# Organizational Behavior tenth edition

## Robert Kreitner Angelo Kinicki

Both of Arizona State University



## Contents

Preface viii

Learning about OB: Research and a Road Map 26 Five Sources of OB Research Insights 26 part one . The World of Organizational A Topical Model for Understanding and Managing OB 27 Summary of Key Concepts 28 Behavior 1 Key Terms 29 chapter one OB in Action Case Study John Mackey, Cofounder Organizational Behavior: The Quest and Co-CEO of Whole Foods Market, Believes in for People-Centered Organizations and "Conscious Capitalism" 29 Ethical Conduct 2 Legal/Ethical Challenge School Reform Advocate Why Is Zappos.com So Good at Zapping the ' Michelle Rhee Wants to Put Students First 30 Competition? 3 Web Resources 31 real WORLD // real PEOPLE Lola Gonzalez Laid Herself Off First! 5 chapter two Managing Diversity: Releasing Every Welcome to the World of OB 5 Employee's Potential 32 Organizational Behavior: An Interdisciplinary Field 6 Why Did Management Ignore Complaints of Sexual Some FAQs about Studying OB 6 Harassment? 33 A Historical Perspective of OB 7 Defining Diversity 34 The Human Relations Movement 8 Layers of Diversity 34 The Quality Movement 10 Affirmative Action and Managing Diversity 36 The Internet and Social Media Revolution 12 Building the Business Case for Managing real WORLD // real PEOPLE Is Your Robot Diversity 37 Watching Me? 13 The Need to Build Human and Social Capital 14 real WORLD // real PEOPLE Sodexo Ranked as Best Company for Managing Diversity The Managerial Context: Getting Things Done with Increasing Diversity in the Workforce 39 and through Others 16 real WORLD // real PEOPLE CareFirst BlueCross What Do Managers Do? A Skills Profile 16 BlueShield Helps Employees Move Up the Career 21st-Century Managers 18 Ladder 41 The Contingency Approach to Management 18 real WORLD // real PEOPLE CVS Caremark real WORLD // real PEOPLE Will Happy Implements Programs to Retain and Transfer Employees Mean Happy Customers for American Knowledge of Older Employees 44 Express? 20 Managerial Implications of Demographic Diversity 46 The Ethics Challenge real WORLD // real PEOPLE BMW Effectively A Model of Global Corporate Social Responsibility and Redesigns Its Plant in Bavaria 48 Ethics 20 The Positive and Negative Effects of Diverse Work An Erosion of Morality? 22 Environments 50 General Moral Principles 24 Barriers and Challenges to Managing Diversity 53 How to Improve the Organization's Ethical Climate 24 Organizational Practices Used to Effectively Manage real WORLD // real PEOPLE Do Billionaire Diversity 54 Businesspeople Have an Obligation to "Give

A Personal Call to Action 26

R Roosevelt Thomas Jr's Generic Action Options 54

Back" to Society? 25

real WORLD // real PEOPLE	UnitedHealthcare
Fosters Mutual Adaptation	56

Summary of Key Concepts 56

Key Terms 57

OB in Action Case Study LeasePlan Effectively Manages Diversity 57

Legal/Ethical Challenge Should Joseph Casias Be Fired by Walmart? 58

Web Resources 59

#### chapter three

#### Organizational Culture, Socialization. and Mentoring 60

Would You Like to Work at Southwest Airlines?

Organizational Culture: Definition and Context 62

Dynamics of Organizational Culture 63 Layers of Organizational Culture 63

real WORLD // real PEOPLE Williams-Sonoma's Espoused Values Focus on Employees, Customers, Shareholders, and Ethical Behavior 64

real WORLD // real PEOPLE Lack of PE Fit Leads Apple Employee to Leave the Company 66

Four Functions of Organizational Culture 66

Types of Organizational Culture 68

Outcomes Associated with Organizational Culture 72

The Process of Culture Change 73

real WORLD // real PEOPLE Zappos Works Hard to Recruit and Select People Who Fit Its Culture 76

