INTERNATIONAL EDITION

eleventh edition

organizational behavior

stephen b. robbins

CONTENTS

Preface xviii

PART ONE Introduction 2

CHAPTER 1 WHAT IS ORGANIZATIONAL BEHAVIOR? 2

What Managers Do 4

Management Functions 5 • Management Roles 6 • Management Skills 7 • Effective Versus Successful Managerial Activities 8 • A Review of the Manager's Job 9

Enter Organizational Behavior 9

Replacing Intuition with Systematic Study 10

■ MYTH OR SCIENCE? "Preconceived Notions Versus Substantive Evidence" 11

Contributing Disciplines to the OB Field 12

Psychology 13 • Sociology 13 • Social Psychology 13 • Anthropology 13 • Political Science 14

There Are Few Absolutes in OB 14

Challenges and Opportunities for OB 15

Responding to Globalization 15

Managing Workforce Diversity 17 • Improving Quality and Productivity 19 • Responding to the Coming Labor Shortage 20 • Improving Customer Service 21 • Improving People Skills 22 • Empowering People 22 • Stimulating Innovation and Change 23 • Coping with "Temporariness" 23 • Working in Networked Organizations 24 • Helping Employees

Coming Attractions: Developing an OB Model 26

Balance Work/Life Conflicts 24 • Improving Ethical Behavior 25

An Overview 26 • The Dependent Variables 26 • The Independent Variables 30 • Toward a Contingency OB Model 31

Summary and Implications for Managers 31

■ POINT/COUNTERPOINT In Search of the Quick Fix 34

Questions for Review 35

Questions for Critical Thinking 35

Team Exercise Workforce Diversity 35

Ethical Dilemma What's the Right Balance Between Work and Personal Life? 37

Case Incident How a UPS Manager Cut Turnover 37

PART TWO The Individual 40

CHAPTER 2 FOUNDATIONS OF INDIVIDUAL BEHAVIOR 40

Biographical Characteristics 42

Age 42 • Gender 44 • Tenure 44

Ability 45

Intellectual Abilities 45 • Physical Abilities 46 • The Ability-Job Fit 47

A Definition of Learning 48 • Theories of Learning 49 • Shaping: A Managerial Tool 52

- MYTH OR SCIENCE? "You Can't Teach an Old Dog New Tricks!" 53
- OB IN THE NEWS Rewards Condition CEO Behavior 54

Some Specific Organizational Applications 58

Summary and Implications for Managers 60

Biographical Characteristics 60 • Ability 60 • Learning 61

■ POINT/COUNTERPOINT All Human Rehavior Is Learned 62

Questions for Review 63

Questions for Critical Thinking 63

Team Exercise Positive Reinforcement Versus Punishment 63

Ethical Dilemma Is OB Mod a Form of Manipulation? 64

Case Incident Managers Who Use Punishment 64

KSS Program Developing Effective Disciplining Skills 65

CHAPTER 3 VALUES, ATTITUDES, AND JOB SATISFACTION 68

Values 70

Importance of Values 71 • Types of Values 71

■ OB IN THE NEWS Post 9/11: Is Happiness the New "Bottom Line"? 74 Values, Loyalty, and Ethical Behavior 74 • Values Across Cultures 75

Attitudes 78

Types of Attitudes 78 • Attitudes and Consistency 80 • Cognitive Dissonance Theory 80 • Measuring the A-B Relationship 82 • An Application: Attitude Surveys 83 • Attitudes and Workforce Diversity 84

Job Satisfaction 85

Measuring Job Satisfaction 85 • How Satisfied Are People in Their Jobs? 86 • The Effect of Job Satisfaction on Employee Performance 86

■ MYTH OR SCIENCE? "Happy Workers Are Productive Workers" 87 Job Satisfaction and OCB 88 • Job Satisfaction and Customer Satisfaction 88 • What About Employee Dissatisfaction? 89

Summary and Implications for Managers 90

■ POINT/COUNTERPOINT Managers Can Create Satisfied Employees 91

Questions for Review 92

Questions for Critical Thinking 92

Team Exercise Challenges in Negotiating with Chinese Executives 92

Ethical Dilemma Is It a Bribe or a Gift? 93

Case Incident Albertsons Works on Employee Attitudes 93

KSS Program Valuing Diversity 94

viii

CHAPTER 4 PERSONALITY AND EMOTIONS 98

Personality 100

What Is Personality? 100 • Personality Determinants 100 • Personality Traits 102 • Major Personality Attributes Influencing OB 105 • Personality and National Culture 110

