

# Brief Contents

Preface xix

## **Part 1: Introduction and Ethical Foundations 1**

- Chapter 1** Organizational Behavior and Key Competencies 2  
**Chapter 2** Ethical Foundations in Organizational Behavior 32

## **Part 2: The Individual in Organizations 67**

- Chapter 3** Understanding Individual Differences 68  
**Chapter 4** Perceptions and Attributions 102  
**Chapter 5** Applying Learning Concepts to Improve Performance 130  
**Chapter 6** Motivating Employees 156  
**Chapter 7** Motivation through Goal-Setting and Reward Programs 190  
**Chapter 8** Workplace Stress and Aggression 218

## **Part 3: Leadership and Team Behaviors 253**

- Chapter 9** Fostering Interpersonal Communication in Organizations 254  
**Chapter 10** Leadership Effectiveness: Foundations 290  
**Chapter 11** Leadership Effectiveness: New Perspectives 320  
**Chapter 12** Developing and Leading Teams 348  
**Chapter 13** Managing Conflict and Negotiating Effectively 384

## **Part 4: The Organization 413**

- Chapter 14** Making Managerial Decisions 414  
**Chapter 15** Designing Organizations 446  
**Chapter 16** Cultivating Organizational Culture 478  
**Chapter 17** Guiding Organizational Change 510

## **Part 5: Integrating Cases 543**

- Case 1** A Day in the Life of Yolanda Valdez 544  
**Case 2** Alan Mulally, CEO, Ford Motor Company 545  
**Case 3** Conflict Resolution at General Hospital 547  
**Case 4** Bob Knowlton 549  
**Case 5** BMW's Dream Factory and Culture 552  
**Case 6** ROWE Program at Best Buy 555  
**Case 7** Was Firing Him Too Drastic? 557  
**Case 8** Changes at Scout Mortgage 559  
**Case 9** A Novice Manager's Tale of Woe 560

## **Appendix: BizFlix A-1**

**References R-1**

**Subject and Organizational Index I-1**

**Author Index I-19**

## Part I: Introduction and Ethical Foundations I

<b>Chapter I</b>	<b>Organizational Behavior and Key Competencies</b>	<b>2</b>
	<i>Learning from Experience: Indra Nooyi, Chairman and CEO, PepsiCo</i>	<i>3</i>
	Leadership versus Management	4
	Learning Framework	5
	The Individual in Organizations	6
	Leaders and Teams in Organizations	7
	The Organization Itself	8
	Competencies for Individual, Team, and Organizational Effectiveness	8
	Ethics Competency	10
	Key Attributes	10
	Ethical Dilemmas	10
	<i>Ethics Competency: Robert A. Eckert, Chairman and CEO, Mattel, Inc.</i>	<i>11</i>
	Self Competency	12
	Key Attributes	12
	<i>Self Competency: Indra Nooyi's Development Journey</i>	<i>12</i>
	Career Development	13
	Diversity Competency	14
	Key Attributes	14
	Categories of Diversity	15
	<i>Diversity Competency: Aetna's Diverse Discoveries Program</i>	<i>17</i>
	Across Cultures Competency	17
	Key Attributes	18
	Avoiding Stereotypes	18
	<i>Across Cultures Competency: Carlos Ghosn, CEO, Nissan-Renault</i>	<i>18</i>
	Communication Competency	19
	Key Attributes	19
	<i>Communication Competency: Maureen Chiquet, Global CEO, Chanel S.A.</i>	<i>20</i>
	Teams Competency	21
	Key Attributes	21
	Teams and Individualism	22
	<i>Teams Competency: Grand Reid, President, Mars Drinks</i>	<i>22</i>
	Change Competency	23
	Key Attributes	23
	<i>Change Competency: Indra Nooyi Leads Change at PepsiCo</i>	<i>24</i>
	Blur: Constant Change	24
	Chapter Summary	25
	Key Terms and Concepts	26
	Discussion Questions	26
	<i>Experiential Exercise and Case</i>	<i>27</i>
	<i>Experiential Exercise: Self Competency—Key Competencies Self-Assessment Inventory</i>	<i>27</i>
	<i>Case: Change Competency—Chiquita and the Rainforest Alliance</i>	<i>29</i>