The Organizational Socialization Process 77

A Three-Phase Model of Organizational Socialization 77

Practical Application of Socialization Research 79

Embedding Organizational Culture through

Mentoring 81

Functions of Mentoring 81

Developmental Networks Underlying Mentoring 81

Personal and Organizational Implications 83

real WORLD // real PEOPLE AT&T Conducts Mentoring Online 84

Summary of Key Concepts 84

Key Terms 85

OB in Action Case Study Sergio Marchionne Undertakes Major Strategic and Culture Change at Chrysler Group 86

Legal/Ethical Challenge Credit-Card Issuers Have Cultures That Focus on Growth by Targeting Financially Strapped People 87

Web Resources 87

chapter four

International OB: Managing across Cultures 88

How Many of Your Assumptions about Foreign Cultures Are Wrong? 89

Culture and Organizational Behavior 91

Societal Culture Is Complex and Multilavered 92

Culture Is a Subtle but Pervasive Force 92

A Model of Societal and Organizational Cultures 93

Developing Cultural Intelligence 94

Ethnocentrism: A Cross-Cultural Roadblock 94

Cultural Paradoxes Require Cultural Intelligence 95

real WORLD // real PEOPLE Details Count When Doing Business in Germany 96

Understanding Cultural Differences 97

High-Context and Low-Context Cultures 97

Nine Cultural Dimensions from the GLOBE Project 99

Individualism versus Collectivism 101

Cultural Perceptions of Time 102

Interpersonal Space 103

Religion 104

real WORLD // real PEOPLE Arizona Hospital Blends Modern Medicine with Navajo Traditions 105

Practical Insights from Cross-Cultural Management Research 105

The Hofstede Study: How Well Do US Management Theories Apply in Other Countries? 106

Leadership Lessons from the GLOBE Project 106

Countries Have Differing Management Styles 108

Preparing Employees for Successful Foreign Assignments 109

Why Do US Expatriates Fail on Foreign

Assignments? 109

A Bright Spot: North American Women on Foreign Assignments 110

Avoiding OB Trouble Spots in Foreign Assignments 111

real WORLD // real PEOPLE Training Needs to Fit the Local Culture 112

Summary of Key Concepts 115

Key Terms 116

OB in Action Case Study *China Myths, China Facts* 116

Legal/Ethical Challenge 3M Tries to Make a Difference in Russia 117

Web Resources 118

#### part two Individual Behavior in Organizations 119

chapter five

## Key Individual Differences and the Road to Success 120

Can an Introvert Guide Facebook to Long-Term Success? 121

Self-Concept 122

Self-Esteem 124

Self-Efficacy 125

#### real WORLD // real PEOPLE Military Veterans Bring High Self-Efficacy to MBA Programs 126

Self-Monitoring 128

Organizational Identification: A Social Aspect of Self-Concept with Ethical Implications 129

Personality: Concepts and Controversy 130

The Big Five Personality Dimensions 131

The Proactive Personality 132

#### real WORLD // real PEOPLE Julie Markham Is Making the World a Better Place 133

Issue: What about Personality Testing in the Workplace?  $\ \ 133$ 

Abilities (Intelligence) and Performance 135

Abilities and the Need for Sleep 135

Intelligence and Cognitive Abilities 136

Do We Have Multiple Intelligences? 138

Emotions in the Workplace 138

#### real WORLD // real PEOPLE The Americans with Disabilities Act Falls Short on Employment 139

Positive and Negative Emotions 140

Developing Emotional Intelligence 141

Practical Research Insights about Emotional Contagion and Emotional Labor 143

## real WORLD // real PEOPLE One Chinese Student's Life Plan 144

Paving Your Road to Success with Lessons from OB 144

Psychological Capital 144

Deliberate Practice 145

Luck 146

Humility 146

Summary of Key Concepts 147

Key Terms 148

OB in Action Case Study *The Best Advice I Ever Got* 148

Legal/Ethical Challenge Should Managers Play the Guilt Card? 149

Web Resources 149

#### chapter six

#### Values, Attitudes, Job Satisfaction, and Counterproductive Work Behaviors 150

Why Does Jennifer Simonetti-Bryan Love Her Work? 151

Personal Values 152

Schwartz's Value Theory 152

Value Conflicts 154

#### real WORLD // real PEOPLE Whistle-Blower at GlaxoSmithKline Receives \$96 Million Payout 155

Work versus Family Life Conflict 155

#### Attitudes 157

The Nature of Attitudes 158

What Happens When Attitudes and Reality Collide? Cognitive Dissonance 158

How Stable Are Attitudes? 159

Attitudes Affect Behavior via Intentions 160

real WORLD // real PEOPLE The Physicians Committee for Responsible Medicine Creates an Ad to Change People's Attitudes about Eating at McDonald's 161