■ MYTH OR SCIENCE? "Deep Down, People Are All Alike" 110

Achieving Personality Fit 111

Emotions 112

What Are Emotions? 113 • Emotional Labor 113 • Felt Versus Displayed Emotions 114 • Emotion Dimensions 115 • Gender and Emotions 116 • External Constraints on Emotions 117 • Affective Events Theory 118 • OB Applications 120

OB IN THE NEWS Workplace Grief Costs U.S. Employers Billions 122

Summary and Implications for Managers 122 Personality 122 • Emotions 123

■ PDINT/COUNTERPOINT Traits Are Powerful Predictors of Behavior 124

Questions for Review 125

Questions for Critical Thinking 125

Team Exercise What Is a "Team Personality"? 125

Ethical Dilemma Hiring Based on Genetic Data 126

Case Incident The Rise and Fall of Dennis Kozlowski 126

KSS Program Reading Emotions 127

CHAPTER 5 PERCEPTION AND INDIVIDUAL DECISION MAKING 132

What Is Perception? 134

Factors Influencing Perception 134

Person Perception: Making Judgments About Others 136

Attribution Theory 136 • Frequently Used Shortcuts in Judging Others 138 • Specific Applications in Organizations 140

The Link Between Perception and Individual Decision Making 143

How Should Decisions Be Made? 144

The Rational Decision-Making Process 144 • Improving Creativity in Decision Making 145

How Are Decisions Actually Made in Organizations? 147

Bounded Rationality 147 • Common Biases and Errors 148 • Intuition 152

OB IN THE NEWS Firefighters Use Intuition to Make the Right Choices 153

Individual Differences 153 • Organizational Constraints 155 • Cultural Differences 157

What About Ethics in Decision Making? 157

Three Ethical Decision Criteria 157

■ MYTH OR SCIENCE? "Ethical People Don't Do Unethical Things" 158 Ethics and National Culture 159

Summary and Implications for Managers 159

Perception 159 • Individual Decision Making 160

■ POINT/COUNTERPOINT: When Hiring Employees, Emphasize the Positive 162

Questions for Review 163

Questions for Critical Thinking 163

Team Exercise Biases in Decision Making 163

Ethical Dilemma Five Ethical Decisions: What Would You Do? 164

Case Incident J&J Automotive Sales 165

KSS Program Creative Problem-Solving 165

CHAPTER 6 BASIC MOTIVATION CONCEPTS 168

Defining Motivation 170

Early Theories of Motivation 170

Hierarchy of Needs Theory 171 • Theory X and Theory Y 172
Two-Factor Theory 172

■ MYTH OR SCIENCE? "People Are Inherently Lazy" 173

Contemporary Theories of Motivation 175

ERG Theory 175 • McClelland's Theory of Needs 176

SOB IN THE NEWS What Do Employees Want? 177

Cognitive Evaluation Theory 179

Goal-Setting Theory 180

Reinforcement
Theory 182

Job Design Theory 183

Equity Theory 186

Expectancy Theory 189

Don't Forget Ability and Opportunity 191

Integrating Contemporary Theories of Motivation 192

Caveat Emptor: Motivation Theories Are Culture-Bound 194

Summary and Implications for Managers 195

Need Theories 196 • Goal-Setting Theory 196 • Reinforcement Theory 196 • Job Design Theory 196 • Equity Theory 196 • Expectancy Theory 196

■ POINT/COUNTERPOINT Money Motivates! 197

Questions for Review 198

Questions for Critical Thinking 198

Team Exercise What Do People Want from Their Jobs? 198

Ethical Dilemma Is Motivation Manipulation? 199

Case Incident Frustrated at Age 30 199

KSS Program Setting Goals 200

CHAPTER 7

MOTIVATION: FROM CONCEPTS TO APPLICATIONS 204

Management by Objectives 206

What Is MBO? 206 • Linking MBO and Goal-Setting Theory 207 • MBO in Practice 208

Employee Recognition Programs 208

What Are Employee Recognition Programs? 209 • Linking Recognition Programs and Reinforcement Theory 209 • Employee Recognition Programs in Practice 209

Employee Involvement Programs 210

What Is Employee Involvement? 210 • Examples of Employee Involvement Programs 211