**Chapter 2****Ethical Foundations in Organizational Behavior 32**

- Learning from Experience: Anne Mulcaby, Chairman and Former CEO of Xerox, Commits to Business Ethics* 33
- Individual Differences and Ethics 34
- Stages of Moral Development 34
- Moral Intelligence 36
- Ethics Competency: Anne Mulcaby's Ethical Leadership* 36
- Decision Making and Ethics 37
- Ethical Intensity 38
- Ethics-Based Principles 39
- Concern for Affected Individuals 43
- Benefits and Costs 44
- Determination of Rights 46
- Procedural and Interactional Justice 46
- Change Competency: James McNerney, CEO of Boeing* 47
- Diversity and Ethics 49
- Diversity and Ethical Cultures 49
- Increasing Diversity as Opportunity 49
- Generation Diversity and Ethics 50
- Sexual Harassment 52
- Diversity Competency: Verizon's Workplace Diversity* 54
- Stakeholder Responsibility and Ethics 55
- Stakeholder Pressures 56
- Ethics Competency: Johnson & Johnson's Stakeholder Ethics and Principles* 57
- Sustainable Development 58
- Assessing Responsibility to Stakeholders 60
- Chapter Summary 62
- Key Terms and Concepts 63
- Discussion Questions 63
- Experiential Exercise and Case* 64
- Experiential Exercise: Ethics Competency—What Is Your Decision?* 64
- Case: Diversity Competency—Consensual Relationship Agreements* 65

**Part 2: The Individual in Organizations 67****Chapter 3****Understanding Individual Differences 68**

- Learning from Experience: Steve Jobs at Apple* 69
- Bases of Personality 70
- Heredity 71
- Environment 72
- Self Competency: David Neeleman of JetBlue* 76
- Personality and Behavior 77
- Big Five Personality Factors 77
- Self-Esteem 81
- Locus of Control 82
- Emotional Intelligence 83
- Teams Competency: Why Personality Is Important at Starbucks* 84
- Work-Related Attitudes 85
- Components of Attitudes 86
- Attitudes Affecting Job Performance 86
- Across Cultures Competency: Mercedes-Benz* 90
- Diversity Competency: Deloitte & Touche* 92
- Emotions at Work 93
- A Model of Emotions 93
- Cross-Cultural Differences 95

	Chapter Summary	96
	Key Terms and Concepts	97
	Discussion Questions	97
	<b>Experiential Exercises and Case</b>	<b>97</b>
	<i>Experiential Exercise: Self Competency—What Are Your Cultural Values?</i>	97
	<i>Experiential Exercise: Self Competency—What's Your Emotional IQ?</i>	99
	<i>Case: Self Competency—Larry Ellison at Oracle Computer</i>	100
<b>Chapter 4</b>	<b>Perceptions and Attributions</b>	<b>102</b>
	<i>Learning from Experience: Jim Sinegal, Cofounder and CEO of Costco</i>	103
	Perceptual Process	104
	<i>Across Cultures Competency: McDonald's Use of Feng Shui</i>	106
	Perceptual Selection	107
	External Factors	107
	<i>Communication Competency: Hand Gestures</i>	109
	Internal Factors	109
	Person Perception	111
	The Perceived	111
	The Perceiver	112
	The Situation in Foreign Assignments	112
	<i>Self Competency: Doing Business in Arab Countries</i>	114
	Perceptual Errors	114
	Perceptual Accuracy	114
	Perceptual Defense	115
	Stereotyping	115
	Halo Effect	116
	Projection	117
	Impression Management	117
	Attribution Process	119
	Making Attributions	120
	Internal versus External Causes of Behavior	120
	<i>Ethics Competency: The Gap</i>	123
	Attributions of Success and Failure	124
	Chapter Summary	126
	Key Terms and Concepts	126
	Discussion Questions	126
	<b>Experiential Exercise and Case</b>	<b>127</b>
	<i>Experiential Exercise: Self Competency—The Perception Process</i>	127
	<i>Case: Self Competency—John Kerner</i>	128
<b>Chapter 5</b>	<b>Applying Learning Concepts to Improve Performance</b>	<b>130</b>
	<i>Learning from Experience: Working at United Parcel Service</i>	131
	Learning Through Rewards and Punishments	133
	Classical Conditioning	133
	Operant Conditioning	134
	Contingencies of Reinforcement	135
	Positive Reinforcement	136
	<i>Self Competency: Coming to Work Today?</i>	138
	Organizational Rewards	139
	Negative Reinforcement	139
	Extinction	140
	Punishment	141
	<i>Ethics Competency: Time Off for Bad Behavior</i>	143
	Insights for Leaders	144
	Schedules of Reinforcement	145
	Continuous and Intermittent Reinforcement	145
	Fixed Interval Schedule	146

