

# BOOKS

## OPEN MANAGEMENT

By VINCENT W. KAFKA AND JOHN H. SCHAEFER

The Golden Rule states: "Do unto others as you would have them do unto you."

In the light of the theories of modern-day motivational psychologists, perhaps the context of the Golden Rule should be revised to: "Do unto others as they would have you do unto them."

In their book, *Open Management*, Kafka and Schaefer in effect espouse that concept. After applying the principles of "Open Management" over a period of four years, and in excess of 150 cases, I heartily support the application of this motivational concept.

The authors use an almost casual anecdotal style in weaving their concept of "satisfying individual human needs on the job to increase effectiveness." In this way, they demonstrate the method for identifying the individual's maximum "human need(s)," and satisfying it on the job. *Open Management* is an interesting book and concept: easy to read, persuasive and practical in application.

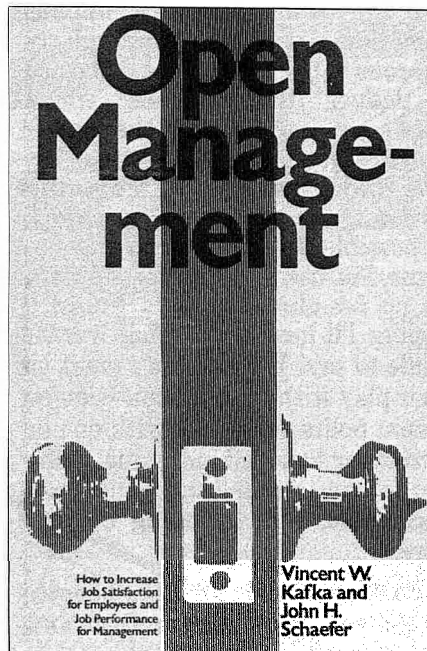
Briefly stated, Kafka and Schaefer believe the final objective of increasing effectiveness on the job is achieved by starting with the initial objective of knowing the individual and then following the Open Management System:

1. Employees tell you what their self-image, points of view and human needs are by the pattern of symbols they display in what they say, the way they live, work, dress, spend their money, etc. — in general, the things they do on and off the job.

2. They identify the human needs as:

- Need for recognition and prestige

- Need to dominate or control
  - Need for economic security
  - Need to belong
  - Need for personal self-worth or emotional security
3. Employees obtain satisfaction of their human needs from what



*Open Management*, by Vincent W. Kafka and John H. Schaefer; Peter H. Wyden/Publisher, 750 Third Ave., New York, NY 10017; \$7.95.

they are given to do *on the job*, and if these needs are not satisfied *on the job*, they will be satisfied *off the job!*

4. Employees enjoy most those jobs that draw on their strengths.

5. To satisfy the individual human needs on the job, analyze job responsibilities in the light of human needs and strengths, and avoid harping on weaknesses.

Through this process of Open Management, the authors believe an environment of personalized

human need satisfaction can be created to increase effectiveness on the job.

It is in this daily, on-the-job application that most disappointments with motivational theory occur. Happily, in an era when motivational theory is so abundant, a book that provides a practical method for applying a set of theories of motivation is a welcome addition.

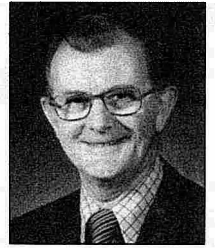
The critical test in applying the Open Management System is in identifying specific job assignments related to, or arising out of, the employee's current job responsibilities, which will build on that employee's strengths and, at the same time, satisfy his or her current maximum human need, making him or her happy and more productive.

If that sounds like an impossible task, then don't read this book — or, for that matter, any other books or articles on motivational theory, because the application must be personalized, specific, custom-designed for the individual, not broad brush. This is the link where the application of motivational theory takes place — or breaks down — no matter who the author. The Open Management System provides excellent guidance in this difficult but critical area. — *Charles H. Singler*

### ABOUT THE REVIEWER

Charles H. Singler is general sales manager, Burroughs Wellcome Co., Research Triangle Park, N.C. He is a member of the National Society of Sales Training Executives, the Sales Executive Club of New York, and the Board of Advisors of the Research Institute of America.

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REVIEW



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