Contents

Foreword xi
Preface xiii
Chronological Contents xv
Our Contributors xix
About the Editors xxi

SECTION I
Origins of Organizational Behavior 1

1 The Principles of Scientific Management 3
   Frederick Winslow Taylor

2 The Giving of Orders 19
   Mary Parker Follett

3 The Hawthorne Experiments 29
   Fritz J. Roethlisberger

4 Overcoming Resistance to Change 41
   Lester Coch and John R. P. French Jr.

5 The Human Side of Enterprise 63
   Douglas M. McGregor
SECTION II
Motivation and Performance 73

1 A Theory of Human Motivation 76
Abraham H. Maslow

2 Achievement Motivation 94
David C. McClelland

3 One More Time: How Do You Motivate Employees? 102
Frederick Herzberg

4 Existence, Relatedness, and Growth Model 117
Clayton P. Alderfer

5 Expectancy Theory 128
John P. Campbell, Marvin D. Dunnette, Edward E. Lawler III, and Karl E. Weick Jr.

6 On the Folly of Rewarding A, While Hoping for B 134
Steven Kerr

7 Goal Setting—A Motivational Technique That Works 150
Gary P. Latham and Edwin A. Locke

SECTION III
Interpersonal and Group Behavior 163

1 Cosmopolitans and Locals 167
Alvin W. Gouldner

2 Assets and Liabilities in Group Decision Making 175
Norman R. F. Maier

3 Origins of Group Dynamics 186
Dorwin Cartwright and Alvin Zander

4 Group and Intergroup Relationships 211
Edgar H. Schein

5 Groupthink 219
Irving L. Janis

6 Transactional Analysis 230
Muriel James and Dorothy Jongeward

7 The Johari Window 247
Jay Hall

8 The Abilene Paradox: The Management of Agreement 263
Jerry B. Harvey

9 Stages of Group Development 280
Bruce W. Tuckman and Mary Ann C. Jensen

10 Self-Directed Work Teams 288
Ralph StaYer

SECTION IV
Leadership 305

1 The Managerial Grid 308
Robert Blake and Jane Mouton

2 How to Choose a Leadership Pattern 323
Robert Tannenbaum and Warren H. Schmidt
## Contents

<table>
<thead>
<tr>
<th>Section V</th>
<th>Power and Influence</th>
<th>393</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is It Better to Be Loved or Feared?</td>
<td>395</td>
</tr>
<tr>
<td></td>
<td>Niccolo Machiavelli</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The Bases of Social Power</td>
<td>398</td>
</tr>
<tr>
<td></td>
<td>John R. P. French Jr. and Bertram Raven</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Position Power and Personal Power</td>
<td>413</td>
</tr>
<tr>
<td></td>
<td>Amitai Etzioni</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Who Gets Power—and How They Hold on to It</td>
<td>415</td>
</tr>
<tr>
<td></td>
<td>Gerald R. Salancik and Jeffrey Pfeffer</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The Power of Leadership</td>
<td>433</td>
</tr>
<tr>
<td></td>
<td>James MacGregor Burns</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Situational Leadership and Power</td>
<td>440</td>
</tr>
<tr>
<td></td>
<td>Paul Hersey and Walter E. Nateneyer</td>
<td></td>
</tr>
</tbody>
</table>

### SECTION VI

**Organizations, Work Processes, and People** 461

| 1         | Bureaucracy | 464 |
|           | Max Weber   |     |
| 2         | The Individual and the Organization | 471 |
|           | Chris Argyris | |
| 3         | Mechanistic and Organic Systems | 488 |
|           | Tom Burns and G. M. Stalker | |
| 4         | Management Systems 1–4 | 494 |
|           | Rensis Likert | |
| 5         | Management by Objectives | 504 |
|           | George S. Odiorne | |
| 6         | Differentiation and Integration | 515 |
|           | Paul R. Lawrence and Jay W. Lorsch | |
| 7         | What's Missing in MBO? | 523 |
|           | Paul Hersey and Kenneth H. Blanchard | |
| 8         | Reengineering Work Processes | 530 |
|           | Michael Hammer and James Champy | |
Foreword