#### Key Work Attitudes 162

Organizational Commitment 163

Employee Engagement 166

real WORLD //:	real PEOPLE	UnitedHealth
<b>Group Focuses</b>	on Improving	g Employee
Engagement	167	

Job Satisfaction 168

The Causes of Job Satisfaction 168

Major Correlates and Consequences of Job Satisfaction 170

Counterproductive Work Behaviors 173

Mistreatment of Others ·174

Violence at Work 174

Causes and Prevention of CWBs 174

Summary of Key Concepts 175

Key Terms 176

OB in Action Case Study Companies Are Trying to Improve Employee Attitudes during the Recession 176

Legal/Ethical Challenge How Would You Handle a School District That May Have Used Webcams to Spy on Students? 177

Web Resources 177

chapter seven

#### Social Perception and Attributions 178

Is It Good or Bad to Show Vulnerability? 179

An Information-Processing Model of Perception 180

Four-Stage Sequence and a Working Example 181

Stage 1: Selective Attention/Comprehension 182

Stage 2: Encoding and Simplification 182

Stage 3: Storage and Retention 184

real WORLD // real PEOPLE Nutrisystem and Unilever Use Everyday People Instead of Celebrities in Their Ads 185

Stage 4: Retrieval and Response 186

Managerial Implications 186

Stereotypes: Perceptions about Groups of People 188

Stereotype Formation and Maintenance 188

Sex-Role Stereotypes 190

Age Stereotypes 190

Racial and Ethnic Stereotypes 191

real WORLD // real PEOPLE Tiger Woods's Experiences with Racial Bias 192

Disability Stereotypes 193

Managerial Challenges and Recommendations 193

real WORLD // real PEOPLE Home Depot Participates in the Ken's Kids Program in Attempt to Hire People with Disabilities 194

Self-Fulfilling Prophecy: The Pygmalion Effect 194
Research and an Explanatory Model 194
Putting the Self-Fulfilling Prophecy to Work 196

Causal Attributions 197

Kelley's Model of Attribution 198
Attributional Tendencies 199
Managerial Application and Implications 200

Summary of Key Concepts 201

Key Terms 202

OB in Action Case Study Job Offers Are Won and Lost Based on Interviewers' Perceptions of Responses to the Question "What Are Your Weaknesses" 202

Legal/Ethical Challenge Is It Okay to Walk Away from a Mortgage When You Can Afford to Pay? 203

Web Resources 203

chapter eight

Foundations of Motivation 204

Should Teacher Pay Be Tied to Student Achievement? 205

Content Theories of Motivation 206

Maslow's Need Hierarchy Theory 207

Alderfer's ERG Theory 208

McClelland's Need Theory 209

real WORLD // real PEOPLE High Achievement Needs Can Lead to Negative Outcomes 210

Herzberg's Motivator-Hygiene Theory 211

Process Theories of Motivation 212

real WORLD // real PEOPLE Dixon Schawbl Increases Employee Satisfaction by Improving Hygiene Factors 213