<i>Across Cultures Competency: Flowers: A Symbol of Love?</i>	146
Variable Interval Schedule	147
Fixed Ratio Schedule	147
Variable Ratio Schedule	148
Social Learning Theory	149
Symbolizing	149
Forethought	149
Vicarious Learning	150
Self-Control	150
<i>Teams Competency: Steelcase Inc.</i>	151
Self-Efficacy	151
Insights for Leaders	152
Chapter Summary	153
Key Terms and Concepts	154
Discussion Questions	154
<i>Experiential Exercise and Case</i>	154
<i>Experiential Exercise: Self Competency—What Is Your Self-Efficacy?</i>	154
<i>Case: Self Competency—Joe Salatino, President of Great Northern American</i>	155

## Chapter 6

### Motivating Employees 156

<i>Learning from Experience: Working at Starbucks</i>	157
Motivational Processes	158
Core Phases	159
Insights for Leaders	160
Satisfying Human Needs	161
Needs Hierarchy Model	161
Learned Needs Model	163
<i>Self Competency: John Schnatter of Papa John's Pizza</i>	167
Insights for Leaders	168
Designing Jobs	169
Motivator–Hygiene Model	169
Motivator Factors	169
Hygiene Factors	169
Job Characteristics Model	170
Insights for Leaders	173
<i>Teams Competency: SEI Investments</i>	174
Cultural Influences	174
Influencing Performance Expectations	175
Expectancy Model	175
Insights for Leaders	179
<i>Communication Competency: Intuit</i>	180
Ensuring Equity	180
Equity Model: Balancing Inputs and Outcomes	180
<i>Ethics Competency: How Tempted Are You?</i>	182
Procedural Justice: Making Decisions Fairly	183
Insights for Leaders	185
Chapter Summary	185
Key Terms and Concepts	186
Discussion Questions	187
<i>Experiential Exercise and Case</i>	187
<i>Experiential Exercise: Self Competency—What Do You Want from Your Job?</i>	187
<i>Case: Across Cultures Competency—Working in a Chinese Factory</i>	188

**Chapter 7****Motivation through Goal-Setting and Reward Programs 190**

- Learning from Experience: Enterprise Rent-A-Car* 191
- Model of Goal Setting and Performance 192
  - Importance of Goal Setting 192
  - Challenge 194
- Teams Competency: Jeff Gordon's Rainbow Warriors* 196
  - Moderators 197
  - Mediators 199
  - Performance 200
- Across Cultures Competency: Hewlett-Packard* 200
  - Rewards 201
  - Satisfaction 201
  - Consequences 202
- Effects of Goal Setting 202
  - Conditions for Effective Goal Setting 202
  - Impact on Performance 203
- Diversity Competency: Lockheed Martin MS2 Team* 203
  - Limitations to Goal Setting 204
  - Insights for Leaders 205
- Rewards Programs for Improving Performance 205
  - Informal Programs 207
  - Profit-Sharing Programs 207
- Change Competency: Nucor's Profit-Sharing Program* 208
  - Skill-Based Pay Programs 209
  - Flexible Benefit Programs 209
  - Insights for Leaders 210
  - Reward Practices in Different Cultures 212
- Chapter Summary 213
- Key Terms and Concepts 214
- Discussion Questions 214
- Experiential Exercise and Case* 214
  - Experiential Exercise: Self Competency—Goal Setting* 214
  - Case: Diversity Competency—Allstate Insurance Company* 215

