revisiting, 234–235; summary of, 446; unfreezing process used for, 259–260
- Chevalier, M., 418
- Children's groups: Aggression in Boys' Groups chart, 90–91; Lewin's studies of, 89–90; studying leadership's effect in, 90–92
- Choosing the Future You Prefer* (Lindaman and Lippitt), 411
- Chowaniec, C., 357
- Clapp, N., 15
- Clarkson, M., 418
- Cleveland, C., 245
- Coal mines: effect of structured work in, 177–178; introducing new work methods in, 175, 176; sociotechnical theories applied in, 177–179; Taylorism practiced in, 176–177; treating miners as skilled resources, 178–179; work patterns in, 173–175
- Coch, L., 99
- Cohen, A., 16, 371
- Cohen, S., 286–288, 405
- Collaboration: cooperatively solving bottlenecks, 236–238; developing in leaders, 105–106; instilling in *City Paper* staff, 112; between Lewin and Mead, 97–98; Lewin's instinct toward, 81, 89
- Collaborative learning, 214
- Commission on Community Interrelations (CCI), 105
- Comparative R&D Performance chart, 233
- Comparing Mining Methods chart, 176
- Comparing Systems chart, 292
- Compensation: first-class men's, 48; Gantt's innovations for, 50–51; historic changes in Bethlehem Steel's, 49; Lewin reinforces Taylor's theory of, 98–99; Pay-for-Skills Plan for, 25–27; Taylor's incentive wage scheme, 35, 45–46
- Conference Board Record* (Weisbord), 224
- Conference Model, The, 239, 250, 462
- Conflict management: conflicts in Medical School case, 270; introducing at Chem Corp R&D, 231–232; Lewin's insight on childhood conflicts in adult workers, 87; Taylor's contribution to, 45
- Connelly, D., 445
- Consultants: agenda for, 476–477; dependency on, 280; experts as, 263–264; Lewin's collaborative style, 81; McGregor's style as, 138; role in movies, 266–267; Taylor's work as, 33–34, 46–49, 61; Weisbord's transition to training and, 113–114. *See also* Updates from field
- Consulting: aiding team building with, 377–379; changing methods of, 317–318, 337–339; finding economic and social benefits of, 454; helping people in major change, 355; overview of last 100 years, 322, 323; role changes in work democracy, 402–403; strategies for high-anxiety change, 172. *See also* 21st-Century management and consultation

- Control: fear of losing, 423; illusion of managerial, 7–8; individual's role in team, 382; manager's preoccupation with, 16; McGregor's views on, 157–158; shifting to workers, 44; Taylor's views on, 40, 157–158; work design allowing worker, 192–194
- Cooke, M., 60, 61
- Cooper, Dr., 275
- Cooperation: basing on creating whole systems, 77–78; changing from competition to, 473–475; including in personnel policies, 146–147; in multi-cultural world, 427. *See also* Labor-management cooperation
- Cooperrider, D., 337
- Coordination Means . . . chart, 237
- Copeland, D., 163–164
- Copleman, R., 434
- Copley, F.B., 36, 38, 40, 41, 45, 46, 48–50, 54, 59, 71, 72, 76
- Cousins, N., 209
- Cox, J., 309
- Craigmillar Festival Society, 197
- Cross-cultural use of Future Search, 438–439, 441–442
- Cultures and Organizations* (Hofstede), 427
- Cummins Engine Plant, 197
- Curci, P., 111–112
- Curtin, E., 216–217, 345, 475
- Customer service, 23, 30
- Customer Service Weekly Progress chart, 390, 391
- D**
- Dannemiller, K., 201, 337
- Dannemiller-Tyson Associates, 421
- Data myth, 9–10
- Davenport, R., 49–50
- Davis, L.E., 190, 391
- De Tocqueville, A., 375
- Dean, D., 459
- Deliberations, 396
- Dembo, T., 86
- Deming, W.E., 100, 194, 218
- Democracy: exploring in educational organizations, 150–151; group identity and, 110; group leadership and, 90, 91, 103; introducing into workplace, 478–479; learning involved in, 479–480; Lewin's emphasis on science and, 81; providing tools to further, 197
- Deolalikar, B., 438
- Designing work structures: consulting in work democracy, 402–403; design contingencies, 390–393; employee designed work teams, 240–241; generic menu of tasks when, 389–390; implementing new designs, 398–405; laying out new work system, 393–396; lessons in, 403–405; mapping environment before, 392–393; merging Future Search with, 432–433; minimum critical specifications for, 399–400, 403–404; pitfalls implementing new structures, 400–402; principles for, 474; professional and managerial work problems when, 396–398; protocols for, 388–389; redesigns in recessions, 359; rethinking leadership roles when, 396; special redesign problems, 395–396; testing work prototypes, 398–399; using virtual teams, 405–406. *See also* Work systems
- Devane, T., 310, 459
- Devaul, E., 346
- Dewey and Almy Chemical Company, 145–147, 154

- Dewey, J., 108
- Diagnosis: applying to systems theory, 254; finding conditions for success with, 285; involving social structures in, 280–281; linking to action, 80; modern role of, 338–339; myth of problem-solving with, 10–11; taking action from, 329; Weisbord's uneasiness with, 223
- Dickson, W.J., 100
- Differentiation/integration studies, 19–20
- Diffuse structures: personal autonomy and authority in, 297–300; personalization found in, 294
- DiLorenzo, M., 385
- Discovering Common Ground* (Weisbord and others), 200, 413, 417, 418
- Dodge, F., 334
- Donnelly, J., 347–348, 352–353
- Don't Just Do Something, Stand There!* (Weisbord and Janoff), 12, 337
- Double loop, 7
- Drexler, A., 420
- Drucker, P., 39, 69, 73, 80, 153, 253
- Drury, H.B., 45
- Dubras, M., 345
- Dunnette, M.D., 109
- Dupre, J., 11, 305, 313, 398
- Durbin, M., 425
- Dyer, W.D.: balancing family and professional life, 128–129; connecting with participants, 129–130; demonstrating force-field analysis, 79; helping feedback process, 119–122; influence on Weisbord, 113–114, 130; initiating T-group session, 117–119; on role as trainer, 124; training style of, 124–125
- E**
- Edison, T., 398
- Effective Organizations chart, 192
- Eisen, T., 426
- Elden, M., 22, 237, 402
- Emerson, H., 61, 62, 63
- Emery, F.: achievements of, 34, 187; coal mine studies of, 174–175; early life of, 168–170; joint optimization of, 190; motivators and satisfiers of, 191; open systems ideas of, 179–182; others influenced by, 200, 201; personal qualities of, 199–200; photograph of, 180; redundancy in work systems, 27, 130; on role of foreman, 188, 473; Search Conferences of Trist and, 417–418, 424; transferring sociotechnical knowledge, 403; turbulent field in organizations, 196, 197; variations on procedures of, 392–393; work with Trist, 167–170, 198; working with unionized groups, 407
- Emery, M., 87, 191, 200, 201, 336, 407, 418
- Employee-designed work teams, 240–241
- Employees. *See* Workers
- Engineers: empowering workers and groups vs., 177–179; initiating consulting, 33–34; Taylor's prejudice for, 17, 154. *See also* Experts
- Environment: delineating in Search Conferences, 419; influence in case studies, 454–455; making systems improvements in uncontrollable, 243–244. *See also* Turbulent environments
- Equifinality, 181, 182
- Esty, K., 201
- Euchner, J., 371–373

