SUBJECT INDEX

Note: Page references in *italics* refer to exhibits.

А

accessibility, by human resource leaders, 351 action planning, 57-58 activity, leadership as, 335 adhocracy, 82-83 administrative component, of Mintzberg's five-sector "logo," 77, 78, 84 advertisements, plans as, 289 advocacy, 163-166, 164 African National Congress, 304 agenda, access and control of, 193 agenda setting, 204-206 agents of influence, identifying, 206 Airbnb, 11, 242, 245 all-channel networks, 100, 101 alliances as sources of power, 192-195 workplace motivation and, 127 Amazon, 46-47, 64, 115, 347 ambiguity matching frames to situations, 304 of organizations, 32-33, 33, 36-10, 32 political frame of, 210 American Cast Iron Pipe (Acipco), 133 American Journal of Sociology, 159–160 American Medical Association (AMA), 228 American Telephone & Telegraph (AT&T), 86 anchoring, 13 Andersen Worldwide, 74 antipiracy efforts, intellectual property and, 187-188 Apple Apple Stores, 363 as ecosystem, 224 groups and teams at, 95 human resource frame of, 116 Iobs and, 5-6 structural frame of, 51, 78

Arab Spring, 195-196, 221 "Aristotelian ethic," 389-390 Ark of Covenant, 279-280 Ascardio, 147 Asea Brown Boveri (ABB), 59 aspiration, of organizations, 27 "assurance of learning" processes, 290 authority authorities and partisans as sources of political initiative, 220-223 leader up theory on, 335 partisan opposition to power, 191 osition power, 192 power and decision making, 190-192 (See also power, conflict, and coalition) as source of power, 192, 194 structural frame of, 52, 55-56 workplace motivation and, 125 authorship, 391-392 autonomy autonomous team approach, 150 GLOBE project on, 339 interdependence versus, 74

В

Bain and Company, 361
bargaining and negotiation
political frame of, 210–213
symbolic frame of, 290–292
baseball teams, 102
Basic Underwater Demolition (BUD/s) training, 93–96
basketball teams, 103
Behavioral Theory of the Firm, A (Cyert, March), 189–190
"Bélo" (Airbnb), 245
Ben & Jerry's Homemade, 389
Berwind Corporation, 81
Beth Israel Hospital (Boston), 89–90

"Big 5" model of personality, 169 Big Three model, 361 bin Laden, Osama, 93-94 Birmingham (England) City Football Club, 341-342 "black collar" class, 187 "black swan" events, 21, 57 blame, 27-29 Blink (Gladwell), 12 BMW, 52-53, 258-260 Boeing, 255-256, 363, 365 Boston Group Study, 72 bottom-up initiatives, 220, 221, 305 bounded rationality, 36 boys' clubs experiment, management style and, 168 brain, political messages and, 186-187 Brazil, independent contractors in, 129 Breitbart, 37 bribes, 385-387 bricoleurs, 236 British Broadcasting Corporation (BBC), 71-72 Buddenbrooks (Mann), 299 Built to Last (Collins, Porras), 244, 258, 306-307, 308 bureaucracy, blaming, 28, 29 business-government ecosystems, 228-230 Business Plan Review (BPR), 366 Business Week, 34

С

Caesars Entertainment, 9 Camp David Accords, 211 caring, moral judgment and, 215 Central Intelligence Agency (CIA), 18-19, 29, 73 ceremonies ethical behavior and, 395-396 symbolism of, 254-256 team dynamics and, 273-274 chain of command. See authority Challenger (NASA), 9, 181-185, 208 change, 359-383 avoiding pitfalls, 369 change agents, 209, 305, 372, 380-381 conflict generated by, 375-376 innovation process of, 361-369, 370 Kotter's change stages, 380-381, 382 loss from, 376-380 overview, 359-361 structural realignment for, 372-374 training and participation for, 370-372 See also Robert F. Kennedy High School (case study) "cheerleaders," 209 children, workplace motivation and, 127 China human resource frame of, 117, 130 political frame of, 187-188, 229-230