**Chapter 8****Workplace Stress and Aggression 218**

- Learning from Experience: Stress and Coping with a Layoff* 219
- Concept of Stress 221
  - Fight-or-Flight Response 221
  - Influences on the Stress Experience 222
- Primary Stressors 223
  - Work-Related Stressors 223
- Communication Competency: Workplace Incivility: How Not to Communicate* 225
  - Life Stressors 226
- Severe Stress 228
  - Impacts on Health 228
  - Impacts on Performance 229
  - Impacts on Job Burnout 230
- Individual Differences and Stress 231
  - The Type A Personality 232
  - The Hardy Personality 233
- Self Competency: Chesley B. Sullenberger III, Captain of US Airways Flight 1549* 234
- Stress Management 235
  - Insights for Individuals 236
  - Insights for Leaders 236

<i>Change Competency: Ortho-Clinical Diagnostics' Wellness Program</i>	238
Workplace Aggression	239
Self-Serving Biases	239
Workplace Bullying	240
Sexual Harassment	243
Workplace Violence	244
<i>Diversity Competency: Darwin Realty</i>	246
Aggression toward the Organization	247
Chapter Summary	247
Key Terms and Concepts	248
Discussion Questions	249
<i>Experiential Exercise and Case</i>	249
<i>Experiential Exercise: Self Competency—Work-Related Stress Inventory</i>	249
<i>Case: Ethics Competency—Ethical Dilemma at Northlake</i>	250

## Part 3: Leadership and Team Behaviors 253

### Chapter 9

<b>Fostering Interpersonal Communication in Organizations</b>	<b>254</b>
<i>Learning from Experience: Julia Stewart, Chairman and CEO of DineEquity</i>	255
Elements of Interpersonal Communication	256
Sender and Receiver	256
Transmitters and Receptors	257
Messages and Channels	257
Media Richness	258
Meaning and Feedback	259
Interpersonal Barriers	260
Ethical Interpersonal Communications	262
Communication Openness	263
Constructive Feedback	264
Appropriate Self-Disclosure	266
Active Listening	266
<i>Change Competency: Susan Powers, Chief Information Officer, Travelport GDS</i>	268
Nonverbal Communication	269
Types of Nonverbal Cues	269
<i>Communication Competency: Poor Nonverbal Signals Prior to Layoffs</i>	271
Status Differences	272
Intercultural Communication	272
Cultural Barriers	272
<i>Across Cultures Competency: Tabir Ayub, Partner, PwC</i>	275
Nonverbal Differences	275
Interpersonal Communication Networks	278
Individual Network	278
Informal Group Network	280
Formal Employee Network	280
<i>Change Competency: Michael Ward's Reflections on CSX's One Plan Redesign</i>	281
Impacts of E-Mail	282
Impacts of Text and Instant Messaging	283
Chapter Summary	284
Key Terms and Concepts	285
Discussion Questions	286
<i>Experiential Exercise and Case</i>	286
<i>Experiential Exercise: Communication Competency—Communication Inventory</i>	286
<i>Case: Diversity Competency—Susan's Blog and PwC's Unique People Experience Initiative</i>	288