- Evans, D., 369, 370
“Everybody” function: planning with, 338–339; whole systems improvements using, 462–463
Evolution of Socio-Technical Systems, The (Trist), 167
Experimental psychology: Lewin’s use of, 81–83
Expert/Medical/Taylor Consulting chart, 208
Experts: blurring distinctions between workers and, 188–189; consultants as, 263–264; finding there’s no right answer, 298–299; growing beyond expert problem solving, 209; medical systems reliance on consulting, 296–297; participating in action research, 214; problem solving as action research by, 212–215; redundant skills in work systems vs., 169; resistance to reorganization advice, 277–284; role of in group behavior, 171–173; training in specific areas, 154, 155; transferring knowledge of, 156–157; views of Taylor vs. McGregor on, 160
Experts Speak, The (Cerf and Navasky), 471, 472
- F**
Feedback: Dyer’s help in, 119–122; evolving effective T-group, 106–107; focusing social change with, 262; importance in T-groups, 115; Mann’s pioneering survey data, 215; motivating with, 191; teamwork and, 382
Feelings as data, 122
Fein, M., 70
Field Theory on Social Science (Lewin), 79
First-class men: measuring and rewarding labor of, 51–52; pay for, 48; skills of, 44; Taylor’s implication question about, 63; as Theory Y assumption, 153
Fisher, I., 45
Fisher, K., 405, 406
Fisher, M., 405, 406
Flawless Consulting (Block), 157
Flax, S., 70
Flint, J., 70
Follett, M.P., 44, 72, 108, 217, 433
Food Services case: choosing method to change, 450; costs of turnover, 224–226; effect of boss’s behavior on workers, 224–226; motivation for, 448–449; needs of management in, 224; problem focus of, 262; reducing turnover, 227; summary of, 446; unfreezing process used for, 259–260; update on methods used at, 228–229
Force field analysis: about, 85; development of, 87–88; differing for each situation, 101, 103; illustrated, 86; Lewin’s introduction of, 79; resistance in, 329; understanding motivational force field, 98–99
Forrester, J., 412
Four Rooms of Change: description of, 326–327; 4-Room Apartment chart, 326; illustrated, 325; influence of, 163–164; uses of, 219, 328; what to do in each room, 330–331
Fox, R., 420
Franklin Institute, 16
Franklin, J.L., 215
French, J.R.P., 99
French, W., 213
Freud, S., 81, 85, 168

- Frohman, M., 224–225
“Frontiers in Group Dynamics”
(Lewin), 97
Fuller, C.S., 36–37, 312–313
Future: shaped by present response,
101; as today, 472. *See also* Future
Search process
Future Search process: about, 411–412;
AECL group’s use of, 356–357;
agenda of, 414–415; applying
traditional Chinese medicine system
to, 439–441; cross-cultural uses of,
438–439, 441–442; drawing on Trist
and Emery, 417–418; enlisting
diverse stakeholders in, 419–421;
finding value in, 455–457; Future
Search Agenda chart, 414–415;
Goss’s use of, 412–414; honoring
pioneers in, 424; involving large
groups in, 462–463; merging with
work design, 432–433; organizing
Future Search Network, 434–435,
436–437; Packaging Plant’s use of,
239–240; principles in, 415–417;
results of using, 425–426; seeing
changes from, 437–438; training
practitioners in, 433–434; using
Search Conference principles,
418–419, 424; validating subgroups
in, 428; Woodruff’s account of,
31–32
Future Search (Weisbord and Janoff),
337, 413
- G**
Gain-sharing plans, 45
Gaines pet food plant, 390, 430–431
Games People Play (Bernes), 122
Gantt, H., 39, 50–51, 60, 62
Garfield, C., 336
Garson, B., 303
Gatekeepers: gatekeeper theory, 97, 98,
255; involving in reorganizations,
269, 277–284
Gautier, H., 368–369
Geertz, C., 253
General Foods, 216–217, 465
General Motors, 396, 397
Georgopoulos, B.S., 272
Gestalt Therapy (Perls, Hefferline, and
Goodman), 256
Gibb, J., 378
Gilbreth, F., 39, 62
Gilmore, T., 111, 112, 280
Global change: from competition to
cooperation, 473–475; reality of,
475; virtual work worlds and, 473
Goal, The (Goldratt and Cox), 309
Goldratt, E., 309
Gompers, S., 64
Goodman, P., 256
Google, 7
Gopalakrishnan, S., 130–132
Goss, J., 412–414
Gray, S.G., 170
Green, W., 64
Gresham’s Law, 160
Griffin, K.H., 408–410
Group dynamics: Bion’s work on,
171–173; coined by Lippitt and
Lewin, 89–90, 335; concept of group
task, 188; convergence of theories
back into, 407–408; extending to
large organizations, 420–421;
finding organizational solutions in
autonomous specialties, 298–299;
Lewin and McGregor found
Research Center for Group
Dynamics, 137; Lewin’s later studies
in, 110; power of participation in,
98–99; reducing dependency on
group facilitator, 422–424; Search

- Conference contributions to theory of, 418; studies by Lewin and Mead in, 97–98; viewing process with task, 258. *See also* T-groups
- Groups: change as group-based effort, 92–93; considering “everybody” function, 338–339; developing minimum critical specifications for, 399–400, 403–404; empowering workers and, 177–179; expanding number involved in change, 452–453; facilitating large, 422; facilitators and size of, 423; fostering team building among, 376–378; getting whole system in room, 331–334, 337, 416, 421–422; Lippitt’s work with large, 421–424; questions faced by team members, 381–382; reducing resistance to change, 99–101; Taylor observes group norm, 76; Trist’s work on leaderless, 173–175. *See also* Children’s groups; Large group interventions; T-groups
- Guathier, H., 351
- Gustavson, B., 189
- ## H
- Hackman, R.J., 336
- Hahnemann Medical College, 274
- Haire, M., 137
- Hamff, E., 408, 409
- Hanna, R., 329
- Harris, R.T., 298
- Harrison, R., 383
- Harvey, Jerry, 136
- Harvey, Jon, 334–335
- Harwood Manufacturing: Hawthorne studies vs. experiments at, 100–101; productivity of women workers, 98, 99; testing group’s resistance to change, 99–100
- Hatton, B., 344–345, 346–347, 348, 349, 352, 353, 357, 358, 359, 363, 364, 365
- Haworth, 7
- Hawthorne studies, 100–101
- Hefferline, R.E., 256
- Herbst, P.G., 399, 403
- Herzberg, F., 156, 190–191
- Hickey, J.W., 396
- High Performing Startups chart, 394–395
- Hirschhorn, L.: on developmental tension, 401; results of Three Mile Island studies, 195, 403–404; use of influence in teams, 407
- Hjelholt, G., 12, 109, 211
- Hoffman, J.E., 190
- Hofstede, G., 427
- Hollett, D., 408
- Holman, P., 310, 337, 459
- “How to Manage Organizational Transition” (Bridges), 343
- Hughes, H., 348
- Human Relations*, 111
- Human resource management, 69
- Human Side of Enterprise, The* (McGregor), 18, 34, 134, 135, 149–150, 153, 158–159, 460
- ## I
- Ideal “Solcorp” chart, 247
- IKEA, 7, 190, 394, 432–433
- “Industrial Management” (Taylor), 61
- Industrial Social Research, 402
- Input-focused organizations, 291–292
- Institute for Social Research (ISR), 215
- Interpretation of Cultures, The* (Geertz), 253
- Interrupted tasks, 87