structural frame of, 59-60 Chrysler, 352-353 circle networks, 99, 100 Cisco Systems, 267 Citibank, 88-89, 306 clarity creativity versus, 74 political frame and, 352 CNBC, 250 CNN, 281 coalitions networking and building coalitions, 208-210 organizations as coalitions, 184-185, 188-190 See also political frame; power, conflict, and coalition Coca-Cola, 152, 187-188, 235-236, 377-378 coercive power, 192 cognitive bias, 36, 37 Columbia (NASA), 181-184, 208 commitment matching frames to situations, 303 power and, 194 common interests, finding, 175 communication informal, 200 of vision, . 5. compens, tic n egelitarianism and, 152 human resource management, 140-141, 146 Competing for the Future (Hamel, Prahalad), 388 complexity, 15 Conference Board (2009 Survey), 131 conflict generated by change, 375-376 interpersonal conflict in groups, 173-176 matching frames to situations, 303 in organizations, 196-197 See also power, conflict, and coalition consistency, 194 consultants, for management advice, 10 contingency theory, 331, 332-333, 333 core process, structural frame and, 64, 65-66 Corporate Culture and Performance (Kotter, Heskett), 258 corporate mergers, annual value of, 9 Costco Wholesale Corp., 140-141, 142, 152, 236, 245, 249 - 250counterstrategies, anticipating, 206 creativity, clarity versus, 74 crew (rowing), as organizing example, 43-44 cultural issues cultural conflict, 197 GLOBE project of culture and leadership, 339-341, 340 See also symbolic frame culture, organizational symbols and. See organizational symbols and culture

customer service full-time employees for, 129 structural frame and organizing for, 46–47, 64

D

Dailv Kos. 250 Data General, 266-277 deceptive nature, of organizations, 32 decision making authorities and partisans, 191-192 authority of, 190 A Behavioral Theory of the Firm (Cyert, March), 189-190 distribution of power and, 195-196 interpersonal and group dynamics, 176-177 Organizations (March, Simon) on, 27-28 sources of power and, 192-195 Denny's Restaurants, 152 Digital Equipment, 86, 306 Dilbert (Adams), 10, 128 direct expression, of conflict, 175 disasters leadership and, 297-298, 337 as organizational problem, 26, 28, 31-32 structural frame of, 46-47, 55, 73 symbolic frame of, 240-241, 282, 305 Discipline of Market Leaders, The (Treacy, Wiersema), 388 discrimination, gender and, 344 distribution of leadership responsibility, 336-337 diverse professions, of team members, 269-270 diversity egalitarianian employment and, 152-153 gender, race, and leadership issues, 345 political frame of, 210 divisionalized organizations, 80-82, 82 division of labor, 53-55, 61 DOS (Microsoft), 202-203, 212 downsizing, 131 dramaturgical theory, 282-285 Dreamliner (Boeing), 255-256 dual authority teams, 98 Duke University, 103 DuPont, 59, 306

E

Eagle Group (Data General team), 266–277 contribution of informal players, 274–275 diverse backgrounds of team members, 269–270 group identity of teams, 271 humor and play for, 272–273 inspirational leadership and, 270 membership and, 268–269

overview, 266-268 ritual and ceremony for, 273-274 soul as secret of success in, 275-277 specialized language of teams, 270-271 Eastman Kodak, 50-51, 66, 306 eBav, 84, 244 "Economic Action and Social Structure" (Granovetter), 159-160 ecosystems business-government, 228-230 defined, 223-224 overview, 218 political dynamics, overview, 224-226 public policy, 226-228 society as ecosystem, 230-234 Edina (Minnesota) School District, 243 Effective Executive, The (Drucker), 242 egalitarianism, 150-152 Egypt, Camp David Accords and, 211 Electoral College, 326 emotional intelligence, 166-167 Emotional Intelligence (Columan), 166, 167 employee retention, 140-144 employee stock ownership plans (ESOPs), 143 employment contract global trends and, 128-130 investing in people and, 131-133 "lean and mean" approach to, 130-131, 133 empowerment autonomy and participation, 146-147 egalitarianism and, 150-152 fostering self-managing teams for, 149-150 by human resource leaders, 351 overview, 144 providing information and support to employees, 145-146 redesigning work for, 148-149 Enron, 10, 28-29, 74-75, 145, 152, 215 Enterprise, 139 environmental factors of organizational decision making, 27-28 of restructuring, 86 structural frame and, 348-349 EpiPen (Mylan), 152 espoused theories, 161 ethics, 385-397 authorship as criteria of, 391-392 justice as criteria of, 392-393 love as criteria of, 392 overview, 296, 385-387 political frame of, 214-216, 229-230 significance as criteria of, 394-396 soul and spirit in organizations, 387-390, 390 Ethiopian Christians, 279-280

Subject Index 483

evaluation, organizational process of, 289-290 Evolutionary Theory of Economic Change, An (Nelson, Winter), 374 expectations gender and leadership, 344 "spurters" example, 39-40 See also goals Experimental Schools Project, 375 experimentation in groups, 175 by structural leaders, 349 expertise, information and, 192 expression of conflict, 175 External Control of Organizations, The (Pfeffer, Salancik), 231 extrinsic motivation, 120