Adams's Equity Theory of Motivation 213

The Individual-Organization Exchange Relationship 213

Negative and Positive Inequity 214

Expanding the Concept of Equity: Organizational Justice 215

real WORLD // real PEOPLE Feelings of Consumer Inequity Can Go Viral  $\,$  216

Practical Lessons from Equity Theory 216

real WORLD // real PEOPLE Starwood's CEO Frits van Paasschen Runs on Goals 240

Two Types of Goals 240

Vroom's Expectancy Theory Management by Objectives 241 Expectancy 218 Managing the Goal-Setting Process 242 Instrumentality 219 Feedback 244 Valence 219 real WORLD // real PEOPLE Feedback Is a Way of Vroom's Expectancy Theory in Action 220 Life for Ford's CEO Alan Mulally 245 Research on Expectancy Theory and Managerial Two Functions of Feedback 245 Implications 220 Are the Feedback Recipients Ready, Willing, and Able? 246 Motivation through Goal Setting 221 Practical Lessons from Feedback Research 247 real WORLD // real PEOPLE GM's Incentive System 360-Degree Feedback 248 Is Consistent with Expectancy Theory 222 How to Give Feedback for Coaching Purposes and Goals: Definition and Background 222 Organizational Effectiveness 249 How Does Goal Setting Work? 222 Organizational Reward Systems 249 Practical Lessons from Goal-Setting Research 223 real WORLD // real PEOPLE Seventy-one-Year-Old real WORLD // real PEOPLE Chris Liddell Executed Detailed Plans to Complete GM's Judith Van Ginkel Loves 60-Hour Workweeks 250 IPO 224 Types of Rewards 250 Reward Distribution Criteria 251 Motivating Employees through Job Design 225 Desired Outcomes of the Reward System 251 Top-Down Approaches 226 The Building Blocks of Intrinsic Rewards and real WORLD // real PEOPLE Tata Consultancy Motivation 251 Services Uses Job Rotation 227 Why Do Extrinsic Rewards Too Often Fail to Motivate? 253 Bottom-Up Approaches 230 Pay for Performance 253 Idiosyncratic Deals (I-Deals) 231 Getting the Most Out of Extrinsic Rewards and Pay for Performance 255 Putting Motivational Theories to Work 231 Positive Reinforcement 255 real WORLD // real PEOPLE RSM McGladrey Encourages I-Deals 232 Thorndike's Law of Effect 256 Skinner's Operant Conditioning Model 256 Summary of Key Concepts 232 Contingent Consequences 256 Key Terms 233 Schedules of Reinforcement 258 OB in Action Case Study How Should Managers Behavior Shaping 260 Handle Tough Employment Decisions? 234 Summary of Key Concepts 261 Legal/Ethical Challenge Should Retrocessions Be Key Terms 262 Allowed in the United States? 234 OB in Action Case Study Why DineEquity's CEO Julia Web Resources 235 A Stewart Manages Like a Teacher 262 Legal/Ethical Challenge Is Overtime the Right Way to chapter nine Go? 263 Improving Job Performance with Goals, Feedback, Rewards, and Positive Web Resources 263 Reinforcement 236 part three How Does NuStar Do Right by Its Employees by Group and Social Processes "Doing It Wrong"? 237 265 Goal Setting 239 chapter ten

Group Dynamics 266

Layoff? 267

How Can Managers Reduce the Pain of a

Groups in the Social Media Age 269

Formal and Informal Groups 270
Functions of Formal Groups 270
Formal-Informal Boundaries Have Blurred in the Age of Social Media 271

real WORLD // real PEOPLE Russian Culture Embraces Social Media 272

The Group Development Process 273

Five Stages 273

Group Development: Research and Practical

Implications 275

Roles and Norms: Social Building Blocks for Group and Organizational Behavior 277

Roles 277 Norms 280

real WORLD // real PEOPLE How Founder Bill Witherspoon Made Helping Others the Norm at Sky Factory 281

Relevant Research Insights and Managerial Implications 282

Group Structure and Composition 283

Functional Roles Performed by Group

Members 283 Group Size 285

Effects of Men and Women Working Together in Groups 286

real WORLD // real PEOPLE A Costly EEOC Violation for Tyson Foods 289

Threats to Group Effectiveness 289

The Asch Effect 290 Groupthink 291 Social Loafing 293

real WORLD // real PEOPLE How Groupthink Is "Hacked" at Facebook 294

Summary of Key Concepts 295

Key Terms 296

OB in Action Case Study *Unmasking Manly Men* 296

Legal/Ethical Challenge My Boss Wants to "Friend" Me Online 297

Web Resources 297

chapter eleven

Developing and Leading Effective Teams 298

Why Is Great Customer Service Like a Team Sport? 299

Work Teams: Types, Effectiveness, and Stumbling Blocks 300

A General Typology of Work Teams 301

Effective Work Teams 304

Why Do Work Teams Fail? 306

Effective Teamwork through Cooperation, Trust, and Cohesiveness 308

real WORLD // real PEOPLE Surgeons and Nurses Learn Life-and-Death Teamwork Skills 309

