

**Classics of
Organizational Behavior**

Fourth Edition

Walter E. Natemeyer

North American Training and Development, Inc.

Paul Hersey

Center for Leadership Studies



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Contents

Foreword	xi
Preface	xiii
Chronological Contents	xv
Our Contributors	xix
About the Editors	xxi

SECTION I



Origins of Organizational Behavior


1

1	The Principles of Scientific Management	3 ✓
	Frederick Winslow Taylor	
2	The Giving of Orders	19 ✓
	Mary Parker Follett	
3	The Hawthorne Experiments	29 ✓
	Fritz J. Roethlisberger	
4	Overcoming Resistance to Change	41
	Lester Coch and John R. P. French Jr.	
5	The Human Side of Enterprise	63 ✓
	Douglas M. McGregor	

SECTION II

Motivation and
Performance

73

- 
-
- | | | | |
|---|--|-----|---|
| 1 | A Theory of Human Motivation | 76 | ✓ |
| | Abraham H. Maslow | | |
| 2 | Achievement Motivation | 94 | ✓ |
| | David C. McClelland | | |
| 3 | One More Time: How Do You Motivate Employees? | 102 | ✓ |
| | Frederick Herzberg | | |
| 4 | Existence, Relatedness, and Growth Model | 117 | |
| | Clayton P. Alderfer | | |
| 5 | Expectancy Theory | 128 | ✓ |
| | John P. Campbell, Marvin D. Dunnette,
Edward E. Lawler III, and Karl E. Weick Jr. | | |
| 6 | On the Folly of Rewarding A, While Hoping for B | 134 | |
| | Steven Kerr | | |
| 7 | Goal Setting—A Motivational Technique That Works | 150 | ✓ |
| | Gary P. Latham and Edwin A. Locke | | |

SECTION III

Interpersonal and
Group Behavior

163


- 
-
- | | | |
|---|---------------------------------|-----|
| 1 | Cosmopolitans and Locals | 167 |
| | Alvin W. Gouldner | |

- | | | |
|----|---|-----|
| 2 | Assets and Liabilities in Group Decision Making | 175 |
| | Norman R. F. Maier | |
| 3 | Origins of Group Dynamics | 186 |
| | Dorwin Cartwright and Alvin Zander | |
| 4 | Group and Intergroup Relationships | 211 |
| | Edgar H. Schein | |
| 5 | Groupthink | 219 |
| | Irving L. Janis | ✓ |
| 6 | Transactional Analysis | 230 |
| | Muriel James and Dorothy Jongeward | |
| 7 | The Johari Window | 247 |
| | Jay Hall | |
| 8 | The Abilene Paradox: The Management of Agreement | 263 |
| | Jerry B. Harvey | |
| 9 | Stages of Group Development | 280 |
| | Bruce W. Tuckman and Mary Ann C. Jensen | ✓ |
| 10 | Self-Directed Work Teams | 288 |
| | Ralph Stayer | ✓ |

SECTION IV

Leadership

305

- 
-
- | | | |
|---|---|-----|
| 1 | The Managerial Grid | 308 |
| | Robert Blake and Jane Mouton | ✓ |
| 2 | How to Choose a Leadership Pattern | 323 |
| | Robert Tannenbaum and Warren H. Schmidt | |

3	Leadership Decision Making	335 ✓
	Victor H. Vroom and Arthur G. Jago	
4	One Minute Management	349 ✓
	Kenneth H. Blanchard	
5	Fundamental Leadership Practices	354
	James M. Kouzes and Barry Z. Posner	
6	Management and Leadership	360 ✓
	John P. Kotter	
7	Servant Leadership	374
	Robert K. Greenleaf	
8	Situational Leadership	378 ✓
	Paul Hersey	
9	Crucibles of Leadership	384
	Warren G. Bennis and Robert J. Thomas	



SECTION V

Power and Influence

393

1	Is It Better to Be Loved or Feared?	395 ✓
	Niccolo Machiavelli	
2	The Bases of Social Power	398
	John R. P. French Jr. and Bertram Raven	
3	Position Power and Personal Power	413
	Amitai Etzioni	
4	Who Gets Power—and How They Hold on to It	415 ✓
	Gerald R. Salancik and Jeffrey Pfeffer	

