

# **101**

**OF THE**

# **GREATEST IDEAS IN MANAGEMENT**

**Powerful business strategies and techniques,  
based on the ideas of...**

Peter Drucker \* Harry Levinson \* Frederick Herzberg  
B.F. Skinner \* Kurt Lewin \* Abraham Maslow \* Bennet Cerf  
Laurence J. Peter \* Machiavelli \* and many more!

**AUREN URIS**

# **101 of the Greatest Ideas in Management**

**Auren Uris**

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# **101 of the Greatest Ideas in Management**

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# Preface

This book offers you the management wisdom of scores of great minds, from the fifteenth century thinker Niccolò Machiavelli, to today's investigators, including Peter Drucker, B. F. Skinner, and Kurt Lewin. These contents contribute a resource to jog the memory and supply the means to solve current problems.

Brilliant scientists and practitioners have built a huge edifice of management wisdom. But entrance to the treasure house is blocked by guard dragons, whose collars bear the legends Time Waste, Where to Begin, and How Can I Tell the Good Ideas from the Bad. Obviously, the author had to play St. George to these challenges, and, having penetrated the treasure house, to decide what to take and what to set aside.

To become one of the 101, an Idea had to pass what I came to call the RPS test, that is, it had to have the following qualities:

- **Relevance.** Is the Idea of interest and use to today's hard-pressed executive?
- **Practicality.** Does it lend itself to a recommendation for use, as explicit as a recipe or the directions on a medicine bottle?
- **Suitability.** Is it flexible enough to fit into the repertory of the executive who is in pursuit of excellence, whether he or she works in a plant or office, in government or the private sector, in an organization large or small?

The emphasis on relevance was crucial. Countless ideas have flared on the management horizon, made their contribution, and disappeared into well-earned oblivion. I wanted to avoid a collection that reeked either of the cemetery or the museum.

As a result of the selection process, you will find in the pages ahead a galaxy of Ideas, some large in scope, others sharply focused. You will find the concept of Corporate Culture, with all its subtleties, along with The "Why Not?" Rejoinder, a simple phrase capable of communicating a potent motivational impulse.

Concepts have been included that, despite neglect, retain their usefulness for today's managers. Brainstorming (seemingly a fad, still produces worthwhile answers) and Participative Management (refined in Japan in Quality Circles), are examples of born-again seeds for action.

For some inclusions I ask your special acceptance. As the author of many books on management, I felt that two or three of my own ideas deserved a place, not as a self-indulgence, but because of their objective value. For example, *Selective Leadership* is the distillation of my book *Techniques of Leadership*. And *Executive Dissent* offers the core idea of my book of the same title.

The challenge of idea selection was followed by that of organizing the material for ready availability. I divided the material into four activity areas, or Parts, as follows: One, Dealing with People; Two, Procedures; Three, Lore and Insights; and Four, Self-Help. Another helpful detail is the triple listing of all 101 Ideas: They are listed in the Contents, under the headings of the four Parts, and finally, in a comprehensive alphabetical Index.

Any one of these Ideas, applied to your own situation, could pay for the reading time invested. Apply two Ideas and you are well ahead of the game. And the book provides a panorama of management thought and action that gives a useful framework of the field.

I am aware that many worthy ideas are not included, and make the traditional disclaimer that I alone am responsible for the final choices. In the end it was the limitation of space that forced decisions as between Idea A and B, the loser in each case being the one that failed the RPS test in some degree.

In doing the research I was struck by the brilliance of the people from whose minds sprang the insights that have helped transform management from a seat-of-the-pants activity to a profession on which progress, and indeed our civilization, depends. Just mentioning some of the names, Machiavelli, Pareto, Taylor, Mayo, Lewin, McGregor, Herzberg, Maslow, Skinner, Drucker, Follett, Strauss, and Sayles, builds a seminal creativity of impressive dimensions.

AUREN URIS

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And, saving the best for last, eternal gratitude to my wife, Doris Reichbart Uris, who fed me and read me, making corrections and suggestions along the way, so that the final product was rid of some poor thinking and writing, and achieved a higher level of excellence than it otherwise would have had.

A.U.

# **101 of the Greatest Ideas in Management and How to Use Them**



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# PART ONE

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## DEALING WITH PEOPLE

Managers work side by side with individuals and groups, striking sparks that can brighten or burn. The ideas in this Part can maximize your interactions with others for your mutual benefit and for the benefit of your organization.

Mentoring, Counseling, and extending Emotional First Aid to fellow human beings are signs of caring. Motivational Ideas from the Great Jackass Fallacy to Skinner's Behavior Modification can help you guide people to higher goals and performance. The following Ideas appear in this Part:

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## ◇ 1

## Buddy System

### CONCEPT

The Buddy System is a traditional and effective procedure for helping new employees adjust. First days on the job can be an ordeal, a needless handicap to the newcomer in becoming a contributor, mastering his or her duties, and satisfactorily integrating into the workgroup. The buddy approach provides a manager-appointed guide and mentor, chosen because of his or her familiarity with the company and the new employee's job. A friendly manner and the ability to smooth contacts between the rookie and coworkers further helps the newcomer feel welcome.

The value of the "Buddy" becomes clear when the newcomer's problems are listed:

- The boss is too busy to spend time with the beginner.
- Even groups without malice may not bother to make the person feel at home.
- Everything from the location of the restrooms to the best way to get around the office can be bewildering.
- Questions about the job can be answered immediately.
- The new employee has the security of a friend and an information source close at hand.