Cooperation 309

real WORLD // real PEOPLE Internal Competition Drives College Hunks Hauling Junk 310

Trust 311

Cohesiveness 314

Teams in Action: Virtual Teams and Self-Managed Teams 316

real WORLD // real PEOPLE Far-flung IBM Employees Team Up with Mobile Apps 317

Virtual Teams 317

Self-Managed Teams 319

Are Self-Managed Teams Effective? The Research Evidence 321

Team Building and Team Leadership 321
Team Building 321

real WORLD // real PEOPLE McDonald's Uses Team Building to Develop Leaders in China 323

Leading Teams 324

Summary of Key Concepts 325

Key Terms 326

OB in Action Case Study Google's "Three-Thirds" HR Team 326

Legal/Ethical Challenge You Can Reach Me at the Beach 327

Web Resources 327

chapter tw	<i>v</i> elve		
Individua	al and	Group	Decision
Making	328	_	

Why Does Google Rely on Group Decision Making at the Top of the Organization? 329

Models of Decision Making 330
The Rational Model 330

## real WORLD // real PEOPLE Reed Hastings Seizes Opportunities to Grow Netflix 331

Nonrational Models of Decision Making 333
Integrating Rational and Nonrational Models 334

Decision-Making Biases 335

real WORLD // real PEOPLE Overconfidence Bias Partly to Blame for Oil-Rig Disaster 337

Evidence-Based Decision Making 338

A Model of Evidence-Based Decision Making (EBDM) 338

Seven Implementation Principles 339

real WORLD // real PEOPLE A Retailer Experiments with Discount Promotions 340

Why Is It Hard to be Evidenced Based? 341

Dynamics of Decision Making 341

General Decision-Making Styles 341

The Role of Intuition in Decision Making 344

Road Map to Ethical Decision Making: A Decision Tree 346

Group Decision Making 348

Group Involvement in Decision Making 349

Advantages and Disadvantages of Group Decision Making 349

real WORLD // real PEOPLE John Mackey, CEO of Whole Foods Market, Believes in Consensual Decision Making 351

Group Problem-Solving Techniques 352

real WORLD // real PEOPLE CKE Restaurants Combines Brainstorming, NGT, and Intuition to Make Decisions about New Products 354

Creativity 356

Definition and Individual Characteristics Associated with Creativity 356

Contextual Characteristics Associated with Creativity 358

The Steps or Stages of Creativity 358

real WORLD // real PEOPLE Martha Beck's "Kitchen Sink" Technique Increases Creativity 359

Practical Recommendations for Increasing Creativity 359

Summary of Key Concepts 360

Key Terms 361

OB in Action Case Study Faulty Decision Making Is a Cause of the Deepwater Horizon Disaster 361

Legal/Ethical Challenge How Would You Handle the Early Reporting of Sales? 362

Web Resources 363

chapter thirteen

Managing Conflict and Negotiating 364

Can Managers Be Too Nice? 365

Conflict: A Modern Perspective 366

The Language of Conflict: Metaphors and Meaning 367 A Conflict Continuum 368

real WORLD // real PEOPLE Software Maker 37signals Thrives on Functional Conflict 369

Functional versus Dysfunctional Conflict 369

Why People Avoid Conflict 370
Antecedents of Conflict 370

Desired Conflict Outcomes 371

Types of Conflict 372

Personality Conflict 372

Intergroup Conflict 374

real WORLD // real PEOPLE Has America Become the Land of Incivility? 375

Cross-Cultural Conflict 376

Managing Conflict 378

Stimulating Functional Conflict 378

real WORLD // real PEOPLE How Toro Mows Down Bad Ideas 380

Alternative Styles for Handling Dysfunctional Conflict 380

Third-Party Interventions 382

Practical Lessons from Conflict Research 384

Negotiation 385

Two Basic Types of Negotiation 385

real WORLD // real PEOPLE Sallie Credille Believes Everything Is Negotiable 386

Contents

xxxi

Ethical Pitfalls in Negotiation 386

Practical Lessons from Negotiation Research 387

Conflict Management and Negotiation: A Contingency Approach 389

Summary of Key Concepts 389

Key Terms 390

OB in Action Case Study Whitney Johnson: "I Lost the Friendship, Along with a Painful Amount of Money" 390

