

## Gaining Control of the Corporate Culture—

Ralph H. Kilmann, Mary J. Saxton, & Roy Serpa

Management “hot topics” have come and gone, each decade bringing a new “this-is-it” answer to your management woes, but the idea of corporate culture is here to stay. No fad is this one, argue Kilmann, Saxton and Serpa in this new collection of articles on understanding, managing, and changing corporate culture.

Not just another OD intervention, culture “is the social energy that drives—or fails to drive—the organization.” Ignoring it doesn’t eliminate it. In fact, its very hiddenness may mask its importance, but it’s the guiding force for what happens in an organization. Different than quality circles or corporate mergers, it is the point on which the success of these strategies turns. It provides the deeper levels of context that these strategies seek to affect.

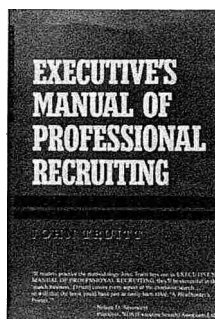
Somehow managers, in the authors’ experience, have failed to grasp the significance of corporate culture. Trained for the most part to understand and manipulate quantitative notions, they’ve ignored culture as something to manage. In missing this, though, managers have failed to note that it is the culture, positive or negative, that either moves the organization toward or keeps it from its stated goals.

Part of culture’s hiddenness, the authors explain, is due to the three levels on which culture operates. Most obviously, it is manifested in the behavioral norms of the organization. It’s “how we do things around here.” On

a deeper level, however, assumptions about the general context in which the company operates form the culture. These may include shared ideas about the economy, technology, and the market. Lastly, and deeper still, run the shared attributes of human thinking and emotions, including structures of the intellect and keys to motivation and desire. Effecting cultural change is a function of its deep-seatedness, its existence as one among many cultures in an organization, and the level on which change is focused.

No easy task, cultural change must take place in the context of changing other characteristics of the corporation that enforce the old culture. In viewing an organization as an organism, Kilmann et. al. write that changes in culture must be accompanied by shifts in other systems.

As editors of this juried volume, Kilmann, Saxton, and Serpa have sought to cull the best on corporate culture from leading theorists. Chapter-by-chapter, they offer their best advice on how to understand, approach and gain a manager’s grip on what may be a phenomenon here to stay. 451 pp., index. \$27.95. **Jossey-Bass Inc.** 433 California Street, Suite 1000, San Francisco, CA 94104.



## Executive Manual of Professional Recruiting—John Truitt

If you’re looking for that certain person to fill a special role in your strategically arranged corporate hierarchy, why trust the search to an outside agency or even to your company’s personnel office? That’s the question Truitt puts to his readers. It’s a job you can

do. “Good people are not that hard to find if you know where to look, whom to call, what to say and how to say it.”

Classic methods of filling vacant jobs, such as running classified ads and collecting resumes through your personnel department, certainly will suffice when looking for entry-level, nonskilled, or clerical help. However, if the position is central, you, as manager or department executive should know best which person, with what qualities, will best suit your department’s needs and achieve your company’s objectives. Truitt’s Professional Recruiting Plan offers each executive with hiring power a way to seek and acquire ideal candidates.

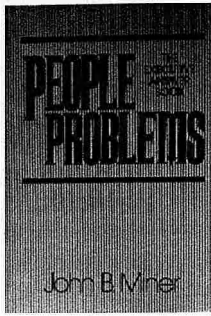
The 15-step plan includes methods for task analysis, compiling a profile of the ideal candidate, interviewing, making and closing an offer. Readers will find sample work sheets on which to model their own plans for gathering the information necessary to launch a successful “headhunt.” Further, tips for research, preparation, interview, and postinterview are included.

Truitt advises that performing the search yourself will not only save your company time and money, it will obviate including in the process more than the necessary number of people. This will reduce potential communication problems, as well as help ensure that confidences are maintained in this sometimes sensitive search. Truitt reminds us that success in hiring is not only important for your company, it’s important for *your* career. Good management means attracting good people, not just developing aces. 138 pp., index. \$15.95. **Facts On File Publications**, 119 W. 57 Street, New York, NY 10019.