 Linking Employee Involvement Programs and Motivation Theories 213 • Employee Involvement Programs in Practice 214

Job Redesign and Scheduling Programs 214

What Is Job Redesign and Scheduling? 215

■ MYTH OR SCIENCE? "Everyone Wants a Challenging Job" 217
Linking Job Redesign and Scheduling to Motivation Theories 220 * Job Redesign and Scheduling in Practice 221

Variable Pay Programs 221

What Are Variable-Pay Programs? 222 • Linking Variable-Pay Programs and Expectancy Theory 224

8 0B IN THE NEWS The Rise and Fall of Stock Options 224 Variable-Pay Programs in Practice 225

Skill-Based Pay Plans 225

What Are Skill-Based Pay Plans? 225 • Linking Skill-Based Pay Plans to Motivation Theories 226 • Skill-Based Pay in Practice 227

Flexible Benefits 227

What Are Flexible Benefits? 227 • Linking Flexible Benefits and Expectancy Theory 228 • Flexible Benefits in Practice 228

Summary and Implications for Managers 228

Recognize Individual Differences 228 • Use Goals and Feedback 229 • Allow Employees to Participate in Decisions That Affect Them 229 • Link Rewards to Performance 229 • Check the System for Equity 229

■ POINT/COUNTERPOINT Professional Employees Are More Difficult to Motivate 230

Questions for Review 231

Questions for Critical Thinking 231

Team Exercise Goal-Setting Task 231

Ethical Dilemma Are American CEOs Paid Too Much? 232

Case Incident When the Perks Fade 232
KSS Program Designing Motivating Jobs 233

PART THREE The Group 236

CHAPTER 8 FOUNDATIONS OF GROUP BEHAVIOR 236

Defining and Classifying Groups 238

Stages of Group Development 240

The Five-Stage Model 240 • An Alternative Model: For Temporary Groups with Deadlines 241

Group Structure 242

Roles 242 • Norms 245 • Status 250 • Size 252

all OB IN THE NEWS Goofing Off in the 21st Century: Cyberloafing 254 Cohesiveness 254

Group Decision Making 255

Groups Versus the Individual 255

■ MYTH OR SCIENCE? "Two Heads Are Better Than One" 257

Groupthink and Groupshift 257 • Group Decision-Making Techniques 260

Summary and Implications for Managers 262

Performance 262 • Satisfaction 263

■ POINT/COUNTERPOINT All Jobs Should Be Designed Around Groups 264

Questions for Review 265

Questions for Critical Thinking 265

Team Exercise Assessing Occupational Status 265

Ethical Dilemma Arab Discrimination 266

Case Incident Role Conflict Among Telephone Service Employees 266

CHAPTER 9 UNDERSTANDING WORK TEAMS 270

Why Have Teams Become So Popular? 272

5. OB IN THE NEWS Teams Improve Productivity and a Whole Lot More 272

Differences Between Groups and Teams 273

Types of Teams 274

Problem-Solving Teams 274 • Self-Managed Work Teams 274 • Cross-Functional Teams 275 • Virtual Teams 276

Creating Effective Teams 277

Context 277 • Composition 279 • Work Design 283 • Process 284

Turning Individuals into Team Players 285

The Challenge 285 • Shaping Team Players 286

Teams and Quality Management 287

Reware! Teams Aren't Always the Answer 288

Summary and Implications for Managers 289

■ PDINT/COUNTERPOINT Sports Teams Are Good Models for Workplace

Teams 290

Questions for Review 291

Questions for Critical Thinking 291

Team Exercise Fixed Versus Variable Flight Crews 291

Ethical Dilemma Pressure To Be a Team Player 292

Case Incident A Virtual Team at T.A. Stearns 292

KSS Program Creating Effective Teams 293

CHAPTER 10 COMMUNICATION 296

Functions of Communication 299

The Communication Process 300

Direction of Communication 301

Downward 301 • Upward 301 • Lateral 302

Interpersonal Communication 302

Oral Communication 302 • Written Communication 303 • Nonverbal Communication 304

■ MYTH OR SCIENCE? "It's Not What You Say, It's What You Do" 305

Organizational Communication 305

Formal Small-Group Networks 305 • The Grapevine 306 • Computer-Aided Communication 308

® OB IN THE NEWS Internet Gripe Sites: A Challenge for Management? 311 Knowledge Management 312