Legal/Ethical Challenge Break It Up! 391

Web Resources 391

# part four Organizational Processes 393

#### chapter fourteen

Communicating in the Digital Age 394

How Did Best Buy's CEO Brian Dunn Get Comfortable with Social Media? 395

Basic Dimensions of the Communication Process and Social Media Impacts 396

Perceptual Process Model of Communication 396

real WORLD // real PEOPLE Navajo Language Became a WWII Secret Weapon in an Odd Twist of History 398

Barriers to Effective Communication 399

How Social Media Are Changing the Communication Landscape 402

real WORLD // real PEOPLE  $R_x$ : Social Media for Doctors? 403

Interpersonal Communication 403

Assertiveness, Aggressiveness, and

Nonassertiveness 404

Nonverbal Communication 405

Active Listening 407

Linguistic Styles and Gender 408

#### Organizational Communication 411

Formal Communication Channels: Up, Down, Horizontal, and External 411

Informal Communication Channels 413

## real WORLD // real PEOPLE Republic Airways' CEO Goes Undercover 415

Choosing Media: A Contingency Perspective 416

How Digital Communication Is Impacting Organizational Behavior 418

real WORLD // real PEOPLE How Entrepreneur Rashmi Sinha Deals with Information Overload 419

Strategic Concerns: Security and Privacy 420
Here Comes the Huge Internet Generation 421
The Two Faces of Telecommuting/Teleworking 422
Dealing with Unintended Consequences of the Digital Age 423

Summary of Key Concepts 427

Key Terms 428

OB in Action Case Study Go Ahead, Use Facebook 428

Legal/Ethical Challenge We Know Where You Are and What You're Doing 429

Web Resources 429

#### chapter fifteen

## Influence, Empowerment, and Politics 430

How Did Deborah Dunsire Navigate Her Way to Power as a Cancer Fighter? 431

Organizational Influence Tactics 433
Nine Generic Influence Tactics 433

## real WORLD // real PEOPLE Should You Try to Charm the Boss? 434

Three Possible Influence Outcomes 434
Practical Research Insights 435

Social Power 436

Dimensions of Power 437

Research Insights about Social Power 440

Using Power Responsibly and Ethically 440

real WORLD // real PEOPLE A Heavy Hand at Johnson & Johnson 441

Empowerment: From Power Sharing to Power Distribution 441

A Matter of Degree 442

Participative Management 443

Delegation 444

Empowerment: The Research Record and Practical Advice 446

real WORLD // real PEOPLE Participation and Empowerment at the New York Philharmonic 447

The Full-Range Model of Leadership: From

Laissez-Faire to Transformational Leadership 479

How Does Transformational Leadership Transform Organizational Politics and Impression Management 448 Followers? 481 Research and Managerial Implications 483 Definition and Domain of Organizational Politics 449 Political Tactics 450 Additional Perspectives on Leadership 484 Impression Management 452 The Leader-Member Exchange (LMX) Model of real WORLD // real PEOPLE Linda Hudson Made Leadership 484 Her Point with a Strong First Impression 453 Shared Leadership 485 Research Evidence on Organizational Politics and Servant-Leadership 486 Impression Management 455 The Role of Followers in the Leadership Process 488 Managing Organizational Politics 456 real WORLD // real PEOPLE Nancy Lublin Summary of Key Concepts 457 Believes That Her Followers Make Her Successful 489 Key Terms 458 Summary of Key Concepts 490 OB in Action Case Study "You're Driving Us Crazy. You've Got to Back Off." 458 Kev Terms 491 Legal/Ethical Challenge Payback Time? 458 OB in Action Case Study Lynn Tilton Uses Her Leadership to Turn Around Failing Companies 491 Web Resources 459 Legal/Ethical Challenge Is It Ethical to Use Subversive Approaches to Influence Others? 492 chapter sixteen Leadership 460 Web Resources 493 Why Was Jack Griffin Fired by Time Warner Inc? 461 chapter seventeen What Does Leadership Involve? 462 Organizational Design, Effectiveness, Leadership Defined 462 and Innovation 494 Approaches to Leadership 463 How Can Companies Modify Their Meetings to Boost Leading versus Managing 464 Innovation? 495 Trait and Behavioral Theories of Leadership 464 Organizations: Definition and Perspectives 496 Trait Theory 465 What Is an Organization? 496 real WORLD // real PEOPLE Tyson CEO, Donnie Organization Charts 497 Smith, Believes in Behaving with Honesty and Integrity 467 real WORLD // real PEOPLE Companies Have Different Views about the Optimum Span of Behavioral Styles Theory 470 Control 498 Situational Theories 472 An Open-System Perspective of Organizations 499 Fiedler's Contingency Model 472 Learning Organizations 500 real WORLD // real PEOPLE Carol Bartz Uses real WORLD // real PEOPLE Admiral Thad Allen Task-Motivated Leadership to Turn around Changed Mental Models When Dealing with the Yahoo! 474 Aftermath of Hurricane Katrina 503 Path-Goal Theory 474 Organization Design 503 real WORLD // real PEOPLE Cascade Engineering Uses the Principles of Path-Goal Traditional Designs 504 Theory to Help People Transition from Welfare Focus on Collaboration: Horizontal Design 506 to a Career 475 Designs That Open Boundaries between Applying Situational Theories 478 Organizations 506 Caveat When Applying Situational Theories 479 The Contingency Approach to Designing