5	The Power of Leadership	433 ✓
	James MacGregor Burns	
6	Situational Leadership and Power	440
	Paul Hersey and Walter E. Natemeyer	



SECTION VI

Organizations, Work Processes, and People

461

1	Bureaucracy	464 ✓
	Max Weber	
2	The Individual and the Organization	471
	Chris Argyris	
3	Mechanistic and Organic Systems	488
	Tom Burns and G. M. Stalker	
4	Management Systems 1–4	494
	Rensis Likert	
5	Management by Objectives	504
	George S. Odiorne	
6	Differentiation and Integration	515
	Paul R. Lawrence and Jay W. Lorsch	
7	What's Missing in MBO?	523 ✓
	Paul Hersey and Kenneth H. Blanchard	
8	Reengineering Work Processes	530
	Michael Hammer and James Champy	

SECTION VII

Increasing Leadership and
Organizational Effectiveness 543

- | | | |
|---|--|-------|
| 1 | Skills of an Effective Administrator | 547 |
| | Robert L. Katz | |
| 2 | Leadership Effectiveness Can Be Learned | 561 ✓ |
| | Peter F. Drucker | |
| 3 | Organization Development | 565 |
| | Wendell French | |
| 4 | In Search of Excellence | 583 ✓ |
| | Thomas J. Peters and Robert H. Waterman | |
| 5 | The Learning Organization | 587 ✓ |
| | Peter M. Senge | |
| 6 | Competing for the Future | 592 ✓ |
| | Gary Hamel and C. K. Prahalad | |
| 7 | Emotional Intelligence | 601 ✓ |
| | Daniel Goleman | |
| 8 | The Level 5 Leader | 614 ✓ |
| | Jim Collins | |
| 9 | Feedforward | 629 |
| | Marshall Goldsmith | |

Foreword

Marshall Goldsmith

Walt Natemeyer and Paul Hersey have been my friends and colleagues for more than 30 years. I am honored to write the foreword to the Fourth Edition of their outstanding book, *Classics of Organizational Behavior*. Years ago, Paul Hersey taught me the meaning of the phrase *operational definition*. In his classes, he would discuss terms such as “leadership” and “management.” He knew that such open-ended terms were often perceived differently depending on who was listening. So he always started with an operational definition. He didn’t claim that his definitions were the only definitions of these terms; he merely noted that for the purpose of the class, his definition was the basis for the discussion. This saved hours of debate and clarified Dr. Hersey’s key points!

Classics of Organizational Behavior is based on the same principle. Dr. Natemeyer and Dr. Hersey have compiled 54 distinguished readings in the field of organizational behavior. The contributing authors spent significant time and energy creating operational definitions in their areas of expertise, and their ideas became among the most important in advancing our understanding of management and organizational behavior. That is what makes each of the wonderful readings in this book a “classic.”

With the selections included in this book, one can gain a sound understanding of well-known concepts and ideas on numerous aspects of organizational behavior, from motivating employees and goal setting to servant leadership and emotional intelligence to power and influence, as well as how to increase leadership and organizational effectiveness. Everyone working in an organization or studying organizational behavior should have this resource in his or her collection!

Marshall Goldsmith

Author of these best-selling titles:

*What Got You Here Won't Get You There**Succession: Are You Ready?**MOJO: How to Get It, How to Keep It, and How to Get It Back If You Lose It*

The book is organized into seven sections, each beginning with a brief introduction. Within each section, the selections are presented in chronological order to enhance the reader's understanding of the evolution of thought in the field of organizational behavior. Section I provides an overview of the origins of organizational behavior. Section II examines motivation and performance. In section III, the readings focus on interpersonal and group behavior, while section IV contains selections on leadership. Section V focuses on power and influence. Section VI addresses the interaction between organizations, work processes, and people, and section VII concludes with thoughts on how to increase leadership and organizational effectiveness.

Classics of Organizational Behavior could not have been published without the help of numerous others. We wish to thank the authors and publishers of these "classics" for permission to reproduce their work. The suggestions and comments of Lloyd Greene (Texas State University), Steve LaCivita (The University of Chicago), and other colleagues were much appreciated. The advice from Neil Rowe and Diane Evans at Waveland Press was very helpful. Barbara Dressler, Debbie Sprague, and Barbara Gorman provided invaluable assistance in preparing the manuscript. We are grateful to Marshall Goldsmith for kindly writing the foreword to our book. Finally, we would like to thank our families for their support and encouragement throughout this project.