**Chapter 10****Leadership Effectiveness: Foundations 290**

- Learning from Experience: Douglas Conant's Leadership at Campbell Soup Co.* 291
- Power and Political Behavior 292
  - Leaders' Use of Power 292
  - Political Behavior in Organizations 295
  - Insights for Leaders 297
- Change Competency: Carol Bartz's Use of Power to Change Yahoo!* 298
- Legacy Leadership Models 299
  - Traits Model of Leadership 299
  - Theory X and Theory Y Model 300
  - Behavioral Model of Leadership 302
- Self Competency: Colin Powell's "Lessons in Leadership"* 305
- Situational Leadership® Model 306
  - Leadership Styles 306
  - Situational Contingency 307
  - Choosing a Leadership Style 308
- Communication Competency: Paul Millman, CEO, Chroma Technology* 308
  - Insights for Leaders 309
- Vroom–Jago Leadership Model 310
  - Leadership Styles 310
  - Situational Variables 310
  - Solution Matrix 311
- Ethics Competency: The Bank CEO* 312
  - Insights for Leaders 313
- Chapter Summary 314
- Key Terms and Concepts 315
- Discussion Questions 315
- Experiential Exercise and Case* 315
  - Experiential Exercise: Self Competency—Personal Power Inventory* 315
  - Case: Diversity Competency—Georgette Mosbacher, CEO and President of Borgheze* 317

**Chapter 11****Leadership Effectiveness: New Perspectives 320**

- Learning from Experience: John W. Thompson, Chairman of Symantec* 321
- Transactional Leadership 322
  - Core Components 323
  - Insights for Leaders 323
- Change Competency: Mark Hurd, CEO, Hewlett-Packard* 324
- Leader–Member Exchange 325
  - Core Components 325
  - Insights for Leaders 327
- Authentic Leadership 328
  - Core Components 328
  - Insights for Leaders 330
- Self Competency: Lessons for Leading in a Crisis* 330
- Transformational Leadership 331
  - Core Components 332
  - Insights for Leaders 334
- Ethics Competency: Ruben Vardanian, CEO of Russia's Troika Dialog* 335
- Global Leadership and Organizational Behavior Effectiveness 337
  - Core Components 338
  - Insights for Leaders 341
- Across Cultures Competency: Culture and Leadership in Mexico* 341
- Chapter Summary 342
- Key Terms and Concepts 343
- Discussion Questions 343

**Experiential Exercise and Case 344***Experiential Exercise: Self Competency—GLOBE Leader Behaviors Instrument* 344*Case: Change Competency—Meg Whitman, CEO of eBay* 346**Chapter 12****Developing and Leading Teams 348***Learning from Experience: Boeing's Development of Teams and Their Leaders* 349

Introduction to Groups and Teams 350

Classifications of Groups 350

Informal Group 350

Team 351

Effective Teams 352

Team Empowerment 352

*Teams Competency: Empowered Teams at W. L. Gore & Associates* 353

When to Use Teams 354

Stages of Team Development 355

Forming Stage 356

Storming Stage 356

Norming Stage 356

Performing Stage 357

Adjourning Stage 357

Types of Work-Related Teams 357

Functional Team 358

Problem-Solving Team 358

Cross-Functional Team 358

Self-Managed Team 359

Virtual Team 360

Global Team 362

*Across Cultures Competency: Alcoa's Global Virtual Teams* 363

Core Influences on Team Effectiveness 364

Context 364

Leadership 366

*Ethics Competency: Sanjiv Das's Leadership at CitiMortgage* 366

Goals 367

Team Size 368

Member Roles 369

Member Diversity 371

*Diversity Competency: Angela Braly, CEO and President, WellPoint, Inc.* 372

Norms 373

Cohesiveness 374

Potential Team Dysfunctions 375

Groupthink 376

Free Riding 377

Bad Apples Effect 378

Absence of Trust 378

Avoidance of Accountability for Results 378

Chapter Summary 379

Key Terms and Concepts 380

Discussion Questions 380

**Experiential Exercise and Case 381***Experiential Exercise: Teams Competency—Team Assessment Inventory* 381*Case: Teams Competency—Patrice Zagame's Team Leadership of Novartis Brazil* 382**Chapter 13****Managing Conflict and Negotiating Effectively 384***Learning from Experience: Cathy McBroom versus Federal Judge Samuel Kent* 385