F

factories view of four frames model authorship as ethics criteria, 391-392 defined, 17 fairy tales, symbolism of, 247-250 families families view of four frames model, 17, 392 gender issues of leadership and, 344 socializing effects of, 158 Feast of Fools, The (Cox), 263 featherbedding, 126 features, structural. See organizing Federal Aviation Administration, 226-227 Federal Bureau of Investigation (FBI), 18-19, 29, 73 Federal Emergency Management Agency (FEMA), 282 Federal Express, 122, 229, 350 financial issues employment practices and, 130-131 ethics and business scandals, 215-216 financial perspective of organizations, 137 job security and, 141-142 reward programs, 120, 143-144 symbolism of political budget stand-offs, 291 five-sector "logo," 76-84, 77, 81 FON, 350 football teams, 102-103 Ford Motor Company change at, 365-368 human resource frame of, 136 leadership of, 347, 349, 351-353 structural frame of, 91, 95 Foreign Corrupt Practices Act, 385 Fortune, 145 four-frame model development of, 419 expanding managerial thinking, 21-22, 22

factories view, 17, 391-392 families view, 17, 392 FBI and CIA example, 18-19 flexibility in, 74, 368-369, 370 groups and informal roles, 170-172 jungles view, 17-18, 392-394 multiframe thinking, 19-21, 421-422 organizational complexity and, 40 overview, 15-18, 20 reframing ethics with, 390 reframing leadership with, 346, 346-356 (See also leadership) temples view, 18, 394-396 See also ethics; four-frame model, integrating; human resource frame; leadership; political frame; structural frame; symbolic frame four-frame model, integrating, 297-312 interpretations of organizational processes, 300-301, 300-302 managers' image versus actual work, 298-300 matching frames to situations, 303, 303-306 overview, 295, 297-298 research on effectiveness of managers, 306-311, 308, 310 research on frame preference of managers, 311-312 framing decision making nad, 28 frame, defined, 43 Framing contests, 223 framing effect, 39 sources of power and, 193 Fujifilm, 51 Functions of the Executive, The (Barnard), 334 FzioMed, 104

G

gain-sharing plans, 143-144 Gallup, 9 games, planning and, 289 gap, overlap versus, 73 "garbage-can" scripts, 287-288 gay rights,153 Gazprom, 189 GEICO, 242 gender egalitarianian employment and, 152-153 leadership issues affected by, 329, 341-346 masculinity-feminism and organizational culture, 261 General Electric, 155, 194-195, 232, 306, 361-362 generality, moral judgment and, 215 General Managers, The (Kotter), 306, 309, 310, 311 General Motors, 59, 107, 230, 245, 347-349 Getting to Yes (Fisher, Ury), 211-212 "gig economy," 129

glasnost, 195 "glass ceiling"/"glass cliff," 343-346 GLOBE project, 339-341, 340 goals goal-setting theory, 118 for interpersonal and group dynamics, 176 power, conflict, and coalitions, 185 structural frame and, 51-53, 64, 66-67, 75 structural versus political views of, 188-190 Good to Great (Collins), 258, 306, 307, 308 Google, 11, 135, 139, 172-173, 350, 391 Gore-Tex, 82-83 grassroots organizing, 221 Great by Choice (Collins, Hansen), 306, 307, 308 "greatest hits," citation analysis of, 423-425, 424-425 "great man" theory of leadership, 332, 341 Great Recession employment practices and, 130-131 job security and, 141-142 Greyhound Lines, 88 groups and teams, 93-112 determinants of successful teamwork, 104-105 GLOBE project on team-oriented leadership, 339 hiring practices for, 139-140 organizational culture and team dynamics, 265-277 organizational development (OD) and, 155-156 overview, 43-44, 93-96 self-managing teams, 106-111, 149-150 tasks and linkages in small groups, 96-100, 97, 98, 99, 100, 101 team structure and top performance, 105-106 teamwork and interdependence, 101-103 See also interpersonal and group dynamics growth, restructuring issues of, 86-87 guanxi (relationships), 229-230

Н

"Hardy Boys" (team dynamics example, 269-274 Harvard University, 62-66, 68, 72, 79-80, 141, 345 Hawthorn effect, 334 headless giant organizations, restructuring by, 87 Heart of Change, The (Cohen), 380 heroes/heroines leadership as multilateral versus unilateral, 336 managers' actual work versus image as, 298-300 modeling by leaders, 270, 354 symbolism of, 245-247 Hertz, 139 Hewlett-Packard, 74, 307 hierarchy climbing, workplace motivation and, 126-127 hierarchy of needs, 120-123, 122, 214 "high growth"/"low growth" needs, 149