J

Jacobs, R., 201, 337
Jamestown Area Labor Management Committee, 196
Janoff, S., 12, 31, 130, 337, 463;
background and talents of, 428–430;
extending sociotechnical systems to communities, 197; role in Future Search, 131, 301, 320, 419, 423, 427–428; work with IKEA Future Search, 432–433
Janov, J., 239
Janssen, C., 152, 161, 162, 325–326
Jaques, E., 140
Jefferson, T., 478
Joint optimization, 190
Jones, D., 239, 309
Jones, J.L., 17, 30, 284
Jones, J.P., 138
Jossey-Bass Publishers, 405, 455, 456
Juran, J., 309

K

Kahn, D., 228, 229
Kakar, S., 61
Kaleel Jamison Consulting Group (KJCG), 436–437
Karsten, A., 87
Katz, J.H., 105–106, 436
Keeton, D., 151, 152
Kelleher, H., 8
Kipling, R., 339
Kirchhoffer, D., 17, 20, 21, 23, 24, 30
Klein, A., 201
Kleiner, A., 431
Klinghoffer, J., 274
Kloth, C., 339–341
Knickerbocker, I., 141, 143–144, 151–152
Knowledge-related vs. physical work, 195

Kobernick, A., 429–430
Krantz, J., 280
Kristofferson, K., 306
Kuhn, F., 435

L

Labor: acceptance of Taylor's ideas, 68–69; accepting open systems at Bethlehem Steel, 304–307; agreements with National Steel Corporation, 43; altering authority-dependency games between management and, 395–396; including in work design contingencies, 391–392; introducing responsible autonomy in coal mines, 175; involving in work design, 387; mapping union-management relations, 143–144; McGregor's labor-management cooperation steps, 143–144; new views of staff-line relations, 156; participating in AECL redesign, 351–352, 365; reaction to Taylor's time studies, 62; resistance to new technology, 43; response to Taylorism by unions, 63; Taylor's support of unions, 37, 48–49; union emphasis on satisfiers, 191; union officials participating in systems thinking, 309
Labor-management cooperation: demonstrated at AECL, 351–352, 365; McGregor's steps toward, 143–144; Taylor's support of, 37, 73, 74
Lacey, M.Y., 144–145
Laissez-faire style groups, 90–91, 400
Lamb, H., 420
Langewiesche, W., 24

- Large group interventions (LGIs):
author's interest in, 460–462; British Airways use of, 285–286; facilitating large groups, 422; involving large groups in Future Search, 462–463; Lippitt and Schindler-Rainman's work with large groups, 421–424; participating in improving whole systems, 462–463; progress made with, 213; Steils work with, 201; using for sustainable change, 468–470; using technology for, 466–468
- Law of the situation, 44, 72, 433
- Lawler, E.E., III, 80, 160
- Lawrence, E.R., 231
- Lawrence, P.R., 19, 230, 231, 232, 276, 290
- Layoffs: averting, 344–347, 352–353; effect on company stability, 8–9; impact on personnel, 350–351
- Leaders: democratic leadership by, 90, 91, 103; developing collaborative approach for, 105–106; Lewin's views on, 104–105; role in group dynamics, 92–93
- Leadership: fostering team building, 377; gaining consensus in teams, 384; influence of T-groups on, 114; McGregor's views on, 149, 153, 157–158; relearning to manage, 400–401; required for visioning sessions, 336; rethinking when designing work, 396; role in systems change, 324, 325
- Learning: collaborative, 214; democracy in organizations, 92; evolving in meetings, 23–25; experience-based, 108–109; fostering, 24; to manage, 15–17; organizational vs. individual, 7–8; from Taylorism, 65, 67
- Learning as a Way of Being* (Vaill), 303
- Left-brain planning, 255–256, 267–268
- Lepore, J., 39
- Levin, G., 433
- Lewin, G., 85
- Lewin, K.: achievements of, 7, 34; action research contributions by, 102, 103, 212, 223–230; age difference between McGregor and, 134; breakthroughs by, 424; collaborative instinct of, 81, 89; dilemma of theories, 253; discovering management styles, 90–92; discovers Taylor, 84–85; effects of segmenting knowledge, 209; emphasis on democracy and science, 31; as experimental social psychologist, 81–83; finds childhood conflicts continue in workers, 87; force field analysis of, 79, 86, 87–88, 98–99, 101; founds Research Center for Group Dynamics with McGregor, 137; gatekeeper theory, 97, 98, 255; influence on McGregor, 104; influence on others, 93–95; joins McGregor at MIT, 154, 155; last years of, 110–111; life and education of, 83–84; link between diagnosis and action, 329; management contributions of, 80–83; meets Trist, 88–89, 170; moves to United States, 88–89; organizational development contributions by, 290; personality of, 85; photograph of, 88; plants seeds for NTL Institute, 106–107; practical theories of, 103; productivity programs' inheritance from, 65; seeds of open-systems

