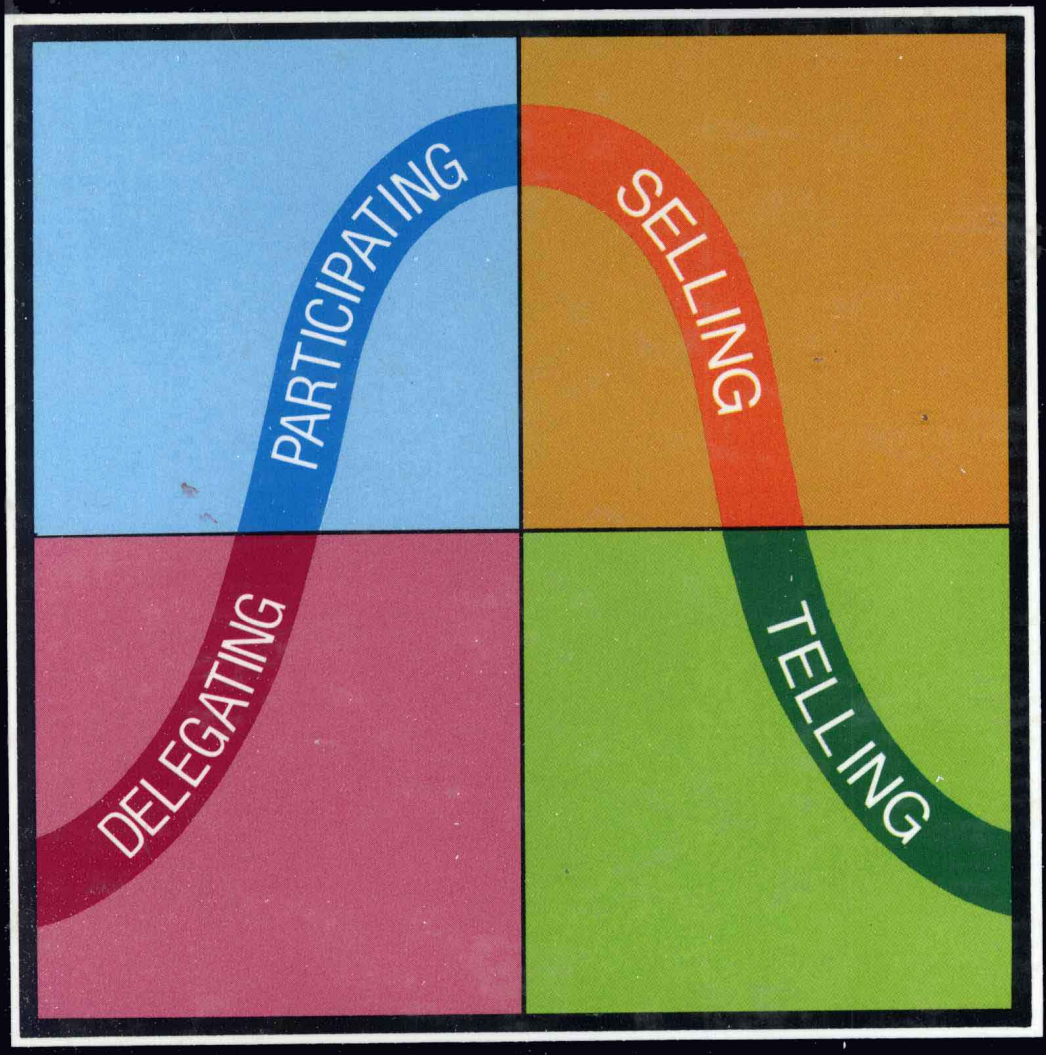
MANAGEMENT OF ORGANIZATIONAL BEHAVIOR

UTILIZING HUMAN RESOURCES

FOURTH EDITION



PAUL HERSEY • KEN BLANCHARD

Fourth Edition

Management of Organizational Behavior:

Utilizing Human Resources

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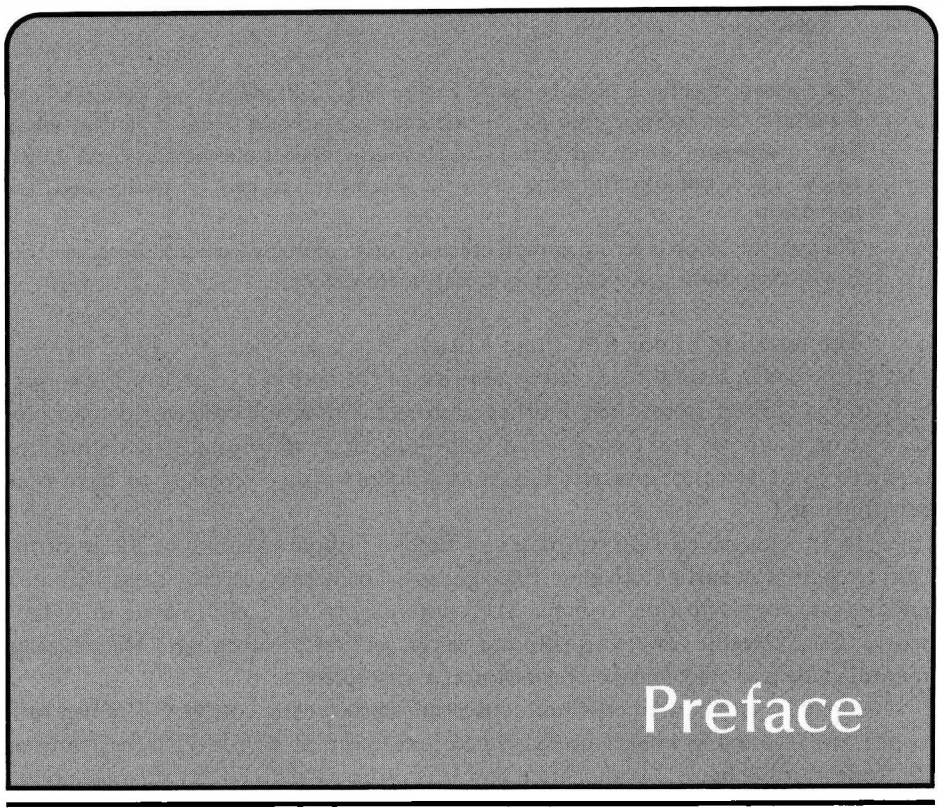
to

RALPH E. HERSEY, SR., a retired telephone pioneer with over fifty patents for Bell Laboratories, whose work made direct distance dialing a reality. In looking back over his thirty-nine years of work with the telephone industry, he once commented that of all his contributions, the most rewarding aspect to him personally was that he became known as a *developer of people.*

and

the late REAR ADMIRAL THEODORE BLANCHARD,USNR, former Naval officer who was decorated with two Silver Stars, the Bronze Star, the Presidential Citation, and a Navy Unit Commendation for his courageous and competent World War II leadership in the Pacific. In talking with people who worked for him over the years, he was always described as an inspirational, dedicated and caring leader who always fought for his people and the "underdog," whether in peace or war time.



In the preface to our first edition we made the following statements, which we still believe:

> For a long time management theory has been characterized by a search for universals—a preoccupation with discovering essential elements of all organizations. The discovering of common elements is necessary, but they do not really provide practitioners with "principles" that can be applied with universal success.
>
> In the past decade there has appeared a relative maturity in this field as it begins to focus on "patterned variations"—situational differences. We assume that there are common elements in all organizations, but we also assume differences among them and in particular the managing of their human resources. As the inventory of empirical studies expands, making comparisons and contrasts possible, management theory will continue to emerge. Common elements will be isolated and important variables brought to light.
>
> We believe that management theory is important to all categories of organizations—business, government, military, medicine, education, "voluntary"organizations such as the church, and even the home. We thus have drawn our illustrations and cases from a variety of these organizations and incorporated concepts from many disciplines. Our purpose is to identify a framework which may be helpful in integrating independent approaches from these various disciplines to the understanding of human behavior and management theory.

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> The focus of this book is on behavior within organizations and not between organizations. Our belief is that an organization is a unique living organism whose basic component is the individual and this individual is our fundamental unit of study. Thus, our concentration is on the interaction of people, motivation, and leadership.
>
> Though this book is an outgrowth of the insights of many earlier writers, we hope it will make some contribution to management theory.

The response to our first three editions has been widespread and diverse. Organizations in several fields have made use of the text in a variety of ways—not only in the United States, but in other countries throughout the world. Our goal of writing a concise and easy-to-read text—one that would make the behavioral sciences come alive for practitioners and students alike—appears to have been accomplished.

In this fourth edition we have clarified and updated much of the information presented in earlier editions. Passages in each chapter are enhanced with new and significant additions to make the contents practical and useful in today's world. Considerable rewriting is found in the sections dealing with the developmental cycle and the concept of constructive discipline.

Further, this fourth edition focuses in depth on the concept of power as it applies to leadership effectiveness. Since leadership at any level is basically an attempt to influence . . . and since power is properly defined as influence potential . . . the effective leader must understand from whence power is derived; what power bases are available; and how to use these power bases wisely. Chapter 8 discusses the Situational approach to using power in organizational settings.

We trust that this fourth edition will better represent a contribution to the current status of the behavioral sciences.

We owe much to colleagues and associates without whose guidance, encouragement, and inspiration the first edition of this book—much less the fourth—would never have been written. In particular, we are indebted to Harry Evarts, Ted Hellebrandt, Norman Martin, Don McCarty, Bob Melendes, Walter Pauk, Warren Ramshaw, and Franklin Williams.

We wish to make special mention of Chris Argyris, William J. Reddin and Edgar A. Schein. Their contributions to the field of applied behavioral science have been most valuable to us in the course of preparing this book, and we hereby express our appreciation to them.

Finally, we add a special thanks to Kevin Sullivan and Sonia Meyer for their skill and dedication in the editing and preparation of this edition, and to Suzanne and Margie, our wives, for their continued patience, support, and interest in the progress of our work.

Paul Hersey

Kenneth H. Blanchard

Management of Organizational Behavior

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