Hilcorp, 145-146 hiring practices human resource frame of, 139-140 symbolic frame of, 259 holocracy, 63-64 Home Depot, 34, 246 horizontal conflict, 195-197 "horse trading," 209 Hospital Corporation of America (HCA), 389 humane leadership, GLOBE project on, 339 "human relations" school of management, 334 human resource frame change and, 370, 373-374 interpretations of organizational processes, 300-301, 300-302 matching frames to situations, 303, 303-306 overview, 113 presidential election of 2016 example, 326-327 reframing example, 317-318, 323 reframing leadership with, 346, 349-351 Robert F. Kennedy High School case study, 409–410 structural frame compared to, 47-48, 68 See also human resource management; interpersonal and group dynamics; people and organizations human resource management, 135-156 compensation, 140-141 employee retention, 140-144 empowering employees, 144-154 hiring practices, 139–140 investing in employees, 144 overview, 113, 135-137 philosophy development and implementation for, 138-139 promoting diversity of employees, 152-154 success strategies, overview, 137-138, 138 training and organization development, 154-156 humor symbolism of, 256-257 team dynamics and, 272-273 Hunger of Memory, 235 Hurricane Katrina, 26, 55, 281 Hurricane Sandy, 282, 297-298 hygiene factors,149

I

IBM as ecosystem, 224 leadership and, 360 Microsoft and, 202–203, 212 research about, 306 structural frame of, 74 symbolic frame of, 236 identity, of teams, 271 "I Have a Dream" (King), 244 image isomorphism and, 283-285 managers' image versus actual work, 298-300 managing impressions, 293-294 "window dressing," 286-287 See also organization as theater implementation, by structural leaders, 349 impulsive firms, restructuring by, 86-87 independent contractors, employers' reliance on, 129 India, National Right to Information Act, 202 indirect expression, of conflict, 175 individualism, 261 individuals, blaming, 27-28, 29 infallibility, doubting, 175-176 informal players, contribution of, 274-275 informal roles, in groups, 170-172 information, expertise and, 192 information-intensive economy, 129-130 information technology, structural frame of, 64, 67-68 initiation rituals, 251-253 innovation. See change "innovator's dilemma," 51 inquiry, 163-166, 164 In Search of Excellence (Peters, Waterman), 306, 307, 308 institutional theory, 282-285 integration, work differentiation versus, 73 Intel, 224, 307 intellectual property, piracy of, 187-188 interaction exchange between leaders and constituents, 337-338 planning and, 289 interdependence autonomy versus, 74 political frame of, 203-204 teamwork and, 101-103 206 internal/external players, mobilizing, International Differences in Work-Related Values (Hofstede), 260-261 interorganizational networks structural frames of, 60 interpersonal and group dynamics, 157-177 Argyris and Schön's theories for action, 160–166, 161, 164 emotional intelligence, 166-167 group process, overview, 169-170 informal group norms, 172-173 informal networks in groups, 173 informal roles, 170-172 interpersonal competence, 160, 166 interpersonal conflict in groups, 173-176 leadership and decision making in groups, 176-177 management styles, 168-169 overview, 113, 157-160 intrinsic motivation, 120 "invest-in-people" employment practices

human resources frame for, 135–137 structural frame for, 131–133 Iraq, soccer team of, 266 Iraq War, 67–68, 195, 369 "Iron Cage Revisited, The" (DiMaggio, Powell), 284–285 isomorphism, 283–285 Israel, Camp David Accords and, 211

J

Japan employment in, 128–129 four frames example, 40 ritual and ceremony in, 254–255 Six Sigma, 56, 361–364 JC Penney, 363–364 job security, 141–142 Johnson & Johnson, 80–81, 389 *Journal of Financial Economics*, 76 jungles view of four frames model defined, 17–18 justice as ethics criteria, 392–394 justice, 392–394

K

Killing Thent Soldy (film), 120 KKR, 2:24-225 Kodak (rastman Kodak), 50–51, 66, 306 Kotter s change stages, 380–381, 382

)

labor unions, workplace motivation and, 127 language, of teams, 270-271 lateral coordination choosing vertical coordination versus, 60-64, 61 defined, 58-60 structural imperatives of, 64, 64-68 See also organizing leader-member exchange (LMX) theory, 331, 333 leadership, 325-357 evolution of leadership concept, 335-338 expanding managerial thinking for, 21-22, 22 four frames of, 346, 346-356 gender and, 329, 341-346 GLOBE project of culture and, 339-341, 340 historical perspective of, 330-335 improving, 295-296 interpersonal and group dynamics, 176-177 leaders as bricoleurs, 236 leaders as heroes/heroines, 245-247 leadership practice improvement, 295-296 leadership style theory, 331, 332 organizational culture and, 258 presidential election of 2016 example, 325-330 qualitative-holistic analysis of, 330-332, 334-335 quantitative-analytic analysis of, 330, 331, 332–333 See also Robert F. Kennedy High School (case study) "lean and mean" employment practices, 130–131, 133 learning, by organizations, 33–36, 35 liking, 194 linkage. See networks Linux, 83–84 Lockheed, 95 Los Angeles Times, 5 loss, from change, 376–380 love, 392 "lowerarchy," 222–223