- thinking from, 84; shifting viewpoint of diagnosis, 256–257; studies in group dynamics, 89–90, 97–98; T-groups use of work by, 107–108; Taylor’s presaging of, 75, 79–80; theoretical foundations of, 80–83, 85; Topological Map, 82–83; understanding organizations by changing them, 461; unfreezing, moving, and refreezing process, 101, 221, 259–260; views on democracy and science, 97, 400; works with Mead, 97–98; workshops in Bethel, Maine, 108, 109. *See also* Force field analysis
- Lewinian Consulting chart, 213
- Lewin’s Law: chart demonstrating, 258; using, 219
- LGIs. *See* Large group interventions
- Likert, R.: applying link pin concept to, 271–273; employment turnover theories of, 225; human resource accounting of, 223–224; on layoffs, 8; limits of theory, 227–228; systems of, 215–216
- Likert’s Systems chart, 216
- Lilienthal, O., 185, 186
- Lincoln Electric Co., 346
- Lindaman, E.B., 411, 421
- Linderman, R., 49, 56
- Lindstrom, B., 327–329
- Link pin concept, 271–273
- “Link Pin” Planning Structure chart, 272
- Lippitt, L., 336, 337
- Lippitt, R.: contributions to organizational development, 290; images of potential, 335–336; introduces power of groups, 88; Lewin’s work with, 79, 90, 111; linking micro and macro systems, 92; origins of NTL Institute, 106–107, 108; photograph of, 110; problems with laissez-faire management, 90–91, 400; on societal change, 411; studies of group dynamics, 89–90, 335, 420–421; working with large groups, 421–424; works with Future Search, 423
- Locke, E.A., 39, 160, 193
- Lorsch, J.W., 19, 230, 231, 232
- Loudermilk, G., 65–66
- Ludema, J., 337
- Lytle, W.O., Jr., 57, 390, 394, 404–405, 420
- ## M
- MacKinnon, D., 111
- Maddocks, B., 20, 30
- Maier, N., 83
- Management: acceptance of Taylor’s principles on, 73; allowing worker control in work design, 192–194; altering authority-dependency games between labor and, 395–396; correlating worker output to, 67; developing values and methods for, 164–165; educating in union-management relations, 144; focusing on motivators, 191; heroic style of, 16; introducing professionals into, 59–60; involving groups in change, 99–100; involving middle managers in negotiations, 146; Lewin’s contributions to, 80–83; McGregor employs theories at Antioch, 150–153; needs of in Chem Corp case, 230–231; new views of staff-line relations, 156; participation with AECL, 364, 365; reaction to Taylor’s plans, 55;

- resistance to change by, 48–49;
Taylor's influence on, 39;
threatening status of middle, 160;
transitions when acquiring new
plants, 431; understanding
resistance of, 277–284; using
accounting information in, 46; using
Lewin's theories, 103. *See also*
21st-Century management and
consultation; Updates from
field
- Management theories: experiments by
Lewin's colleagues, 86–88; group
dynamics by Lewin, 89–90; Lewin's
practical, 103; limits of, 27–28, 30;
training participants at NTL in,
106–107
- Manager/Employee Relations chart,
226
- Managers: appreciating worker's
knowledge of operations, 22;
correcting operations, 258; effect of
behavior on workers, 224–226;
fostering team building, 376–378,
helping people in major change, 355;
instituting foreman's bonuses, 50;
management agenda for, 476–477;
preoccupation with control, 16;
Taylor's division of supervision,
43–44; Theory X, Theory Y effect
on, 18; understanding illusion of
control as, 7–8
- Mann, F.C., 215, 227–228, 272
- Manufacturing Investment Company
(MIC), 46
- Marciano, P., 274, 275
- Mares, W., 69, 76
- Market Conditions chart, 238
- Marrow, A., 79, 81, 82, 83, 85, 86, 90,
98, 100, 102, 104, 105–106, 107, 108,
111
- Maselko, J.C., 107, 407
- Maslow, A., 67, 156, 158
- Mathewson, S.B., 38
- Mausner, B., 156, 191
- McCormack & Dodge case: applying
Pava's procedures to, 398; choosing
methods for changing, 450; design
team results in, 333–334; motivation
for, 449; summary of, 447
- McFarland, M.W., 186
- McFletcher,, 389
- McGregor, C., 21, 133, 136, 137, 159,
167
- McGregor, D.: at Antioch, 150–153;
applies theories at Dewey and Almy,
145–147, 154; on assumptions
leading to belief, 133, 159; death of,
140, 167; developing morale of
working force, 143; develops Theory
Y strategies, 134, 154–158;
importance of *Human Side of
Enterprise*, 149–150, 153, 158–159;
includes cooperation in personnel
policies, 146–147; influence of, 18,
21, 27, 137–140; Knickerbocker's
support of, 151–152; on leadership,
149, 153, 157–158; Lewin's influence
on, 104; life of, 134, 136–137;
mapping union-management
relations, 143–144; others
influenced by, 200; photograph of,
139; pragmatism in solutions of,
159–160; as remembered by Trist,
137, 140, 142; similarities with
Taylor, 38, 39, 134, 135; support for
teamwork, 157–158; Taylor and
Theory X, 153–154; on teamwork,
375; Theories X and Y of, 140–142,
160–163; valuing for methods, not
principles, 164–165; views on
control, 157–158; Weisbord's

- appreciation of, 34. *See also* Theory X; Theory Y
- McKibbin, J., 387
- McKinsey, J. O., 46
- McMorrow, N., 385–386
- MCP Hahnemann School of Medicine, 274
- MDS Nordion, 369–370
- Mead, M., 92, 97, 98, 143
- Medical centers: autonomy and diffused authority in, 297–300; hats worn at, 292–293; input-focus of, 291–292, 293; interlocking systems within, 295; understanding organizational dynamics of, 293–295. *See also* Medical School case
- Medical College of Pennsylvania, 274
- Medical Products. *See* AECL Medical Products case
- Medical Products Division chart, 358
- Medical School case: applying link pin concept to, 271–273; changes made by stakeholders, 273; conflict at center of, 270; outlining task process in, 270–271; summary of, 446; Weisbord revisits, 274–276
- Meetings: getting whole system in room, 331–334, 337, 372–373, 416, 421–422; how learning evolves in, 23–25; leading, 337; managing whole system, 337; myths about, 12
- Megatrends* (Naisbitt), 423
- “Memorial to Douglas McGregor”, 150–151
- Merrill, A., 77–78
- Metcalf, H.C., 44
- Midvale Steel, 43–45
- Miles, M.B., 151, 420
- Miller, E.J., 188
- Miller, F.A., 105–106, 436
- Miller, R., Jr., 312
- Minimum critical specifications, 399–400, 403–404
- Mintzberg, H., 256
- Mitchell, J., 63
- Mohrman, A., Jr., 405
- Mohrman, S.A., 405
- Moreno, J., 108
- Morphic resonance, 465
- Motivation: Lewin’s theories on, 98–99; motivators and satisfiers, 190–191; myth of motivating skeptics with data, 9–10; required for quality workmanship, 155–156; Taylor’s methods of, 160
- Motivational force field, 98–99
- Movies: consultant’s role in, 266–267; “Movie” Guidelines chart, 332; view with systems focus, 262–263; Weisbord’s theory of, 223
- Moving process, 101
- Multi-skilled teams: Emery’s views of, 190; learning to implement, 401; Taylor’s views on, 72–73, 190
- Munsterberg, Hugo, 69
- Murphy, G., 156
- Murray, H., 198
- Myths: about OD in Fortune 500, 6–7; defined, 3; function and existence of, 54–55; improving bottom line with layoffs, 8–9; labor’s views of Taylor, 38–39; meetings undermine work, 12; motivating skeptics with data, 9–10; organizational learning as, 7–8; problem solving with diagnosis, 10–11; profit rules, 5–6; sustainable change, 4; Taylor’s myth of Schmidt, 54–55; Taylor’s pig-iron experiment, 50–54; technology-saves-time, 11–12; training will fix it, 4–5