Organizations 508

Mechanistic versus Organic Organizations 508

real WORLD // real PEOPLE Has Toyota Become Too Mechanistic? 509

Getting the Right Fit 511

Organizational Effectiveness (and the Threat of Decline) 513

Generic Organizational-Effectiveness Criteria 513

Multiple Effectiveness Criteria: Some Practical
Guidelines 516

What Are the Warning Signs of Ineffectiveness? 517

Organizational Innovation 518

real WORLD // real PEOPLE IBM Is a Model of Innovation 519

Myths about Innovation 519

A Model of Innovation 520

Summary of Key Concepts 524

Key Terms 524

OB in Action Case Study Experts Propose a Process for Increasing Innovation 525

Legal/Ethical Challenge One of the Fastest Growing Businesses Involves Spying on Consumers? Is This Ethical? 526

Web Resources 527

chapter eighteen

Managing Change and Stress 528

Is the Metaphor of a Burning Platform a Good Way to Initiate Organizational Change? 529

Forces of Change 530 External Forces 530

real WORLD // real PEOPLE Telepresence Enhances Collaboration and Reduces Travel by Linking People around the Globe 532

Internal Forces 533

Models and Dynamics of Planned Change 534

Types of Change 535

Lewin's Change Model 536

A Systems Model of Change 537

real WORLD // real PEOPLE Application of Lewin's Model: Creating Customer Focus within a Call Center 538

Kotter's Eight Steps for Leading Organizational Change 541

real WORLD // real PEOPLE MasterCard Implements Kotter's Model 542

Creating Change through Organization
Development 542

Understanding and Managing Resistance to Change 545

Causes of Resistance to Change 546

Alternative Strategies for Overcoming Resistance to Change 548

real WORLD // real PEOPLE Hospitals Work to Overcome Docs' Resistance to Using PCs 549

Dynamics of Stress 550

Defining Stress 551

A Model of Occupational Stress 552

Moderators of Occupational Stress 555

real WORLD // real PEOPLE Recommendations for Improving Relationships with Others  $\,$  556

Stress-Reduction Techniques 558

real WORLD // real PEOPLE Ohio Health and IBM Use Incentives to Encourage People to Participate in Wellness Programs 561

Summary of Key Concepts 561

Key Terms 562

OB in Action Case Study HCL Technologies Transforms Itself to Compete with the Big IT Services Firms 563

Legal/Ethical Challenge Is There an Ethical Way to Implement Downsizing without Hurting Your Best Employees? 564

Web Resources 564

Learning Module A: Self-Management: A Social Learning Model (Web)

Learning Module B: Performance Appraisal (Web)

Learning Module C: Additional Leadership Models (Web)

Learning Module D: Research Methods in OB (Web)

Photo Credits PC1

Endnotes EN1

Glossary/Subject Index IND1

Name/Company Index IND16