## People Problems: The Executive Answer Book—

John B. Miner

Designed as a reference book for practicing managers, *People Problems* outlines the 35 potential sources for ineffective employee behavior. In doing so, Miner provides a guide for dealing with subordinates whose work is unsatisfactory. Sidestepping the question of the reasonableness or justness of a company’s criteria for “effectiveness,” Miner wants to enable managers to understand the factors that may cause employee difficulty. Only then can a truly corrective action be determined.



Because "making the most of an organization's human resources is an essential function of managing," unsatisfactory employee behavior is a difficult but critical topic potentially benefitting both the employee and the manager. Both may be contributing to the problem and consequent lack of productivity. Taking the time to analyze the source of an employee's on-the-job problems, will, Miner hopes, put an end to "managerial bloodletting." As leeches were applied routinely to medical patients in the middle ages, so to have certain managerial responses been enacted in the face of poor employee performance, without any consideration of whether the "cure" is called for or even effective.

Employee behavior, deemed ineffective, may be placed into one of four categories: quality, quantity, time spent on the job, and cooperation with others. Further, their source may stem from intellectual, emotional, motivational, or physical considerations. In addition, the employees relation to his or her family, work group, company, his job and its regulation, and the economic environment, may each or all affect performance.

In working through these considerations, readers will recognize potential flaws in their own work behavior. Students of management can also benefit by instituting roleplay around the kinds of problems that Miner presents. 320 pp., index. \$24.95. **Random House, Inc.** 201 E. 50 St., New York, NY 10022.

## **H**ow to Manage Change Effectively—Donald L. Kirkpatrick

"A process that includes making decisions as well as getting them implemented with maximum acceptance," effective change management is a task that will befall every manager, no mat-

ter the size or nature of his or her organization. To fill what Kirkpatrick sees as a gap in the formal training of managers, *How to Manage Change Effectively* combines both the theory behind change management and ways of applying it.

Kirkpatrick approaches managing change from different angles. He offers a summary of recent literature and details real-life case studies, so

managers can mesh their situation with those in the text. The case studies include the new manager's experience, personnel policy changes, improving productivity and decreasing cost, implementing quality circles, changing behavioral norms, restructuring reward systems and manufacturing strategies, reorganizing a sales force, and developing a training department.

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manage change is underscored by the complexity of business relationships that are involved in planning change. Ideas may come from top management with or without a supervisor's input, or change may be demanded by subordinates unhappy with present practice. Moreover, supervisors may seek to institute change alone, without the prior support of top management. They must then be ready to sell their idea to

their superiors and prepare subordinates to accept the coming change.

Implementing change, Kirkpatrick advises, should be done enthusiastically but not automatically. It's alright to challenge your boss if you think his or her plan is misguided, as long as you remember that you don't have the last word. Further, when handling subordinates, develop empathy with them. Get to know the feelings of those who



will be affected by the change. Communicate honestly with them. That means providing an understandable who, what, and how of the new plan. Lastly, seek participation. Rather than drop a change bombshell, gather and use the input of those who'll experience the change in their jobs.

By providing a self-assessment test to be taken both before and after reading his book, Kirkpatrick encourages readers to take his principles to heart. It may show you what you know and what you've yet to learn about the effective management of change that's sure to occur in your organization. 280 pp., references, index. \$21.95. **Jossey-Bass Inc.** 433 California Street, Suite 1000, San Francisco, CA 94104.