М

machine bureaucracy, 78-79, 85 "making cheerleaders," 209 management cluelessness of, 5,8 expanding managerial thinking, 21-22, 22 expectations of, 7-11 leadership versus, 335-336 political and symbolic roles of managers, 231 restructuring and generic issues affecting, 84-85 senior executives' skills, 9 styles, 168-169 symbolism of negotiation by, 290-292 See also manager as politician manager as politician, 201-216 agenda setting, 204-206 bargaining and negotiation, 210-213 ethical considerations, 214-216 mapping political terrain, 206-208, 207, 208 networking and building coalitions, 208-210 overview, 180, 201-204 Manager's Guide (Federal Express), 122 Managing Public Policy (Lynn), 306, 309, 310, 311 mapping political terrain, 206-208, 207, 208 March of Dimes, 75 Marion Laboratories, 132 Marriott Hotels, 248 Mary Kay Cosmetics, 255 masculinity-feminism, organizational culture and, 261 MasterCard, 95 matrix structures, 59, 61-62 Mazda, 142 Mazdoor Kisan Shakti Sangathan (Worker and Peasant Empowerment Union; India), 202 McCann Ericson, 95 McDonald's research about, 306 structural frame of, 57, 62-66, 68, 75, 78 symbolic frame of, 241-242 McKinsey & Co., 10 McWane, 132-133

measurement, of team performance, 110-111 Medtronic, 387-388 meetings organizational process of, as theater, 287-288 structural frame of, 58 membership, in teams, 268-269 metaphor, symbolism of, 256-257 metric system, change and, 360 "Microkids" (team dynamics example), 268-272 Microsoft, 51, 139, 212, 224, 307 Mindfulness (Langer), 38 "mindlessness," 21 Mintzberg's Ps (plan, perspective, pattern, position, ploy), 50-51 Misanthrope, The (Molière), 209-210 Model II theory-in-use, 163-166, 164 modeling, by leaders, 270, 354 Model I theory-in-use, 161, 161-163, 174-175 Modern Approaches to Understanding and Managing Organizations (Bolman, Deal), 419 Modern Times (film), 124 monocratic bureaucracy, 18-49 moral development, stages of, 214 "moral mazes," 197-198 Morton Thiokci Corporation, 182-184, 208 motivation downsizing and, 131 human resources frame and, 349-351 Maslow's hierarchy of needs, 120-123, 122, 214 matching frames to situations, 303 models of. 121 overview, 119-120 personality and organization, 124-128 Theory X and Theory Y, 123 Motorola, 361 multiframe thinking defined, 19-21 importance of, 421-422 See also four-frame model multilateral nature of leadership, 336 mutual-gains bargaining, 291 mutuality, moral judgment and, 215 Myers-Briggs Type Indicator, 168-169 Mylan, 152 myths, 242-245

Ν

Nabisco, 219 NASA, 9, 181–185, 208 National Health Service Corps (NHSC), 302 National Right to Information Act (India), 202 national security, organizational problems of, 25–26, 28, 31–32 nature *versus* nurture concept, 119 needs concept of human needs, 118-119 hierarchy of needs, 120-123, 122, 214 "high growth"/"low growth" needs, 149 See also people and organizations negativity, releasing, 379-380 negotiation. See bargaining and negotiation networks networking and building coalitions, 208-210 political frame of, 352 as sources of power, 192-193 structural frame of, 59-60 newcomers, reframing for, 324 New Lanark (Scotland) knitting mill, 136 New Patterns of Management (Likert), 155 New York Times, 386-387 Nice Work (Lodge), 299 No Child Left Behind, 227-228 Nordstrom, 261-263 norms, informal, 172-173 Norway, egalitarianism in, 150-151 Novo-Nordisk, 11 Nucor Corporation, 116-117, 151

0

Office, The (television series), 128 "Onboarding" (Ritz-Carlton), 252-253 one-boss teams, 97, 97-98 open-book management, 145-146 openness, moral judgment and, 215 operating core, of Mintzberg's five-sector "logo," 77 Operation Neptune Spear, 93-94 "organizational big bang," 7 organizational complexity, 25-41 common fallacies of, 26-29 36-40, 37 coping with ambiguity and complexity, defined, 31-32 organizational learning and, 33-36, 35 overview, 25-26 peculiarities of organizations and, 30-33, 33 organizational democracy, 150-152 organizational development (OD), 154-156 organizational symbols and culture, 239-263 assumptions about, 241-242 ceremonies, 254-256 heroes and heroines, 245-247 metaphor, humor, and play, 256-257 myths, vision, and values, 242-245 organizations as cultures, 257-263 overview, 236, 239-240, 242 rituals, 250-254 stories and fairy tales, 247-250 See also team dynamics organization as theater, 279-294

dramaturgical and institutional theory, 282-285 organizational process and, 287-294 organizational structure and, 285-287 overview, 237, 279-282 Organizations (March, Simon), 27-28 organizations as political arenas and agents, 217-234 organizations as arenas, 219-223 organizations as political agents, 223-224 overview, 180, 217-218 political dynamics of ecosystems, 224-234 Organizations in Action (Thompson), 49-50 organizing, 45-69 challenges of global organization, 68 choosing structural design options for, 60-64, 61 lateral coordination of, 58-60 origins of structural perspective, 48-50 overview, 43-44, 45-47 strategy for, 50-51 structural assumptions for, 47-48 structural forms and functions, 51-53 structural imperatives for, 64, 64-68 vertical coordination of, 55-58 work differentiation and division of labor for, 53-55 outsiders, reframing for, 324 overlap, gap versis, 73 overload, underuse versus, 73-74