N

Naisbitt, J., 423
Nash, Kate, 67
National Steel Corporation, 43
National Training Laboratories (NTL),
106, 113; T-groups run by, 116, 117;
Tavistock groups vs., 172; training
participants in management
theories, 106–107
Navasky, V.S., 471
Nelson, D., 38, 39, 47, 50, 55–56,
60–61, 154
Nevis, Edwin C., 162
Noer, D.M., 8
Noll, H., 53, 55
Non-Linear Systems, 21, 27, 158
Norsk Hydro, 26

O

OD. *See* Organizational development
Office of Naval Research, 108
Old Woman/Young Woman image,
255–256
Oldham, G.R., 336
Ollett, J., 345
Olsen, B.C., 463–464
Olson, B., 32
Olson, E., 201
“On Leadership” (McGregor), 149
One Hat Versus Many chart, 292–293
Open systems: accepting at Bethlehem
Steel, 304–307; Emery’s
introduction of, 180–181; influence
of technology in, 194–195; Lewin’s
contributions to, 84; responding to
rapid changes in work systems, 195,
196
Organization and Environment
(Lawrence and Lorsch), 230
Organization Development (Burke),
221
Organization systems renewal (OSR),
31–32
Organizational Choice (Trist and
others), 175
Organizational development (OD):
author’s commitment to work of,
480–481; development overview of,
290; diagnosis and participative
action in, 254; evolution of theories
in, 318; failure in medical centers,
276; finding there’s no right answer,
298–299; focus of, 203–204; Fortune
500 companies and, 6–7; learning
from experience, 299; limitations in
1970s, 257–258; linking Lewin’s Law
with task-process cycle, 260–262;
stages of Weisbord’s development in,
262–264; termed by McGregor and
Beckhard, 138. *See also* Case studies;
Updates from field
Organizations: assessing business
opportunities for, 325; developing
management values and methods,
164–165; ensuring secure
employment for, 474; finding
opportunities for change in, 64–65;
finding out what’s working and how
to help, 77–78; old and new
paradigms for, 192–193;
output-focused vs. input-focused,
291–292; potential for action in,
324–331; pressure on public sector,
12–14; retaining experience within,
7–8; turbulent field in, 196; using
task forces, 217; ways to organize,
278–279. *See also* Compensation;
Layoffs; Management
Organized anarchies, 300
Osviankina, M., 87
Output-focused organizations, 291,
292

Owen, H., 54, 201, 337
Oxelman, T., 432

P

Packaging Plant case:

employee-designed work teams in, 240–241; impact of changes in, 241; improving production in, 235–236; involving workforce in solutions, 238–240; methods for changing, 450; motivation for, 449; net results of change, 242–243; solving bottlenecks, 236–238; summary of, 447; systems improvements in uncontrollable environments, 243–244; transition from problem to systems focus in, 262, 263; unfreezing process used for, 259–260

Papanek, M.L., 84, 85, 87

Paranjpey, N., 229–230

Participation: commitment coming from, 204; including experts in action research, 214; Lewin's theory of participative action, 254; power of, 98–99

Participative design conferences, 403

Pava, Cal, 396–397, 398, 404

Paxton, Tom, 471

Pay-for-knowledge chart: evolution of, 25–27

Perls, Frederick, 256

Permanent white water: defined, 253

Perroni, A.G., 39, 53–54

Personnel. *See* Workers

Petrella, T., 36, 223, 305, 313, 384

Pfeffer, J., 8–9, 351

Piersanti, S., 455–457

Polend, N., 319–320

Primary task, 187

Principles of Scientific Management, The (Taylor), 35, 38–39, 61, 134

Printing Inc. case: AECL group's use of process from, 448; involving social structures in solutions, 280–281; redesigning, 403, 404; revisiting, 282–284; summary of, 447; understanding management's resistance, 277–279

“Printing Inc.” Redesign chart, 403, 404

Problem focus: action research's, 254; diagnosis and problem-solving, 10–11; found in Food Services case, 262; transition to systems focus from, 262, 263

Problems of Life (von Bertalanffy), 185

Process thinking: characteristics of task systems, 294–295; considering task-process interplay, 255–257; dual image paradox and, 255–256; employing unfreezing process in, 259–260; incorporating structure and behavior in assessments, 284–286; Lewin's interest in process and force fields, 254–255; linking with unfreezing, moving, and refreezing, 260–262; right-brain thinking and, 256–257; six-box model of Weisbord, 221–223, 257; snap-shooting and, 255. *See also* Cause and effect thinking; Systems thinking

“Productive Workplaces” drawing, 204

Productivity: improving with redundant skills, 25–27; increasing by doing, 17; Taylor's improvements at Bethlehem Steel, 55–56

Professional Manager, The (McGregor, Bennis, and McGregor), 133, 159, 167, 375

Profitability, 5–6

Prosperous Communities, Prosperous Nation, 320

Psychology: experiments on worker's relation to work, 85–88; identifying projections on others, 161–162; Lewin's use of experimental, 81–83, 85; Taylorism's influence in industrial, 68; Trist's background in, 171–173

Q

Quaker Oats, 430–431

Quality in workmanship, 155–156

Quality of Worklife (QWL): efforts to define, 66; McGregor's anticipation of, 146–147; STS evolving into, 318; Taylor as pioneer in, 76; Trist's work in, 168

R

"R" Chart, 383–384

Raider, Loretta, 435–436

Rating Teamwork chart, 378, 379

Recessions: layoff myth and, 8–9; redesigning workplace in, 359

Redburn, Ray, 268

Redesigning work structures, 395–396

Redundancy in work systems, 27, 169, 190

Refreezing process, 101, 261

Relationships: fractured by bad structures, 18–20; whole system meetings improving, 333

Research Center for Group Dynamics (RCGD), 104, 137

Resistance to change: accepting human, 338; charting as force field, 329; introducing peer salary reviews, 402; Lewin's theories on, 103; reducing, 99–101;

report-in-the-drawer phenomenon, 277–284; as source of energy, 212

Resources for Human Development (RHD), 7, 428

Responsibility: introducing responsible autonomy in coal mines, 175; workers refusal of, 401

Responsibility Chart, 396, 397

Revans, R.W., 212

Revising theories: events leading to Weisbord, 289–290; finding there's no right answer, 298–299; noticing output-focused vs. input-focused organizations, 291–295; rethinking Lewin's theories, 264–267; understanding personal autonomy and diffuse authority, 297–300. *See also* 21st-Century management and consultation

Reward's. problem solving considering, 29; supervisor and worker, 50; Taylor's wage incentive scheme, 35, 45–46