Conflict Levels 387

Intrapersonal Conflict 388

Interpersonal Conflict 388

Intragroup Conflict	389
Intergroup Conflict	390
<b>Teams Competency: IBM's Cross-Team Workouts</b>	391
Interpersonal Conflict-Handling Styles	392
Collaborating Style	393
Compromising Style	394
Forcing Style	394
Accommodating Style	395
Avoiding Style	396
Insights for Leaders	396
<b>Self Competency: Reflections on Conflict-Avoiding Managers</b>	396
Negotiation in Conflict Management	397
Stages of Negotiation	397
Distributive Negotiations Strategy	398
Integrative Negotiations Strategy	399
Common Influences on Negotiation Strategies	400
<b>Change Competency: GM and UAW Negotiate for Mutual Survival</b>	402
Across Culture Negotiations	404
Differences in Negotiators	404
Cross-Cultural Emotional Intelligence	405
Insights for Leaders	406
<b>Across Cultures Competency: Business Negotiations in Germany and Italy</b>	407
Chapter Summary	408
Key Terms and Concepts	408
Discussion Questions	409
<b>Experiential Exercise and Case</b>	409
Experiential Exercise: Self Competency—Conflict-Handling Styles	409
Case: Communication Competency—Conflict Style Case Incidents	411

## Part 4: The Organization 413

### Chapter 14

#### Making Managerial Decisions 414

**Learning from Experience: David Hoover, CEO of Ball Corporation** 415

Decision-Making Conditions 417

    Certainty 417

    Risk 418

    Uncertainty 419

**Change Competency: Shoes For Crews Reduces Risk and Uncertainty** 420

Bounded Rationality 421

    Satisficing 421

    Limited Search 422

    Inadequate Information and Control 423

    Insights for Leaders 424

    Knowledge Management 425

**Change Competency: St. Clair Hospital Adopts RFID and Related Technologies** 426

Evidence-Based Management 427

    Diagnostic Questions 427

    Role of Wisdom 428

    Insights for Leaders 428

**Diversity Competency: Chubb's Business Case for Diversity** 429

Political Decision Making 430

    Divergence in Problem Definition 431

    Divergence in Goals 431

    Divergence in Solutions 432

    Insights for Leaders 432

Creative Decision Making	433
Creative Stages	434
De Bono's Lateral Thinking	435
Osborn's Creativity Process	436
<b>Teams Competency: IDEO Brainstorms</b>	<b>438</b>
Electronic Brainstorming	439
Insights for Leaders	440
Chapter Summary	440
Key Terms and Concepts	441
Discussion Questions	441
<b>Experiential Exercise and Case</b>	<b>442</b>
<i>Experiential Exercise: Self Competency—Personal Creativity Inventory</i>	442
<i>Case: Communication Competency—Bruce Moeller, CEO of DriveCam, Inc.—The Way I Work</i>	443

## Chapter 15

### Designing Organizations 446

*Learning from Experience: Lowe's Companies, Inc.* 447

Key Factors in Organization Design 448

    Environmental Factors 449

    Strategic Factors 451

**Change Competency: KFC in China** 454

Fundamentals of Organizing 455

    Differentiation 455

    Integration 456

Vertical Organizational Design 458

    Hierarchy 458

    Span of Control 459

    Authority, Responsibility, and Accountability 459

**Ethics Competency: Enron** 460

    Delegation 461

    Centralization and Decentralization 462

**Across Cultures Competency: Eureka** 464

Horizontal Organizational Design 465

    Functional Design 465

    Product Design 466

    Geographical Design 468

    Network Design 469

**Communication Competency: DreamWorks Animation SKG** 471

Chapter Summary 473

Key Terms and Concepts 473

Discussion Questions 474

**Experiential Exercise and Case** 474

*Experiential Exercise: Communication Competency—Analyzing Your Organization's Design* 474