P

Palio, 239-240 Panasonic, 68 parenting, gender issues of leadership and, 344 participation for change, 361, 370-372 GLOBE project on, 339 participation studies, 146-147 partisan opposition, to power, 191-192 passion, 338 peer review systems, 110-111 people and organizations, 115-134 changing employment contract, 128-133 core assumptions about, 117-118 human needs and, 118-119 overview, 113, 115-117 workplace motivation, 119-128, 121, 122 Pepsi, 235, 377 performance, by teams, 105-106 performance control, 57-58 personality "Big 5" model of personality, 169 Myers-Briggs Type Indicator, 168-169 trait research, 338 workplace motivation and, 124-128 personal power, 193 persuasion, by political leaders, 352-353

PERT (Program Evaluation Review Techniques), 280-281 Philips, 68 philosophy, for human resources management, 138-139 piracy, of intellectual property, 187-188 Pixar, 58 planning interpretations of organizational processes, 300 organizational process of, as theater, 288-289 structural frame of, 57-58 play symbolism of, 256-257 team dynamics and, 272-273 Polaris missile system (U.S. Navy), 280-282 Polaroid, 51 policy, structural frame of, 56-57 political frame change and, 370, 373-374 FBI/CIA example of four frames model, 18-19 interpretations of organizational processes, 300-301, 300-302 matching frames to situations, 303, 303-306 overview, 179-180 presidential election of 2016 example, 327-328 reframing example, 318-320, 323 reframing leadership with, 346, 351-353 Robert F. Kennedy High School case study, 410-412 symbolic frame compared to, 286-287 See also manager as politician; organizations as political arenas and agents power, conflict, and coalition, 181-199 conflict generated by change, 375-376 conflict in organizations, 196-197 decision making, 189-196 distribution of power, 352 interpersonal conflict in groups, 173-176 matching frames to situations, 303 "moral mazes" of, 197-198 networking and building coalitions 208-210 organizations as coalitions, 184-185, 188-190 overview, 179, 181-184 political assumptions about, 184-188 position power, 192 (See also authority) power and ethical behavior, 392-394 power distance, 260 power relations and political ecosystems, 232 symbolism of power, 292-293 POWs (prisoners of war), symbolism of, 246-247 PPBS (Program Planning and Budgeting Systems), 280-281 preparation, by structural leaders, 348 "preselling," 209 presidential election (2008), 359 presidential election (2016), 325-330 Pret à Manger, 11

Primal Leadership (Goleman, Boyatzis, McKee), 167 primary nursing concept, restructuring and, 90 Princeton University, 345–346 process level, of groups, 170 professional bureaucracy, 79–80 profit-sharing plans, 143–144 promotion "glass ceiling"/"glass cliff," 343–346 promoting from within, 142 protective leadership, GLOBE project on, 339 Ps (plan, perspective, pattern, position, ploy), 50–51 psychological safety, 172–173 public policy ecosystems, 226–228 Publix, 144

Q

qualitative-holistic analysis of leadership, 330–332, 334–335
quantitative-analytic analysis of leadership, 330, 331, 332–333

R

RadioShack. 9 Rashomon (film), "rational man,"27 Raytheon, 152 reality cognit.ve bias and, 38-39 reality-bound versus frame-bound preferences, 15 Real Managers (Luthans, Yodgetts, Rosenkrantz), 306, 309, 310 reciprocation, 193 Redfin, 129 Reengineering Management (Champy), 88 referent power, 193 reframing, 3-24 defined, 13-15 expectation of management, 7-11 four frames model, 15-22, 20, 22 framing, defined, 11-13 overview, 3-7 See also reframing example reframing example, 313-324 benefits and risks of reframing, 322-324 human resource scenario of, 317-318, 323 overview, 313-314 political scenario of, 318-320, 323 reframing for newcomers and outsiders, 324 structural scenario of, 315-316, 323 symbolic scenario of, 320-322, 324 relationship management emotional intelligence and, 167 guanxi, 229-230 leadership ability and, 339