Rice, A.K., 187–188

Richardson, T., 57

Right-brain planning, 256–257

Right Stuff, The (Wolfe), 207

Risks of change, 461

Robinson, M., 437

Rockstroh, J., 310, 314

Roethlisberger, E.J., 100

Rogers, C., 108

Role in Future Search, 414

Role-playing techniques, 108

Rosow, M.P., 397

Round, K., 344, 347, 363

S

Sample Question for Chem Corp R&D case, 232

Sashkin, M., 27, 170, 192

- Scanlon, J., 137, 145, 146–147
Scanlon Plans, 146
Schein, E., 133, 137, 334
Schindler-Rainman, E., 420, 421–422
Schön, D., 329
Schruder, L., 357
Schwab, C. M., 35
Schwartz, P., 472
Scientific Management, 53, 61
Scientific management: defining, 66;
focus of, 203–204; Lewin's interest
in, 80–81; limits of, 73; term coined,
62; Theory Y vs., 155
Scribner, B., 304, 305, 312
Search Conference, 417–419, 424
Seashore, E. W., 137–138, 139, 140,
151, 152
Selected Wisdom of New Jersey, The
(Clapp and others), 15
Self-awareness, 376–377
Sellers, W., 41
Senge, P., 80, 412
Sensitivity training. *See* T-groups
Sheldrake, R., 465
Shell Sarnia, 387, 390
“Should we/shouldn't we” dialogues,
331
Sifford, M., 434
Sigel, B., 275
Simmelkjaer, H., 12–14
Simmons, J., 69, 76
Simonds Roller Bearing Company,
47–48
Sinclair, Upton, 53
Sisan, C., 339
Sisan, K., 339
Six-box model of Weisbord, 221–223,
257
Skinner, B.F., 85
Snapshots: All-Purpose Viewfinder
chart, 331, 332; diagnosis like, 254;
illustrating Weisbord's OD practice,
262–264; potential for action, 325;
Snapshot: Potential For Action
chart, 325; usefulness of, 285; uses
for task-process, 255; Weisbord's
theory of, 223. *See also* Movies
Snyderman, B., 156, 191
Social capital, 5–6
Social Darwinism, 59–60, 69
Sociotechnical systems (STS): about,
168; applying turbulent
environments concept, 196–197;
blurring roles between specialists
and workers, 189; designing humane
values in workplace, 193–194;
discovery of, 173–175; evolving into
quality of working life, 318; focus of,
203–204; practical application of,
182–183; practices applied to coal
mining, 173–175; theories applied in
coal mines, 177–179; transferring
knowledge within, 403; on work
design, 403–405
Solar Energy Systems. *See* Solcorp case
Solcorp case: “Cat Chasing Its Tail”
chart, 247, 248; driving out social
values with technical values,
249–250; expert involvement in,
263–264; Ideal “Solcorp” chart, 247;
revisiting, 248–250; setting goals in,
244–248; summary of, 447;
unfreezing process at, 260
Soldiering, 42, 45
Southwest Airlines, 8
Sovran Bank, 333, 334
Sparrows Point Plate Mill case: closing
of, 312–313, 334; impact of systems
thinking on, 310; participating in
sociotechnical redesign at, 313–315;
summary of, 447; systems workshop
at, 305–308; training marathons at,

333; using systems thinking, 304–305
Specialists. *See* Experts
Spicer, W.S., Jr., 295–296, 297
Spooner, L., 41
Stakeholders: changes made by, 273; improving whole with Three-by-Three Rule, 311; involving in process, 186, 263; saving system with help of, 270–276; separating decisions from, 283–284
Stark, C., 274
Steil, G., 200–202
Sterling, S., 77
Stevens Indicator, The, 54
Stoelwinder, J., 295
Stotka, A.M., 39, 61
Structure: changing first, 5; fracturing relationships with bad, 20; initiating changes from Future Search, 32; organizing by functional, 18–20; revising department layout for team, 25
STS. *See* Sociotechnical systems
Sullivan, C.S., 391
Supervisors: effect of Packaging Plant changes on, 240; McGregor's experiments with, 145–147, 154; rewards for workers and, 50; serving as team resource, 188; Taylor's division of supervision, 43–44
Sustainable change, 4, 468–470
Sutherland, J.D., 171
Swartz, D., 31
Systems thinking: applying diagnosis in, 254; applying to work, 187–189; expanding into everyday experiences, 308–309; impact on Bethlehem Steel, 310; looking at whole system, 284–286; results of study at Sparrows Point Plate Mill,

305–308; reversing Taylorism at Bethlehem Steel, 304–305; Theory of Constraints and, 309; Three-by-Three Rule for improving systems, 311; Weisbord's introduction to, 20, 185; Weisbord's transition from problem focus to, 262, 263. *See also* Whole system cases

T

T-groups: chart pads introduced in, 107–108; developing, 108; drawing people out in, 126–127; effect of, 116; establishing openness within, 125–126; evolving effective feedback in, 106–107; feelings as data, 122; finding leader in, 122–124; insights from executive, 376; introducing change via, 329–330; limits of, 109; TL's pioneering of, 106; organizational change and, 107; shifting control of work to workers, 44; style of Tavistock's groups vs., 172; vulnerability in, 127–128; Weisbord discovers, 113, 114
TAI-SOPHIA, 439
Tannenbaum, R., 329
Tarbell, I., 38, 40, 69
Task forces, 217
Task-process cycle: characteristics of task systems, 294–295; concept of group task, 188; considering task-process interplay, 255–257; embedded in medical centers, 295; experiments in interrupted tasks, 87; linking with unfreezing, moving, and refreezing, 260–262; menu of work designer tasks, 389–390; outlining in Medical School case, 270–271; Rice's view of primary task,

- 187; T-groups and understanding of, 329–330. *See also* Process thinking
- Tavistock Institute of Human Relations, 170–171, 173–175, 176, 177–179
- Taylor, F.W.: action research contributions by, 102, 103; age difference between McGregor and, 134; background as worker, 41; becomes consulting engineer, 33–34, 46–49, 61; calls for action, 480; career phases of, 39; conflict management contributions by, 45; contributions of, 65, 67, 210; on control, 40, 157–158; demythologizing, 71–73; develops scientific management, 35–36, 66; elitist prejudices of, 52–55; groups viewed as restrictors of output, 143; hires Gantt, 50–51; influence of, 39; innovations at Midvale Steel, 43–45; labor-management objectives of, 37, 73, 74; labor's views of, 38–39; last years of, 64; letter from, 74; Lewin's differences from, 80–81; life of, 40–42; main contributions of, 73, 75; management problems faced by, 42–43; McGregor's similarities with, 38, 39, 134, 155; on money, 59; notion of engineering prejudice, 17, 154; old mining paradigms based on, 176–177; photographs of, 41, 56, 63; pig-iron loading experiments, 51–52; professionalizing management, 59–60; railroad rates lawsuit using his methods, 62; reactions to time study methods of, 62; scientific principles of, 71–72; seeks to cut out abuses of authority, 479; seminars and lectures by, 60–61; support of unions, 37, 48–49; Theory X themes in work of, 8, 134, 153–154; two sides of, 37–38; valued for methods, not principles, 164–165; values embraced by human resource management, 69–70; views on multi-skilled teams, 72–73, 190; wage incentive scheme, 35, 45–46; work for Bethlehem Steel, 49–56; writes *Principles of Scientific Management*, 38–39, 61. *See also* Taylorism
- Taylorism: alleged mistreatment of Watertown workers, 63–64; built on investigation, 79–80; correlation of output and wages, 50–54, 59, 75; Drucker's criticisms of, 253; engineering prejudice in, 17, 154; growing beyond expert problem solving, 209; implementation of, 73, 75; influence in industrial psychology, 68–69; influence on author, 18; instruction cards, 50; labor's dismantling of, 69–70; lectures extending, 60–61; lessons from, 65, 67–71; Lewin expands Taylor's views, 84–85; management's misuse of techniques, 69; methods dehumanizing work, 303; old mining paradigms based on, 176–177; operations misuse of, 70–71; seen in U.S. space program, 207–208; Theory X themes found in, 153–154; time study methods, 62–63, 68; Trist's undoing of, 170–171; types of contemporary, 75; union responses to, 63
- Teams: allowing frustration in meetings, 393; contradictions in American, 375–376; developing self-control for, 24; effect of initiating, 27–28;

