CONTENTS

Preface xv
Acknowledgments xviii
About the Editors xxi

PART I Introduction 1

Reading 1 Understanding and Using the Best Sellers, by Jon L. Pierce and John W. Newstrom 4

Reading 2 Flawed Advice and the Management Trap, by Chris Argyris 11

PART II Best-Seller "Classics" 17

Reading 1 The Practice of Management, by Peter F. Drucker 20
Reading 2 Out of the Crisis, by W. Edwards Deming 25
Reading 3 The Human Side of Enterprise, by Douglas McGregor 30
Reading 4 Maslow on Management, by Abraham H. Maslow 37
Reading 5 The Fifth Discipline: The Art and Practice of the Learning Organization, by Peter M. Senge 39
Reading 6 Competitive Advantage: Creating and Sustaining Superior Performance, by Michael E. Porter 46

PART III High- and Low-Performing Organizations 55

Reading 1 The One Thing You Need to Know about Great Managing, Great Leading, and Sustained Individual Success, by Marcus Buckingham 57

Reading 2 Big Winners and Big Losers: The 4 Secrets of Long-Term Business Success & Failure, by Alfred A. Marcus 62

Reading 3 How the Mighty Fall—and Why Some Companies Never Give In, by Jim Collins 69

Reading 4 Beyond Teams: Building the Collaborative Organization, by Michael M. Beyerlein, Sue Freedman, Craig McGee, and Linda Moran 73
PART IV Organizational Strategy and Execution 79

Reading 1  The Strategy Paradox: Why Committing to Success Leads to Failure (And What To Do About It), by Michael E. Raynor 81

Reading 2  What (Really) Works: The 4+2 Formula for Sustained Business Success, by William Joyce, Nitin Nohria, and Bruce Roberson 87

Reading 3  Responsible Restructuring: Creative and Profitable Alternatives to Layoffs, by Wayne F. Cascio 93

PART V Focusing on the Human Dimension 99

Reading 1  Positive Leadership: Strategies for Extraordinary Performance, by Kim Cameron 101

Reading 2  Treat People Right! How Organizations and Individuals Can Propel Each Other Into a Virtuous Spiral of Success, by Edward E. Lawler III 104

Reading 3  Good Business: Leadership, Flow, and the Making of Meaning, by Mihaly Csikszentmihalyi 110

PART VI Motivation 115

Reading 1  The Enthusiastic Employee: How Companies Profit by Giving Employees What They Want, by David Sirota, Louis A. Mischkind, and Michael Irwin Meltzer 117

Reading 2  Psychological Capital: Developing the Human Competitiveness Edge, by Fred Luthans, Carolyn M. Youssef, and Bruce J. Avolio 122


PART VII Leadership 133

Reading 1  Leadership for Everyone, by Peter J. Dean 135

Reading 2  Bad Leadership: What it Is, How it Happens, Why it Matters, by Barbara Kellerman 143

Reading 3  Followership: How Followers Are Creating Change and Changing Leaders, by Barbara Kellerman 148

Reading 4  Team of Rivals: The Political Genius of Abraham Lincoln, by Doris Kearns Goodwin 154
PART VIII Organizational Change  159

Reading 1  
*Building the Bridge as You Walk on It: A Guide for Leading Change,* by Robert E. Quinn  161

Reading 2  
The Innovator's Solution: Creating and Sustaining Successful Growth, by Clayton M. Christensen, Michael E. Raynor, and Scott D. Anthony  165

Reading 3  
*Built to Change: How to Achieve Sustained Organizational Effectiveness,* by Edward E. Lawler III and Christopher Worley  170

Reading 4  
*A Sense of Urgency,* by John P. Kotter  175

PART IX “Undiscussable” Issues at Work  181

Reading 1  
*Workplace Survival: Dealing with Bad Bosses, Bad Workers, and Bad Jobs,* by Ella W. Van Fleet and David D. Van Fleet  183

Reading 2  
The No-Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't, by Robert I. Sutton  188

Reading 3  
*It's All Politics: Winning in a World Where Hard Work and Talent Aren't Enough,* by Kathleen Kelley Reardon  193

PART X  The Managerial Brain  199

Reading 1  
*Gut Feelings: The Intelligence of the Unconscious,* by Gerd Gigerenzer  201

Reading 2  
Five Minds for the Future, by Howard Gardner  207

Reading 3  
*Blink: The Power of Thinking without Thinking,* by Malcolm Gladwell  212

PART XI Ethics, Values, and Spirituality  217

Reading 1  
*Moral Intelligence: Enhancing Business Performance and Leadership Success,* by Doug Lennick and Fred Kiel  219

Reading 2  
The Ethics Recession: Reflections on the Moral Underpinnings of the Current Economic Crisis, by Rushworth M. Kidder  223

Reading 3  
*Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value,* by Bill George  226

Reading 4  
*Lead Like Jesus: Lessons from the Greatest Leadership Role Model of All Time,* by Ken Blanchard and Phil Hodges  232
PART XII  Emotions at Work  237

Reading 1  Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion, by Richard Boyatzis and Annie McKee  239

Reading 2  Toxic Emotions at Work: How Compassionate Managers Handle Pain and Conflict, by Peter J. Frost  244

Reading 3  Prisoners of Our Thoughts: Victor Frankl's Principles at Work, by Alex Pattakos  249

PART XIII  Emerging Dimensions of Organizational Environments  255

Reading 1  Hot, Flat, and Crowded: Why We Need a Green Revolution—and How It Can Renew America, by Thomas Friedman  257

Reading 2  Groundswell: Winning in a World Transformed by Social Technologies, by Charlene Li and Josh Bernoff  261

PART XIV  Management Fables and Lessons for Personal Success  267

Reading 1  The One Minute Manager, by Kenneth Blanchard and Spencer Johnson  270

Reading 2  Fish! A Remarkable Way to Boost Morale and Improve Results, by Stephen C. Lundin, Harry Paul, and John Christensen  274

Reading 3  Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life, by Spencer Johnson, M.D.  276

Reading 4  The Seven Habits of Highly Effective People: Restoring the Character Ethic, by Stephen R. Covey  280

Reading 5  The 8th Habit: From Effectiveness to Greatness, by Stephen R. Covey  282

Reading 6  The Fun-Minute Manager: Create FUNomenal Results Now Using Fun at Work!, by Bob Pike, Robert C. Ford, and John W. Newstrom  287

PART XV  Contemporary Thinking About Management  293

Reading 1  What Were They Thinking? Unconventional Wisdom About Management, by Jeffrey Pfeffer  295
Reading 2  Hard Facts, Dangerous Half-Truths, & Total Nonsense: Profiting From Evidence-Based Management, by Jeffrey Pfeffer and Robert I. Sutton  300

PART XVI  Retrospective Views on the Best Sellers  307

Reading 1  Reflections on the Best Sellers: A Cautionary Note, by Jon L. Pierce and John W. Newstrom, with Larry L. Cummings, Brad Jackson, and Anne Cummings  308

Glossary of Terms  317
Bibliography of Inclusions  325
Index  327