Choice of Communication Channel 313

Barriers to Effective Communication 315

Filtering 315 • Selective Perception 316 • Information Overload 316 • Emotions 316 • Language 316 • Communication Apprehension 317

Current Issues in Communication 317

Communication Barriers Between Women and Men 318 • Silence as Communication 318 • "Politically Correct" Communication 319 • Cross-Cultural

Communication 320

Summary and Implications for Managers 323

■ POINT/COUNTERPOINT Open-Book Management Improves the Bottom Line 325

Questions for Review 32A

Questions for Critical Thinking 326

Team Exercise An Absence of Nonverbal Communication 326 Ethical Dilemma Defining the Boundaries of Technology 327

Case Incident James W. Caruso Has Communication Problems 327 KSS Program Active Listening 328

CHAPTER 11 BASIC APPROACHES TO LEADERSHIP 330

What is Leadership? 332

Trait Theories 333

Ø OB IN THE NEWS Managers Speak Out on Leadership Competencies 334

Behavioral Theories 334

Ohio State Studies 335 • University of Michigan Studies 336 • The Managerial Grid 336 Scandinavian Studies 337 • Summary of Behavioral Theories 338

Contingency Theories 338

Fiedler Model 339

■ MYTH OR SCIENCE? "It's Experience That Counts!" 342

Hersey and Blanchard's Situational Theory 342 • Leader-Member Exchange Theory 343 Path-Goal Theory 344
 Leader-Participation Model 346

Summary and implications for Managers 347

■ POINT/COUNTERPOINT The Perils of Leadership Training 349

Questions for Review 350

Questions for Critical Thinking 350

Team Exercise Debate: Do Leaders Really Matter? 350 Ethical Dilemma Do Ends Justify the Means? 350

Case Incident Moving from Colleague to Supervisor 351 KSS Program Choosing the Right Leadership Style 351

CHAPTER 12 CONTEMPORARY ISSUES IN LEADERSHIP 354

Trust: The Foundation of Leadership 356

What Is Trust? 356 • Trust and Leadership 357 • Is Trust in Our Leaders in Decline? 357 Three Types of Trust 358 • Basic Principles of Trust 360

Framing: Using Words to Shape Meaning and Inspire Others 361

OB IN THE NEWS War and the Art of Framing 362

Inspirational Approaches to Leadership 363

Charismatic Leadership 363 • Transformational Leadership 366

Emotional Intelligence and Leadership

Effectiveness 368

Contemporary Leadership Roles 369 Providing Team Leadership 369 • Mentoring 370

■ MYTH OR SCIENCE? "Men Make Better Leaders Than Women" 372 Self-Leadership 372

Ethical Leadership 373

Online Leadership 374

Challenges to the Leadership Construct 376

Leadership as an Attribution 377 • Substitutes and Neutralizers to Leadership 377

Finding and Creating Effective Leaders 378

Selection 378 • Training 379

Summary and Implications for Managers 380

■ POINT/COUNTERPOINT Leadership Is Culturally Bound 381

Questions for Review 382

Questions for Critical Thinking 382

Team Exercise Practicing to Be Charismatic 382

Ethical Dilemma Ethical Leadership, or Would You Work Here? 383

Case Incident Anne Mulcahy at Xerox 383

KSS Program Developing Trust 384

CHAPTER 13 POWER AND POLITICS 388

A Definition of Power 390

Contrasting Leadership and Power 391

Bases of Power 391

Formal Power 391 • Personal Power 392

Dependency: The Key to Power 394

The General Dependency Postulate 394 • What Creates Dependency? 394

■ OB IN THE NEWS At Kansas University: Coach Gets Boss

Fired? 394

Power Tactics 396

Power in Groups: Coalitions 398

Sexual Harassment: Unequal Power in the Workplace 399

Politics: Power in Action 400

Definition 400 • The Reality of Politics 401 • Factors Contributing to Political

Behavior 402

■ MYTH OR SCIENCE? "It's Not What You Know, It's Who You

Know" 403

How Do People Respond to Organizational Politics? 406 • Impression Management 408 • The Ethics of Behaving Politically 410