- employee-designed work, 240–241;
evolution of AECL transition,
356–359; fostering, 376–378;
gaining consensus in, 384; Griffin’s
view on building, 408–410;
improving efficiency of, 21–25, 28,
29–30; making peer salary reviews,
402; McGregor’s case for teamwork,
157–158; methods for helping, 376;
multiskilled, 21–25, 72; questions
faced by members of, 381–382;
social dynamics in, 381–384;
structuring new, 383–384;
supervisors as resources for, 188;
Taylor’s views of, 154; Team
Effectiveness Theory, 379–381;
Team Structure chart, 25; virtual,
405–406; work design vs. work, 404;
work patterns in coal mine,
174–175. *See also* Designing work
structures; Group dynamics
- Technology: effect on business policy,
16; engineering prejudice in, 17;
exceeding public’s expectations,
471–472; improved efficiency with,
29–30; influence in open systems,
194–195; large group interventions
using, 466–468; meeting economic
limits, 344–347; myth of time saving
by, 11–12
- Telecommuting workers, 405–406
- Testing work prototypes,
398–399
- Theory X: assumptions of Theory Y
and, 140–142; defined, 18; Jungian
interpretation of, 160–163;
“no-answers” and, 161–162;
presence in each person, 160–163;
similarities in Taylor’s work with, 8,
134, 153–154, 179; Weisbord’s
introduction to, 17–18
- Theory Y: assumptions of Theory X
and, 140–142; defined, 18;
developing strategies for, 154–158;
errors implementing, 18–20;
Jungian interpretation of, 160–163;
Likert’s use of, 216; Maslow’s
criticism of, 158–159; McGregor’s
association with, 134; presence in
each person, 160–163; scientific
management vs., 155; Taylor’s
first-class men as, 153; Weisbord’s
introduction to, 17–18;
“yes-answers” and, 161–162
- Theratronics. *See* AECL Medical
Products case
- Thinking. *See* Process thinking; Cause
and effect thinking; Systems
thinking
- Third Wave, The* (Toffler), 321
- Thorsrud, E., 189
- Three-by-Three Rule, 311
- Time: allowing for analysis, 13; Taylor’s
methods of analyzing, 62–63, 68
- Toffler, A., 269, 321
- Tolman, E.C., 81
- Topological Map of Lewin, 82–83
- Tracy, M., 182–183
- Traditional Chinese medicine system,
439–441
- Trainers: balancing family and
professional life, 128–129;
connection with participants,
129–130; role of, 116–117
- Training: Dyer’s style of, 124–125;
Future Search practitioners,
433–434; myth of improving with,
4–5; NTL participants in
management, 106; specialists in
specific areas, 154, 155; Weisbord’s
thoughts on, 475–476; Weisbord’s
transition to, 113–114

- Triple loop, 7
- Trist, B., 198, 199
- Trist, E.: achievements of, 34, 187–188; Bion's influence on, 171–173; consults with Rice, 187–188; contributions to organizational development, 290; early life of, 168; Emery's open systems ideas, 179–182; empowering workers and groups vs. engineers, 177–179; first meeting with Lewin, 88–89, 170; founds *Human Relations* with Lewin, 111; on information technology, 167; life of workplace innovations, 465; on multi-skilled teams of coal miners, 406; old and new paradigms for organizations, 192–193; personal qualities of, 198–199, 200; photographs of, 168, 169; on rapid change in work systems, 195, 196; remembers McGregor, 137, 140, 142, 179; Search Conferences of Emery and, 414, 417–418; turbulent field in organizations, 196, 197; undoing Taylorism in workplace, 170–171; work on leaderless groups, 173–175; work with Emery, 167–170
- Trust in T-groups, 115
- Turbulent environments: about, 196; applying concept to society, 196–197; helping people in major change, 355; unfreezing system in companies with, 259–260
- 21st-Century management and consultation: about, 318; assessing potential for action, 324–331; changes in methods of, 317–318, 337–339; focusing on future, 335–336; getting whole system in room, 331–334, 337, 416, 421–422; overview of, 321–324; practical guidelines for, 324; reorganizing work as structured tasks, 336. *See also* Updates from field
- Twigg, A., 93–95
- ## U
- Ubuntu4u, 441–442
- Unfreezing process, 101, 259–260
- Union Carbide, 128
- Unions. *See* Labor
- United Mine Workers, 63
- United Steel Workers of America, 43, 304–305
- Updates from field: Abbie Merrill, 77–78; Alex Twigg, 93–95; Barbara Kuaniec Bertling, 313–315; Bengt Lindstrom, 327–329; Bob Woodruff, 30–32; Frigit C. Olsen, 463–464; Chris Kloth, 339–341; Connie S. Fuller, 36–37; Dick Axelrod, 250–251; Drusilla Copeland, 163–164; Frederick Miller, 105–106; Gil Steil, 200–202; Gina Lowdermilk, 65–66; Hans Begeer, 441–442; Henrik Simmelkjaer, 12–14; Jeannine Yancey, 267–268; Jim Euchner, 371–373; John Goss, 412–414; Jon Harvey, 334–335; Judith Katz, 105–106; Keith H. Griffin, 408–410; Leopold Vansina, 210–211; Loretta Raider, 435–436; Marianne Tracy, 182–183; Marilyn Durbin, 425; Miriam Y. Lacey, 144–145; Nancy Polend, 319–320; Neelima Paranjpey, 229–230; Neil Watson, 57–58; Paul Curci, 111–112; Richard Beckerman, 218–219; Richard Wilkinson, 147–148; Sandra Janoff, 428–430; Shem Cohen, 286–288; Srikanth Gopalakrishan,

130–132; Talia Eisen, 426; Tonnie
Van der Zouwen, 468–470; Verna
Blewett, 300–301
Urwick, L., 44
U.S. space program, 207–208

V

Vaill, P., 196, 214, 253, 303, 322, 460
Van Beinum, H., 169
Van der Zouwen, T., 468–470
Vansina-Cobbaert, M.J., 211
Vansina, L., 210–211
Vickers, G., 237
Virtual teams, 405–406, 473
Visual Thesaurus, The, 3
Volini, D., 281, 345, 353
Volvo project, 189
Von Bertalanffy, L., 180, 181, 185, 188,
254, 419