Walter E. Natemeyer
Paul Hersey
January 2011

Chronological Contents

- 1 Is It Better to Be Loved or Feared? (1513)**
Niccolo Machiavelli
- 2 The Principles of Scientific Management (1916)**
Frederick Winslow Taylor
- 3 The Giving of Orders (1926)**
Mary Parker Follett
- 4 The Hawthorne Experiments (1941)**
Fritz J. Roethlisberger
- 5 A Theory of Human Motivation (1943)**
Abraham H. Maslow
- 6 Bureaucracy (1946)**
Max Weber
- 7 Overcoming Resistance to Change (1948)**
Lester Coch and John R. P. French Jr.
- 8 Skills of an Effective Administrator (1955)**
Robert L. Katz
- 9 The Human Side of Enterprise (1957)**
Douglas M. McGregor
- 10 Cosmopolitans and Locals (1957)**
Alvin W. Gouldner
- 11 The Individual and the Organization (1957)**
Chris Argyris

- 2 The Bases of Social Power (1959)**
John R. P. French Jr. and Bertram Raven
- 3 Position Power and Personal Power (1961)**
Amitai Etzioni
- 4 Mechanistic and Organic Systems (1961)**
Tom Burns and G. M. Stalker
- 5 The Managerial Grid (1964)**
Robert Blake and Jane Mouton
- 6 Achievement Motivation (1966)**
David C. McClelland
- 17 Leadership Effectiveness Can Be Learned (1966)**
Peter F. Drucker
- 18 One More Time: How Do You Motivate Employees? (1967)**
Frederick Herzberg
- 19 Assets and Liabilities in Group Decision Making (1967)**
Norman R. F. Maier
- 20 Management Systems 1–4 (1967)**
Rensis Likert
- 21 Origins of Group Dynamics (1968)**
Dorwin Cartwright and Alvin Zander
- 22 Existence, Relatedness, and Growth Model (1969)**
Clayton P. Alderfer
- 23 Management by Objectives (1969)**
George S. Odiorne
- 24 Differentiation and Integration (1969)**
Paul R. Lawrence and Jay W. Lorsch
- 25 Organization Development (1969)**
Wendell French
- 26 Expectancy Theory (1970)**
*John P. Campbell, Marvin D. Dunnette, Edward E. Lawler III,
and Karl E. Weick Jr.*

- 27 Group and Intergroup Relationships (1970)**
Edgar H. Schein
- 28 Groupthink (1971)**
Irving L. Janis
- 29 Transactional Analysis (1971)**
Muriel James and Dorothy Jongeward
- 30 The Johari Window (1973)**
Jay Hall
- 31 How to Choose a Leadership Pattern (1973)**
Robert Tannenbaum and Warren H. Schmidt
- 32 The Abilene Paradox: The Management of Agreement (1974)**
Jerry B. Harvey
- 33 Leadership Decision Making (1974)**
Victor H. Vroom and Arthur G. Jago
- 34 What's Missing in MBO? (1974)**
Paul Hersey and Kenneth H. Blanchard
- 35 On the Folly of Rewarding A, While Hoping for B (1975)**
Steven Kerr
- 36 Stages of Group Development (1977)**
Bruce W. Tuckman and Mary Ann C. Jensen
- 37 Who Gets Power—and How They Hold on to It (1977)**
Gerald R. Salancik and Jeffrey Pfeffer
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James MacGregor Burns
- 39 Goal Setting—A Motivational Technique That Works (1979)**
Gary P. Latham and Edwin A. Locke
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Thomas J. Peters and Robert H. Waterman
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Kenneth H. Blanchard
- 42 Fundamental Leadership Practices (1987)**
James M. Kouzes and Barry Z. Posner

- 43 Self-Directed Work Teams (1990)**
Ralph Stayer
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- 45 The Learning Organization (1990)**
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- 46 Servant Leadership (1991)**
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Daniel Goleman
- 50 Situational Leadership (2001)**
Paul Hersey
- 51 Situational Leadership and Power (2001)**
Paul Hersey and Walter E. Natemeyer
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*Originators of concepts discussed by others