Summary and Implications for Managers 411

■ POINT/COUNTERPOINT Creating "Special Deals" for "Special Employees" 413

Questions for Review 414

Questions for Critical Thinking 414

Team Exercise Understanding Power Dynamics 414

Ethical Dilemma Swapping Personal Favors? 415

Case Incident Bill Fowler at Blackmer/Dover Resources Inc. 416

KSS Program Becoming Politically Adept 416

wie

CHAPTER 14 CONFLICT AND NEGOTIATION 420

A Definition of Conflict 422

Transitions in Conflict Thought 422

The Traditional View 423 • The Human Relations View 423 • The Interactionist View 423

Functional Versus Dysfunctional Conflict 424

The Conflict Process 424

Stage I: Potential Opposition or Incompatibility 424 • Stage II: Cognition and Personalization 426

■ MYTH OR SCIENCE? "The Source of Most Conflicts Is Lack of Communication" 427
Stage III: Intentions 428 • Stage IV: Behavior 429 • Stage V: Outcomes 430

Negotiation 434

Bargaining Strategies 434 • The Negotiation Process 437 • Issues in Negotiation 438

© 08 IN THE NEWS An Effective Negotiation Experience 440

Summary and Implications for Managers 441

■ POINT/COUNTERPOINT Conflict Benefits Organizations 444

Questions for Review 445

Questions for Critical Thinking 445

Team Exercise A Negotiation Role Play 445

Ethical Dilemma Is It Unethical to Lie and Deceive During Negotiations? 446
Case Incident Schneider National 447

KSS Program Negotiating 447

PART FOUR The Organization System 450

CHAPTER 15 FOUNDATIONS OF ORGANIZATION STRUCTURE 450

What Is Organizational Structure? 452

Work Specialization 452 • Departmentalization 454 • Chain of Command 456 • Span of Control 456 • Centralization and Decentralization 457

© OB IN THE NEWS Few Entrepreneurs Understand Spen of Control 458
Formalization 458

Common Organizational Designs 459

The Simple Structure 460 • The Bureaucracy 460 • The Matrix Structure 462

New Design Options 463

The Team Structure 463 • The Virtual Organization 464 • The Boundaryless Organization 466

Why Do Structures Differ? 468

Strategy 469 • Organization Size 470 • Technology 470 • Environment 471

■ MYTH 0R SCIENCE? "Bureaucracy is Dead" 473

Organizational Designs and Employee Behavior 473

Summary and Implications for Managers 475

Summary and implications for Managers 47

■ POINT/COUNTERPOINT Technology Is Reshaping Organizations 477

Questions for Review 478

Questions for Critical Thinking 478

Team Exercise Authority Figures 478
Ethical Dilemma Just Following Orders 479

Case Incident "I Detest Bureaucracy" 479 KSS Program Delegating Authority 480

CHAPTER 16 ORGANIZATIONAL CULTURE 482

Institutionalization: A Forerunger of Culture 484

What Is Organizational Culture? 485

A Definition 485 • Culture Is a Descriptive Term 486 • Do Organizations Have Uniform Cultures? 486 • Strong Versus Weak Cultures 488 • Culture Versus Formalization 488 Organizational Culture Versus National Culture 488

What Do Cultures Do? 489

Culture's Functions, 489.

SOB IN THE NEWS A Strong Culture Keeps Managers Aboard

at Bubba Gump Shrimp Co. 490

Culture as a Liability 491

■ MYTH OR SCIENCE? "Success Breeds Success" 492

Creating and Sustaining Culture 492

How a Culture Regins 492 • Keeping a Culture Alive 493 • Summary: How Cultures Form 497

How Employees Learn Culture 498

Stories 498 • Rituals 498 • Material Symbols 499 • Language 499

Creating an Ethical Organizational Culture 500

Creating a Customer-Responsive Culture 501

Key Variables Shaping Customer-Responsive Cultures 501 • Managerial Action 502

Spirituality and Organizational Culture 503

What Is Spirituality? 504 • Why Spirituality Now? 504 • Characteristics of a Spiritual Organization 504 • Criticisms of Spirituality 506

Summary and Implications for Managers 507

■ POINT/COUNTERPOINT Organizational Cultures Can't Be Changed 508

Questions for Review 510

Questions for Critical Thinking 510

Team Exercise Rate Your Classroom Culture 510

Ethical Dilemma Is Involuntary Ethics Training Unethical? 511

Case Incident Southwest Airlines Faces New Challenges 512

KSS Program Reading an Organization's Culture 512

CHAPTER 17 HUMAN RESOURCE POLICIES AND PRACTICES 516

Selection Practices 518

Selection Devices 518

■ MYTH OR SCIENCE? "It's First Impressions That Count" 521

Training and Development Programs 521

Types of Training 521 • Training Methods 523

Individualize Formal Training to Fit the Employee's Learning Style 524

Performance Evaluation 525

Purposes of Performance Evaluation 525 • Performance Evaluation and Motivation 526 • What Do We Evaluate? 526 • Who Should Do the Evaluating? 527 • Methods of Performance Evaluation 529