### ACTION OPPORTUNITIES

Any time a new employee is brought in through hiring, transfer, or even on a temporary basis, the buddy procedure can serve the important function of easing and shortening the indoctrination period, and can get the individual off to the best possible start.

### EXAMPLE

*Department head Ted Wald has been so involved in discussing expansion plans for his area that when Jess Brown shows up to start his new job, the arrival is unexpected and has not been prepared for. Fortunately, Helen Graves, whose desk is next to Brown's, is an old-timer and a warm person. Instructions to Graves, explaining what Brown's indoctrination requires*

*and an introduction between them suffice. Wald can go on to other things knowing that the newcomer is in good hands.*

## HOW TO USE

Consider using the Buddy System in any of the situations suggested in the previous Action Opportunities section. To make it work most advantageously:

1. Be sure the physical arrangements for the new employee are made in advance. Nothing that happens afterward can quite erase the put-down of a last-minute scramble to clean out a desk, provide necessary supplies, and so on.
2. Select the most appropriate person for the buddy role. Some of the qualifications suit all cases: friendliness, familiarity with the work, the department, the company, and the respect of the group. But other qualities, such as age, sex, willingness to take on the assignment of indoctrination, ability to accept the interruption of one's own work, will vary with your particular situation.
3. Explain what you want done. If the employee is an experienced buddy, all you may have to say is, "Go." If the buddy is not experienced, tell him or her in as much detail as necessary what the assignment consists of: Job training? Tour of the premises, the whole company, or just the department? Personal contact points, such as washrooms, coffee source, cafeteria, recreation or rest area? Any other departments, particularly those with which the newcomer will be working? Any people outside the department to be introduced, perhaps your boss, heads of adjoining areas, and so forth? Take the person to lunch?
4. If you can, check back once or twice to see how things are going, and to let the new employee know you're interested.
5. Try to see the buddy and his or her charge at the end of the day, to give the latter a chance to voice any questions or opinions, and to get the former's "report" as to how things are going.

This procedure has an important side benefit: It can also be a sign of favor and prestige, a reward for the buddy.

## 2

## Counseling

### CONCEPT

Counseling consists of a one-to-one conversation in which managers try to help subordinates cope with problems that upset them. Call it an interview, talk, or meeting, it is the special tone of confidentiality and openness, the absence of judgmental statements by the interviewer, and the sharp focus on the employee's problem or situation that makes counseling work.

The procedure was developed at an electrical plant in Hawthorne, Illinois, where executives of the Western Electric Company and management experts from Harvard University joined in a study that came to be known as the Hawthorne Experiments (see page 200) designed to study the human factor in work. In the course of their investigations into motivation and productivity, it was found that employees upset by personal problems could have their peace of mind and their ability to perform restored by counseling from their immediate superiors or staff professionals.

### ACTION OPPORTUNITIES

Counseling can help when an employee's will to work is marred by emotional upset created by problems on or off the job. According to Ray A. Killian, vice-president of Belk Stores of Charlotte, North Carolina, "There is a need for counseling when there are changes in an employee's attitude, behavior or job performance." Situations like these may suggest a need for counseling:

- **Mood change.** The employee is not his or her usual self.
- **Performance sag.** A good worker's output, for no obvious reason, becomes unsatisfactory.
- **Quarrelsomeness/irritability.** An ordinarily cooperative person becomes a behavior problem.
- **Fatigue.** An employee tires easily, without obvious physical cause.
- **Accident-proneness.** A careful worker has a series of mishaps.
- **Touchiness.** A cooperative employee suddenly resents criticism or suggestions.



- **Troublemaking.** An employee tosses monkey wrenches into the department's operation or interferes with the work of others.

## EXAMPLES

**1.** *Manager Cy Miller realizes that his assistant has been stretching his lunch period. Occasionally he has returned from lunch smelling of alcohol, and is slow or erratic in the performance of his work.*

*Miller asks the subordinate to see him at the end of the day. He picks the time because routine demands and interruptions are out of the way, and he wants a relaxed atmosphere. It takes two meetings before the assistant admits that he has a drinking problem, and another before it is agreed that he will seek help at an alcoholism treatment center affiliated with a local hospital.*

The National Alcohol Council reports that 6 percent of the nation's workforce suffers some form of alcohol or drug abuse. The figures suggest that the average company probably includes a number of drug-troubled employees. Substantial dollar losses result from time lost, errors committed, need for replacement of absentees, to say nothing of the personal suffering.

In addition to those that are drug-related, problems like the following may benefit from counseling:

Conflict with other employees

Health

Finances

Family difficulties

**2.** *Senior accountant Mae Ford is over an hour late. Treasurer Phil Taylor is wondering why he hasn't heard from her when she comes into his office, obviously distraught. "Sorry, Phil. I had some trouble at home."*

*Taylor closes the door. "Sit down, Mae. Perhaps you'd better tell me about it."*

*"I hate to burden you, but I don't know what to do . . ."*

*Taylor nods encouragingly and the woman continues, "Al and I have been having problems for several months. Last night he packed up and left, to live with a girl friend. And our kids are only six and eight . . ."*

*Taylor says, "I can understand that you're upset, and the company and I will do everything we can to help."*

*Mae Ford says that the first thing she wants is a modified work schedule to make arrangements for care of the kids. Her boss helps her plan new*