*Case: Change Competency—The Organization on Wheels: SEI* 476

## Chapter 16

### Cultivating Organizational Culture 478

*Learning from Experience: Zappos* 479

Dynamics of Organizational Culture 480

    Forming a Culture 483

**Across Cultures Competency: Ricardo Semler, CEO of Brazil's Semco Manufacturing** 485

    Sustaining a Culture: Insights for Leaders 486

    Changing a Culture 489

**Change Competency: Harley-Davidson's Culture** 490

Types of Organizational Culture	491
Bureaucratic Culture	492
Clan Culture	493
Entrepreneurial Culture	494
<b>Communications Competency: Texas Nameplate Company</b>	<b>494</b>
Market Culture	495
Culture–Performance Relationships	495
Insights for Leaders	496
Ethical Behavior and Organizational Culture	496
Impact of Culture	496
Whistle-Blowing	497
<b>Ethics Competency: What Would You Do?</b>	<b>498</b>
Insights for Leaders	498
Fostering Cultural Diversity	499
Challenges	499
Insights for Leaders	500
Socialization of New Employees	501
Organizational Socialization Process	501
Insights for Leaders	504
Chapter Summary	505
Key Terms and Concepts	505
Discussion Questions	506
<b>Experiential Exercise and Case</b>	<b>506</b>
<i>Experiential Exercise: Self Competency—Assessing the Culture of Your Organization</i>	506
<i>Case: Self Competency—Wegmans</i>	508

## Chapter 17

<b>Guiding Organizational Change</b>	<b>510</b>
<b>Learning from Experience: José Sergio Gabrielli de Azevedo of Petrobras</b>	<b>511</b>
Pressures for Change	512
Why Change?	512
Globalization	513
Technology	514
Social Networks	515
Generational Differences	516
<b>Diversity Competency: Managing across Generations</b>	<b>517</b>
Planned Organizational Change	517
Economic Approach	518
Organizational Development Approach	518
Effective Change Programs	519
Insights for Leaders	520
Resistance to Change	521
Individual Resistance	521
<b>Self Competency: Are You Ready to Change?</b>	<b>524</b>
Reducing Resistance through Engagement	525
Reducing Organizational Resistance	525
Force Field Analysis	527
<b>Change Competency: Target</b>	<b>529</b>
Organizational Diagnosis	530
Information Needed	530
Capacity for Change	530
Change Methods	532
Interpersonal Methods	532
Team Methods	535
Organizational Methods	537
<b>Communication Competency: United Technologies' Diversity Programs</b>	<b>538</b>

Chapter Summary	539
Key Terms and Concepts	540
Discussion Questions	540
<b>Experiential Exercise and Case</b>	<b>540</b>
<i>Experiential Exercise: Self Competency—Assessing an Organization's Readiness for Change</i>	540
<i>Case: Communication Competency—Carolyn Bivens: Change Agent at the Ladies Professional Golf Association</i>	541

## Part 5: Integrating Cases 543

Case 1	<b>A Day in the Life of Yolanda Valdez</b>	<b>544</b>
Case 2	<b>Alan Mulally, CEO, Ford Motor Company</b>	<b>545</b>
Case 3	<b>Conflict Resolution at General Hospital</b>	<b>547</b>
Case 4	<b>Bob Knowlton</b>	<b>549</b>
Case 5	<b>BMW's Dream Factory and Culture</b>	<b>552</b>
Case 6	<b>ROWE Program at Best Buy</b>	<b>555</b>
Case 7	<b>Was Firing Him Too Drastic?</b>	<b>557</b>
Case 8	<b>Changes at Scout Mortgage</b>	<b>559</b>
Case 9	<b>A Novice Manager's Tale of Woe</b>	<b>560</b>

## Appendix: BizFlix A-1

Chapter 1: In Good Company	A-1
Chapter 2: The Emperor's Club	A-1
Chapter 3: Because I Said So	A-1
Chapter 4: The Breakfast Club	A-1
Chapter 5: Take the Lead	A-2
Chapter 6: Friday Night Lights (I)	A-2
Chapter 7: Gracie	A-2
Chapter 8: The Upside of Anger	A-3
Chapter 9: Friday Night Lights (II)	A-3
Chapter 10: Doomsday	A-3
Chapter 11: Hot Fuzz	A-4
Chapter 12: Friends with Money	A-4
Chapter 13: Welcome Home Roscoe Jenkins	A-4
Chapter 14: Failure to Launch	A-5
Chapter 15: Rendition	A-5
Chapter 16: Charlie Wilson's War	A-5
Chapter 17: Field of Dreams	A-6

## References R-1

## Subject and Organizational Index I-1

## Author Index I-19