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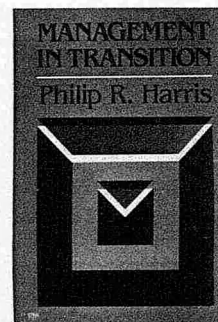


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## Management in Transition— *Philip R. Harris*

Cross-cultural awareness, usually a term reserved for those training to go abroad, is now a powerful metaphor for the state of American management. Today's managers, observes Harris, are working between the industrial and postindustrial worlds. The shift is evident not only in the new emphasis on information technologies away from manufacturing, but also in a number of other trends. Such changes have revamped our work culture, the way we

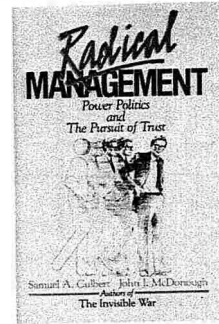
produce wealth, and the way we manage our businesses.

Foremost, rapidly advancing computers and robotics technologies have created the possibilities for new enterprises that demand new ways of managing and create network issues. In addition, management theory and planning have outlined the many parties to whom companies now feel responsible. These include shareholders, employees, communities, consumers, and future generations. Organizational structures are being instituted that will promote excellence, internalizing what Harris calls vanguard management techniques. A fourth trend creating the gap between business cultures is the appearance of "fast-growth" enterprises, those that can go from infancy to the Fortune 500 in six years. Lastly, the growth of the new manager, who is "more informal, enthusiastic, and adroit" than former industrial managers. He or she is a "thinking manager" who can scan the future for important worldwide market changes, structural

changes (productivity, shifting consumer demand), and changes in work attitudes.

To make the book valuable not only for theory but for the practicing manager as well, Harris has included five assessment tools. Readers will be able to rate themselves on their possession of management traits (leadership, style, handling change, communication and managerial performance), on the team work or levels of cooperation, through a group activity inventory, on the organization's system of roles and responsibilities, and on their own health and wellness.

"Increasingly, the public looks to professional managers . . . to exercise leadership in the ongoing cultural transformation." If so, Harris has written a book designed to help you prepare to take charge. 404 pp., references, index. \$25.95. **Jossey-Bass Inc.** 433 California Street, Suite 1000, San Francisco, CA 94104.



## Radical Management: Power Politics and The Pursuit of Trust—Samuel A. Culbert & John J. McDonough

Another book touting *the* new and different answer to pruning the management briar patch? No, this answer, write Culbert and McDonough, is old and different. It's a return to a basic realization that organizations consist of people and each person of different, subjective realities. "It is people who bring meaning to organizations' events

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rather than events possessing meanings that are revealed to those who are sufficiently objective to interpret them."

"Though it sounds rather soft, such an understanding is the key to the successful management that builds trusting relationships among employees. That means focusing on individual views of the same organizational realities and events. In the consulting experience of the authors, this hasn't been the common course. Rather, they've seen managers over-emphasize the rational approach to management, inappropriately crediting the field with more logic and objectivity than it has.

Effective management must focus on the employees who are charged with carrying out the organizations' plans and tasks, because through them, the strategies take shape. Given the same guidelines, a variety of employees will enact them differently. The effective organization, in turn, consists of people who work together to "reconcile their personal differences without resorting to power politics."

To justify this turnaround in basic managerial premise Culbert and McDonough point to continuing discrepancies between what organizations strive for and what they have. People want participative management, yet most experience hierarchies. They want merit-based pay scales, yet pay is based on "who you know." They seek the opportunity to offer criticism yet aren't tolerated when they do so, etc. By shifting the focus of management reasoning from the purely rational and measurable to the subjective, Culbert and McDonough see these goals as achievable.

A public awareness of the subjective forces that shape work life enable managers to build trusting relationships through understanding the personal contexts of each employee. Each employee's perspective should be valued and considered useful to the organization. In this way, the power and politics that so often obscure cooperative efforts can be avoided. Because of the success which trusting relationships can have in

accomplishing corporate objectives they are, for Culbert and McDonough, "the most efficient management tool ever invented." 234 pp., glossary, index. \$17.95. **The Free Press** (a division of Macmillan, Inc.) 866 Third Ave., New York, NY 10022.



*The Books column is prepared by George F. Kimmerling. Send inquiries and books for consideration to Books Editor: ASTD, 1630 Duke St., Box 1443, Alexandria, VA 22313.*

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