Marshall Goldsmith

Walt Natemeyer and Paul Hersey have been my friends and colleagues for more than 30 years. I am honored to write the foreword to the Fourth Edition of their outstanding book, Classics of Organizational Behavior. Years ago, Paul Hersey taught me the meaning of the phrase operational definition. In his classes, he would discuss terms such as "leadership" and "management." He knew that such open-ended terms were often perceived differently depending on who was listening. So he always started with an operational definition. He didn't claim that his definitions were the only definitions of these terms; he merely noted that for the purpose of the class, his definition was the basis for the discussion. This saved hours of debate and clarified Dr. Hersey's key points!

Classics of Organizational Behavior is based on the same principle. Dr. Natemeyer and Dr. Hersey have compiled 54 distinguished readings in the field of organizational behavior. The contributing authors spent significant time and energy creating operational definitions in their areas of expertise, and their ideas became among the most important in advancing our understanding of management and organizational behavior. That is what makes each of the wonderful readings in this book a "classic."

With the selections included in this book, one can gain a sound understanding of well-known concepts and ideas on numerous aspects of organizational behavior, from motivating employees and goal setting to servant leadership and emotional intelligence to power and influence, as well as how to increase leadership and organizational effectiveness. Everyone working in an organization or studying organizational behavior should have this resource in his or her collection!

Marshall Goldsmith
Author of these best-selling titles:
What Got You Here Won't Get You There
Succession: Are You Ready?
MOJO: How to Get It, How to Keep It, and How to Get It Back If You Lose It
The book is organized into seven sections, each beginning with a brief introduction. Within each section, the selections are presented in chronological order to enhance the reader’s understanding of the evolution of thought in the field of organizational behavior. Section I provides an overview of the origins of organizational behavior. Section II examines motivation and performance. In section III, the readings focus on interpersonal and group behavior, while section IV contains selections on leadership. Section V focuses on power and influence. Section VI addresses the interaction between organizations, work processes, and people, and section VII concludes with thoughts on how to increase leadership and organizational effectiveness.

Classics of Organizational Behavior could not have been published without the help of numerous others. We wish to thank the authors and publishers of these “classics” for permission to reproduce their work. The suggestions and comments of Lloyd Greene (Texas State University), Steve LaCivita (The University of Chicago), and other colleagues were much appreciated. The advice from Neil Rowe and Diane Evans at Waveland Press was very helpful. Barbara Dressler, Debbie Sprague, and Barbara Gorman provided invaluable assistance in preparing the manuscript. We are grateful to Marshall Goldsmith for kindly writing the foreword to our book. Finally, we would like to thank our families for their support and encouragement throughout this project.

Walter E. Natemeyer
Paul Hersey
January 2011

Chronological Contents

1  Is It Better to Be Loved or Feared? (1513)
   Niccolo Machiavelli

2  The Principles of Scientific Management (1916)
   Frederick Winslow Taylor

3  The Giving of Orders (1926)
   Mary Parker Follett

4  The Hawthorne Experiments (1941)
   Fritz J. Roethlisberger

5  A Theory of Human Motivation (1943)
   Abraham H. Maslow

6  Bureaucracy (1946)
   Max Weber

7  Overcoming Resistance to Change (1948)
   Lester C. Coch and John R. P. French Jr.

8  Skills of an Effective Administrator (1955)
   Robert L. Katz

9  The Human Side of Enterprise (1957)
   Douglas M. McGregor

10 Cosmopolitans and Locals (1957)
    Alvin W. Gouldner

11 The Individual and the Organization (1957)
    Chris Argyris
2 The Bases of Social Power (1959)
John R. P. French Jr. and Bertram Raven