Remember the Titans (film), 173 Republic of South Africa, 304-305 reputation, 192 resistance, workplace motivation and, 126 restructuring, 71-92 case examples of, 87-91 dilemmas of, 73-75 Hegelsen's web of inclusion, 83-84 Mintzberg's five-sector "logo," 76-84, 77, 81 overview, 43-44, 71-72 principles of successful structural change, 91-92 reasons for, 86-87 taking tensions into account for, 84-86 "Theory of the Firm" (Jensen, Meckling), 75-76 review committees, 58 rewards, control of, 192 Rise and Fall of Strategic Planning, The (Mintzberg), 360 rituals ethical behavior and, 395-396 of loss, 378-379 symbolism of, 250-254 team dynamics and, 273-274 Ritz-Carlton, 249, 252-253 R.J. Reynolds, 219 RJR Nabisco, 220, 224-225 Robert F. Kennedy High School (case study), 399-418 background and events, 399-408 four-frame approach to, 413-418, 414 human resources issues and options, 409-410 political issues and options, 410-412 structural issues and options, 408-409 symbolic issues and options, 412-413 roles, informal, 170-172 Rolls-Royce, 259-260 Roman Catholic Church, 84, 251 routines, changing. See change rowing, as organizing example, 43 rules, structural frame of, 56-57 Russia Gazprom, 189 Soviet Union and glasnost, 195

S

"Saints Are Coming, The" (U2), 281–282 Sam's Club, 140–141, 386–387 Santander, 369 Sarbanes-Oxley Act of 2002, 289 SAS, 141 satisficing, 27 Saturn (General Motors), 107 scarcity managers as politicians and, 210 matching frames to situations, 303 power issues and, 185, 186, 194 schema theory, 11 school, socializing effects of, 158 scientific management, 48, 49 Scott Paper, 131 SEAL Team Six (U.S. Navy), 93-96, 265-266 Seattle Computer, 212 Seattle Post-Intelligencer, 255-256 Seibu, 254-255 self-actualization (hierarchy of needs), 120-123, 122 self-actualization trends (personality theory), 124 self-awareness, 167 self-defensiveness, 164-166 "self-destructive intelligence syndrome," 8 self-management, emotional intelligence and, 167 self-managing teams, 106-111, 149-150 Semco, 151 sense-making issues framing, defined, 11-13 for organizational complexity and ambiguity, 36-39 reframing, defined, 13-15 See also organizational complexity; reframing September 11, 2001 terrorist attacks leadership and, (337 as organizational problem, 25-26, 28, 31-32 organization of groups and teams, 93-94 structural frame of, 46-47, 73 symbolic frame of, 240-241, 246, 305 Shency's, 152 Siemens, 385-387 significance, 394–396 simple hierarchy teams, 99, 99 simple structure, 78 situational leadership model, 332-333, 333 Six Sigma, 56, 361-364 skilled independence, 166 skills diverse professions of team members, 269-270 of employees, 129-130 of senior executives, 9 See also groups and teams Skunk Works (Lockheed), 95 small groups. See groups and teams social awareness, 167 social constructivist perspective, 41n2 social proof, 194 society as ecosystem, 230-234 as network of power, 186 social architecture (See structural frame) sociotechnical systems movement, 148 soul ethical behavior and, 387-390, 390 (See also ethics) team dynamics and, 275-277 Soul of a New Machine (Kidder), 266-277

Southwest Airlines human resource frame of, 132-133, 139, 152 leadership of, 307, 388-389, 392 symbolic frame of, 243, 246 specialization, 54-55 sports leadership examples, 304-305, 341-342 organizing example, 43-44 teamwork analogy, 101-103 Springboks, 304-305 Springfield Remanufacturing (SRC Holdings), 145 "spurters," 39-40 stages of moral development, 214 stagnant bureaucracies, restructuring by, 87 Standard Brands, 219 standard operating procedures (SOPs), 56-57 Starbucks, 236, 276-277, 360, 385, 389 star networks, 100, 101 stereotypes, about gender, 343-344 stories symbolism of, 247-250 team dynamics and, 271 told by symbolic leaders, 355-356 strategy agenda setting and, 205-206 human resource management success strategies, overview, 137-138, 138 organizing, 50-51 The Rise and Fall of Strategic Planning (Mintzberg), 360 structural frame and organizing, 64, 66-67 Strategy of Conflict, The (Schelling), 212-213 structural frame change and, 370, 373-374 frame, defined, 43 human resources frame compared to, 47-48 interpretations of organizational processes, 300-301. 300-302 matching frames to situations. 303, 303-306 overview, 43-44 presidential election of 2016 example, 325-326 principles of successful structural change, 91-92 reframing example, 315-316, 323 reframing leadership with, 346, 346-349 Robert F. Kennedy High School case study, 408-409 symbolic frame compared to, 285-287 See also groups and teams; organizing; restructuring structural realignment, for change, 372-374 suboptimization, 55 surprising nature, of organizations, 32 Survey Research Center (University of Michigan), 155 symbolic frame

change and, 370, 373-374 interpretations of organizational processes, 300-301, 300-302 leadership theory and, 334-335 matching frames to situations, 303, 303-306 overview, 235-237 presidential election of 2016 example, 328 reframing example, 320-322, 324 reframing leadership with, 346, 353-356 Robert F. Kennedy High School case study, 412-413 symbolic roles of plans, 288-289 symbols and loss, 376-378 symbols as attention-getting devices, 354 See also organizational symbols and culture; organization as theater system maps, 34-36, 35