☼ OB IN THE NEWS The Rise and Fall of Forced Rankings 531

Suggestions for Improving Performance Evaluations 532 • Providing Performance

Feedback 533 • What About Team Performance Evaluations? 534

International Human Resource Practices: Selected

Issues 534

Selection 534 • Performance Evaluation 535

Managing Diversity in Organizations 536

Work/Life Conflicts 536 • Diversity Training 538

Summary and Implications for Managers 538

Selection Practices 539 • Training and Development Programs 539 • Performance Evaluation 539

■ POINT/COUNTERPOINT It's Time to Abolish Parformance Evaluations 540

Questions for Review 541

Questions for Critical Thinking 541

Team Exercise Evaluating Performance and Providing Feedback 541

Ethical Dilemma Is It Unethical to "Shape" Your Resume? 542

Case Incident A Unique Training Program at UPS 542

KSS Program Performance Feedback 543

PART FIVE Organizational Dynamics 546

CHAPTER 18 ORGANIZATIONAL CHANGE AND STRESS MANAGEMENT 546

Forces for Change 548

Managing Planned Change 550

Resistance to Change 551

Overcoming Resistance to Change 552 • The Politics of Change 554

Approaches to Managing Organizational Change 554

Lewin's Three-Step Model 555 • Kotter's Eight-Step Plan for Implementing Change 556 • Action Research 556 • Organizational Development 558

Contemporary Change Issues for Today's Managers 562

Technology in the Workplace 562 • Stimulating Innovation 564 • Creating a Learning Organization 566 • Managing Change: It's Culture-Bound 568

Work Stress and Its Management 569

What Is Stress? 569 • Understanding Stress and Its Consequences 571 • Potential Sources of Stress 571 • Individual Differences 573 • Consequences of Stress 574

S OB IN THE NEWS Stress Levels Reach Record Highs 575 Managing Stress 576

Summary and Implications for Managers 578

■ POINT/COUNTERPOINT Managing Change Is an Episodic

Activity 580

Questions for Review 581

Questions for Critical Thinking 581

Team Exercise Power and the Changing Environment 581

Ethical Dilemma Increasing Employee Productivity and Stress 582

Case Incident GE's Work-Out 582

KSS Program Managing Resistance to Change 583

xwil

APPENDIX A RESEARCH IN ORGANIZATIONAL BEHAVIOR 586

Purposes of Research 586

Research Terminology 586

Variable 586 • Hypothesis 587 • Dependent Variable 587 • Independent Variable 587 • Moderating Variable 587 • Causality 587 • Correlation Coefficient 587 • Theory 587

Evaluating Research 588

Research Design 588

Case Study 588 • Field Survey 589 • Laboratory Experiment 589 • Field Experiment 590 Aggregate Quantitative Reviews 590

Ethics in Research 591

Summary 591

APPENDIX B CAREERS AND CAREER DEVELOPMENT 593

What's a Carper? 593

Traditional Versus Boundaryless Careers 593

Defining the Organization's Career-Development Responsibilities 594

Matching Your Values and Personality to the Right Culture 594

Suggestions for Managing Your Career 595

Rethinking Career Success 596

SKILL-BUILDING MODULES 598

- 1. Effective Disciplining 598
- 2. Valuing Diversity 600
- 3. Reading Emotions 601
- 4. Creative Problem Solving 602
- 5. Setting Goals 603
- 6. Designing Motivating Jobs 604
- 7. Creating Effective Teams 605
- 8. Active Listening 606
- 9. Choosing an Effective Leadership Style 607
- 10. Developing Trust 608
- 11. Becoming Politically Adept 609
- 12. Negotiating 610
- 13. Delegating Authority 611
- 14. Reading an Organization's Culture 612
- 15. Providing Performance Feedback 614
- 16. Managing Resistance to Change 615

ILLUSTRATION CREDITS 617

INDEXES 618

NAME 618

ORGANIZATION 632

GLINDEX (COMBINED SUBJECT INDEX/GLOSSARY) 635