W

Wage incentives. *See* Compensation
Wagner, D., 222, 274, 275–276
Walton, R.E., 390
Warland, F., 347, 350, 353, 357, 361,
363, 364, 365, 366, 368–369, 370,
371
Watertown Arsenal, 62–63
Watson, N., 57–58
Wayfinding, 385
Weisbord, D., 181
Weisbord family business: author
revisits, 28–30, 445; case summary
of, 446; choosing methods for
changing, 450; develops
multi-skilled teams, 21–25;
improved team productivity in,
27–28; learning to manage, 15–17
Weisbord, M.: Bethlehem Steel studies
by, 313–314; changes in consulting
methods, 317–318, 337–339; Chem

Corp R&D case, 230–235;
commitment to OD work, 480–481;
develops multi-skilled teams, 21–25;
discovers T-groups, 113, 114;
emphasis on whole system, 211;
employ's Likert's methods, 216–217;
extends sociotechnical systems to
communities, 197; factors in
stakeholder involvement, 263–264;
Food Services case, 224–229,
259–260, 262; friendship with Trist,
198–199, 200; influence on others,
31–32; inheritance from Lewin, 255,
259–260; interest in large group
interventions, 460–462; involving
gatekeepers in reorganizations, 269,
277–284; learning to manage, 15–17;
lessons building the wall, 18–20;
limits of Likert's theory, 227–228;
Medical School case, 270–276;
merging Future Search and work
design, 432–433; myth of diagnosis,
10–11; output- vs. input-focus of
organizations, 291–295; Packaging
Plant case, 235–244; recounts Dyer's
T-group, 114–130; remembering
Emery's contributions, 199–200;
rethinks Lewin's theories, 264–267;
revises his OD theories, 289–300;
running productive meetings, 12;
six-box model of, 20, 221–223, 257;
Solcorp case, 244–250; stages of
development in OD practice,
262–264; studies Taylor at
Bethlehem Steel, 36–39; taking
down the wall, 25; Three-by-Three
Rule for improving systems, 311;
uses unfreezing, moving, and
refreezing process, 101, 221,
259–260; using snapshots and
movies, 223; views on Theory X and

- Y, 162–163; on virtual work world, 473. *See also* Future Search process; Updates from field; Weisbord family business
- Westley, W., 168
- Weyerhaeuser, 30–31
- Wharton, J., 49
- What To Do In Each Room chart, 330–331
- Wheatley, M., 130, 466
- White, 407
- White, M., 55
- White, R., 90–91, 290, 400
- Whitwam, Dave, 436
- Whole Foods Market, 7
- Whole system cases: Bethlehem Steel, 304–310; finding organizational solutions to, 297–299; involving stakeholders in solutions, 284–286; Medical School case, 270–276; principle of wholeness, 185; Printing Inc., 277–284; summarized, 447; understanding autonomy in, 297; Weisbord's emphasis on whole system, 211
- Whole system designs: applying, 371–373; building company-wide mandate at AECL, 347–354; changing consulting methods for, 317–318, 337–339; creating, 319–320; effect of layoffs on personnel, 350–351; getting large groups interested in, 462–463; getting whole system in room, 331–334, 337, 372–373, 416, 421–422; helping people in major change, 355; managing whole system meetings, 337; seeking dignity in workplace, 339–341; “should we/shouldn't we” dialogues in, 331; uses of, 334–335; Whole System Learning chart, 307. *See also* Future Search process
- Whyte, W.E., 17–18, 222
- Wilkinson, R., 147–148
- Williams, D., 386
- Wilson, A.T.M., 175, 176
- Wizard of Oz* (Baum), 1, 33, 203, 317, 443
- Wolfe, T., 207
- Wolff, B., 347, 363–364, 365
- Women: management hiring guidelines for, 99; Mead and Lewin's studies of group dynamics among, 97–98; participate in group decision making, 98
- Women's Medical College, 274
- Woodruff, Bob, 30–32
- Work: blurring specialists and workers roles, 189; designing humane values in, 193–194; growth in knowledge-related, 195; including personnel motivators and satisfiers, 190–191; joint optimization of, 190; laying out new systems of, 393–396; new design structures for, 388–398; observing leaderless groups at, 173–175; open systems applied to, 180–182; professional and managerial problems at, 396–398; promoting job enrichment, 87; special redesign problems, 395–396; Theory Y assumptions about, 155; Thorsrud's work redesigns with Trist and Emery, 188–189; training specialists for specific functions, 154, 155; treatment of employees and quality of, 218; using Bion's studies for, 172. *See also* Designing work structures
- Work Design Contingencies chart, 392
- Work Design Structure chart, 388

- Work systems: merging Future Search with design of, 432–433; primary task of, 188; problem solving considering, 20; redundancy in, 27, 190; viewing as task system, 294–295
- Worker output: correlating to management, 67; Dembo's level of aspiration and, 86; groups as restrictors of, 143; social collusion and, 76; Taylor's and McGregor's methods of improving, 160; wages and, 50–54, 59, 75–76
- Workers: assuring employment of, 395; avoiding layoffs of, 344–347, 352–353, 359; controlling work design, 192–194; costs of turnover, 224–226; effect of coercion on, 42; effect of layoffs on, 350–351; empowering groups and, 177–179; engaging, 218; group decision making among, 98; hiring heterogeneous supply of resources, 157; involving in work design, 387; learning in meetings by, 23–25; making staff cuts at AECL, 344–347; McGregor's experiments with supervisors managing, 145–147, 154; measuring total job abilities, 87–88; motivating quality workmanship of, 155–156; motivators and satisfiers for, 190–191; need for conceptual skills, 195; participating in virtual teams, 405–406, 473; paying person, not job, 45–46; peer salary reviews by, 402; psychological experiments on relation to work, 85–88; questions faced by group members, 381–382; reactions to time study methods, 62–63; reducing turnover, 226–227; relearning work in new structures, 400–402; resistance to change, 48–49; respect for Taylor, 38; rewards for supervisors and, 50; sense of community in, 27; splitting engineering from, 154; Taylor's views on, 49, 59, 67–68, 72, 76; treatment under scientific management, 63–64; understanding of operating problems, 17, 22; viewing people as skilled resources, 178–179; visualizing potential energy of, 325–327, 329–331. *See also* Compensation, Labor; Worker output
- Workplaces: decision making by non-stakeholders in, 283–284; innovations within, 465–466; observing historic changes in, 451–452; seeking dignity in, 339–341; self-knowledge needed in, 477–478
- Wrege, C.D., 39, 53–54, 61
- Wren, D.A., 46, 48, 50, 62, 64
- Wright brothers, 185–187, 208, 466, 471
- Y**
- Yancey, J., 267–268
- Yes/No Observations chart, 161
- Z**
- Zager, R., 397
- Zaleznik, A., 141, 163
- Zand, D.E., 420
- Zeigarnik, B., 87
- Zeigarnik effect, 87

<http://www.pbookshop.com>