Т

Taming of the Shrew, The (Shakespeare), 344 Target, 242, 363 task forces, structural frame of 58, 60–61. See also groups and teams task level, of groups, 170 Taurus (Ford Motor Company), 95 team dynamics 265-277 contribution of informal players, 274-275 diverse backgrounds of team members, 259 270 Eggle Group example, overview, 266–268 group identity of teams, 271 humor and play for, 272–273 inspirational leadership and, 270 membership and, 268-269 overview, 237, 265-266 ritual and ceremony for, 273-274 soul as secret of success in, 275-277 specialized language of teams, 270-271 See also groups and teams Team Six (U.S. Navy SEALS), 93-96, 265-266 technical quality, 304 technostructure, of Mintzberg's five-sector "logo," 78,85 temples view of four frames model defined, 18 significance as ethics criteria, 394-396 See also soul tension, structural. See restructuring terrorism. See September 11, 2001 terrorist attacks Texaco, 152 T-groups, 154-155 theater, organization as. See organization as theater theories-in-use, 160-166, 161, 164, 174-175 Theory E/Theory O, 361 "Theory of the Firm" (Jensen, Meckling), 75-76

Theory X lack of employee participation and, 146 Theory X and Theory Y, overview, 123, 137 work redesign and, 148-149 Thiokol (Morton Thiokol Corporation), 182-184, 208 thirsting for power, 28-29 3M, 361-364 Time, 198 time management, 176 top-down initiatives, 220, 221-223 Toyota, 72, 349, 389 training for change, 370-372 for employees, 144 trait research, 338 trait theory, 331 transactional leadership theory, 333 transformational leadership theory, 331, 333 trust, 339 two-factor theory, 120 Tyco, 76

U

Uber, 129, 223 uncertainty avoidance, 261 underuse, overload versus, 73-74 United Airlines, 144, 152 United Automobile Workers (UAW), 363 United Nations Against Corruption, 389 United Parcel Service (UPS), 52, 57 University of California, 195, 378 University of Michigan, 155 U.S. Air Force, 276 U.S. Army, 153 U.S. Congress, 251-252, 337 U.S. Department of Education, 227-228 U.S. Department of Homeland Security, \55, 73 U.S. Marine Corps, 243 U.S. Navy Polaris missile system, 280 282 SEALS, 93-96, 265-266 U.S. presidents, vision of, 205-206 U2, 281-282

V

value, creating *versus* claiming, 210–213 values commitment to core beliefs, 421 GLOBE project on values-based leadership, 339 symbolism of, 242–245 team dynamics and, 274 vertical conflict, 196–197 vertical coordination choosing lateral coordination versus, 60-64, 61 defined, 55-58 structural imperatives of, 64, 64-68 See also organizing Visa. 266 vision agenda setting and, 204-206 communicating, 355 of leaders, 338 symbolism of, 242-245 "visionary" companies, 420 Vivendi, 194-195 Volkswagen, 3-7, 31, 35-36, 129, 389 Volvo, 11

W

Wall Street Journal, 136 Walmart as ecosystem, 225-226. 230, 232-233 ethics and, 386-387 human resource frame of, 117, 140-141 political frame of, 217-218 web of inclusion, 33-84 Wegmans, 118, 139 Wells Fargo, 3-7, 31, 389 whistlebiowers, 198 Whole Foods, 108-111, 145, 150, 152, 236 Who Moved My Cheese? (Johnson), 371 ₩ikipedia, 11 "window dressing," 286-287 Windows NT (Microsoft), 202-203 "Wintel" ecosystem, 224 win-win approaches, 211-213, 291 Wisdom of Teams, The (Katzenbach, Smith), 105-106 withdrawal, workplace motivation and, 125, 126 work differentiation integration versus, 73 structural tensions/options, 53-55, 61 Worker and Peasant Empowerment Union (Mazdoor Kisan Shakti Sangathan), 201-202 "Work-Out" conferences, 155 workplace motivation. See motivation WorldCom, 87, 215 World Trade Organization, 187 "Wow Effects" (Ritz-Carlton), 252-253

Х

Xerox, 51, 345

Z

Zappos, 63–64, 140, 240, 391–392 zones of indifference, 195 http://www.pbookshop.com

http://www.pbookshop.com