3 Position Power and Personal Power (1961)
Amitai Etzioni

4 Mechanistic and Organic Systems (1961)
Tom Burns and G. M. Stalker

5 The Managerial Grid (1964)
Robert Blake and Jane Mouton

6 Achievement Motivation (1966)
David C. McClelland

7 Leadership Effectiveness Can Be Learned (1966)
Peter F. Drucker

8 One More Time: How Do You Motivate Employees? (1967)
Frederick Herzberg

9 Assets and Liabilities in Group Decision Making (1967)
Norman R. F. Maier

10 Management Systems 1–4 (1967)
Rensis Likert

11 Origins of Group Dynamics (1968)
Dorwin Cartwright and Alvin Zander

12 Existence, Relatedness, and Growth Model (1969)
Clayton P. Alderfer

13 Management by Objectives (1969)
George S. Odiorne

14 Differentiation and Integration (1969)
Paul R. Lawrence and Jay W. Lorsch

15 Organization Development (1969)
Wendell French

16 Expectancy Theory (1970)
John P. Campbell, Marvin D. Dunnette, Edward E. Lawler III, and Reed P. Wisick Jr.

27 Group and Intergroup Relationships (1970)
Edgar H. Schein

28 Groupthink (1971)
Irving L. Janis

29 Transactional Analysis (1971)
Muriel James and Dorothy Jongeward

30 The Johari Window (1973)
Jay Hall

31 How to Choose a Leadership Pattern (1973)
Robert Tannenbaum and Warren H. Schmidt

Jerry B. Harvey

33 Leadership Decision Making (1974)
Victor H. Vroom and Arthur G. Jago

Paul Hersey and Kenneth H. Blanchard

35 On the Folly of Rewarding A, While Hoping for B (1975)
Steven Kerr

36 Stages of Group Development (1977)
Bruce W. Tuckman and Mary Ann C. Jensen

37 Who Gets Power—and How They Hold on to It (1977)
Gerald R. Salancik and Jeffrey Pfeffer

38 The Power of Leadership (1978)
James MacGregor Burns

39 Goal Setting—A Motivational Technique That Works (1979)
Gary P. Latham and Edwin A. Locke

40 In Search of Excellence (1982)
Thomas J. Peters and Robert H. Waterman

41 One Minute Management (1984)
Kenneth H. Blanchard

42 Fundamental Leadership Practices (1987)
James M. Kouzes and Barry Z. Posner
Our Contributors

Clayton P. Alderfer
Chris Argyris
Warren G. Bennis
Eric Berne*
Robert Blake
Kenneth H. Blanchard
James MacGregor Burns
Tom Burns
John P. Campbell
Dorwin Cartwright
James Champy
Lester Coch
Jim Collins
Marvin D. Dunnette
Peter F. Drucker
Amotai Etzioni
Mary Parker Follett
Wendell French
John R. P. French Jr
Marshall Goldsmith
Daniel Goleman
Alvin W. Gouldner
Robert K. Greenleaf
Jay Hall
Gary Hamel
Michael Hammer
Jerry B. Harvey
Paul Hersey
Frederick Herzberg
Harry Ingham*
Arthur G. Jago
Muriel James
Irving L. Janis
Mary Ann C. Jensen
Spencer Johnson*
Dorothy Jongeward
Robert L. Katz
Steven Kerr

John P. Kotter
James M. Kouzes
Gary P. Latham
Edward E. Lawler III
Paul R. Lawrence
Rensis Likert
Edwin A. Locke
Jay W. Lorsch
Joseph Luft*
Niccolo Machiavelli
Norman R. F. Maier
Abraham H. Maslow
David C. McClelland
Douglas M. McGregor
Jane Mouton
Walter E. Natemeyer
George S. Odiorne
Thomas J. Peters
Jeffrey Pfeffer
Barry Z. Posner
C. K. Prahalad
Bertram Raven
Fritz J. Roethlisberger
Gerald R. Salancik
Edgar H. Schein
Warren H. Schmidt
Peter M. Senge
G. M. Stalkers
Ralph Stayer
Robert Tannenbaum
Frederick Winslow Taylor
Robert J. Thomas
Bruce W. Tuckman
Victor H. Vroom
Robert H. Waterman
Max Weber
Karl E. Weick Jr.
Alvin Zander

*Originators of concepts discussed by others