David A. Whetten Kim S. Cameron

Eighth Edition

Developing Management Skills



mymanagementlab is an online assessment and preparation solution for courses in Principles of Management, Human Resources, Strategy, and Organizational Behavior that helps you actively study and prepare material for class. Chapter-by-chapter activities, including built-in pretests and posttests, focus on what you need to learn and to review in order to succeed.

Visit www.mymanagementlab.com to learn more.

DEVELOPING MANAGEMENT SKILLS

EIGHTH EDITION

David A. Whetten BRIGHAM YOUNG UNIVERSITY

Kim S. Cameron

UNIVERSITY OF MICHIGAN

Prentice Hall

Boston Columbus Indianapolis New York San Francisco Upper Saddle River Amsterdam Cape Town Dubai London Madrid Milan Munich Paris Montreal Toronto Delhi Mexico City Sao Paulo Sydney Hong Kong Seoul Singapore Taipei Tokyo Editorial Director: Sally Yagan Editor in Chief: Eric Svendsen Acquisitions Editor: Kim Norbuta Editorial Project Manager: Claudia Fernandes Director of Marketing: Patrice Lumumba Jones Marketing Manager: Nikki Ayana Jones Senior Marketing Assistant: Ian Gold Senior Managing Editor: Judy Leale Senior Production Project Manager: Kelly Warsak Senior Operations Supervisor: Arnold Vila Operations Specialist: Ilene Kahn Senior Art Director: Janet Slowik Interior Design: Suzanne Duda and Michael Fruhbeis Permissions Project Manager: Shannon Barbe
Manager, Cover Visual Research & Permissions: Karen Sanatar
Manager Central Design: Jayne Conte
Cover Art: Getty Images, Inc.
Cover Design: Suzanne Duda
Lead Media Project Manager: Denise Vaughn
Full-Service Project Management: Sharon Anderson/BookMasters, Inc.
Composition: Integra Software Services
Printer/Binder: Edwards Brothers
Cover Printer: Coral Graphics
Text Font: 10/12 Weidemann-Book

Credits and acknowledgments borrowed from other sources and reproduced, with permission, in this textbook appear on appropriate page within text.

Copyright © 2011, 2007, 2005, 2002, 1998 Pearson Education, Inc., publishing as Prentice Hall, One Lake Street, Upper Saddle River, New Jersey 07458. All rights reserved. Manufactured in the United States of America. This publication is protected by Copyright, and permission should be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or likewise. To obtain permission(s) to use material from this work, please submit a written request to Pearson Education, Inc., Permissions Department, One Lake Street, Upper Saddle River, New Jersey 07458.

Many of the designations by manufacturers and seller to distinguish their products are claimed as trademarks. Where those designations appear in this book, and the publisher was aware of a trademark claim, the designations have been printed in initial caps or all caps.

Library of Congress Cataloging-in-Publication Data

Whetten, David A. (David Allred)
Developing management skills /David A. Whetten, Kim S. Cameron.—8th ed.
p. cm.
Includes bibliographical references and index.
ISBN 978-0-13-612100-8
1. Management—Study and teaching.
2. Management—Problems, exercises, etc.
I. Cameron, Kim S. II. Title.
HD30.4.W46 2011
658.40071'173—dc22

2009040522

10 9 8 7 6 5 4 3 2

Prentice Hall is an imprint of



www.pearsonhighered.com

ISBN 10: 0-13-612100-4 ISBN 13: 978-0-13-612100-8

BRIEF TABLE OF CONTENTS

Preface xvii Introduction 1

PART I PERSONAL SKILLS 44

- **1** Developing Self-Awareness 45
- 2 Managing Personal Stress 105
- **3** Solving Problems Analytically and Creatively 167

PART II INTERPERSONAL SKILLS 232

- 4 Building Relationships by Communicating Supportively 233
- 5 Gaining Power and Influence 279
- 6 Motivating Others 323
- 7 Managing Conflict 373

PART III GROUP SKILLS 438

- 8 Empowering and Delegating 439
- 9 Building Effective Teams and Teamwork 489
- **10** Leading Positive Change 533

PART IV SPECIFIC COMMUNICATION SKILLS 590

Supplement A Making Oral and Written Presentations 591

Supplement B Conducting Interviews 619

Supplement C Conducting Meetings 651

Appendix I Glossary 673

Appendix II References 683

Name Index 705

Subject Index 709

Combined Index 713

This page intentionally left blank

CONTENTS

Preface xvii

INTRODUCTION

THE CRITICAL ROLE OF MANAGEMENT SKILLS 3

1

The Importance of Competent Managers 6 The Skills of Effective Managers 7 Essential Management Skills 8 What Are Management Skills 9 Improving Management Skills 12 An Approach to Skill Development 13 Leadership and Management 16 Contents of the Book 18 Organization of the Book 19 Practice and Application 21 Diversity and Individual Differences 21 Summary 23

SUPPLEMENTARY MATERIAL 24

Diagnostic Survey and Exercises 24 Personal Assessment of Management Skills (PAMS) 24 What Does It Take to Be an Effective Manager? 28 SSS Software In-Basket Exercise 30

SCORING KEY AND COMPARISON DATA 42

Personal Assessment of Management Skills 42 Scoring Key 42 Comparison Data 42
What Does It Take to Be an Effective Manager? 43
SSS Software In-Basket Exercise 43

PART I PERSONAL SKILLS 44

DEVELOPING SELF-AWARENESS 45

SKILL ASSESSMENT 46

Diagnostic Surveys for Scale Self-Awareness 46 Self-Awareness Assessment 46 Emotional Intelligence Assessment 47 The Defining Issues Test 48 Cognitive Style Indicator 52 Locus of Control Scale 52 Tolerance of Ambiguity Scale 54 Core Self-Evaluation Scale (CSES) 56

SKILL LEARNING 57

Key Dimensions of Self-Awareness 57
The Enigma of Self-Awareness 58 *The Sensitive Line 58*Understanding and Appreciating Individual Differences 60
Important Areas of Self-Awareness 61 *Emotional Intelligence 62 Values 65 Ethical Decision Making and Values 72 Cognitive Style 74 Attitudes Toward Change 76 Core Self-Evaluation 79*

SKILL ANALYSIS 84

Cases Involving Self-Awareness 84 Communist Prison Camp 84 Computerized Exam 85 Decision Dilemmas 86

SKILL PRACTICE 89

Exercises for Improving Self-Awareness Through Self-Disclosure 89 Through the Looking Glass 89 Diagnosing Managerial Characteristics 90 An Exercise for Identifying Aspects of Personal Culture: A Learning Plan and Autobiography 92

SKILL APPLICATION 95

Activities for Developing Self-Awareness 95 Suggested Assignments 95 Application Plan and Evaluation 95

SCORING KEYS AND COMPARISON DATA 97

Self-Awareness Assessment 97 Scoring Key 97 Comparison Data 97 Emotional Intelligence Assessment 97 Scoring Key 97 Comparison Data 99 The Defining Issues Test 99 The Escaped Prisoner 99 The Doctor's Dilemma 100 The Newspaper 100 Cognitive Style Indicator 101 Scoring and Comparison Data for the Cognitive Style Indicator 101 Scoring Key 101 Comparison Data 101 Locus of Control Scale 101 Scoring Key 101 Comparison Data 102 Tolerance of Ambiguity Scale 102 Scoring Key 102 Comparison Data 102

2 MANAGING PERSONAL STRESS 105

SKILL ASSESSMENT 106

Diagnostic Surveys for Managing Stress 106 Stress Management Assessment 106 Time Management Assessment 107 Type A Personality Inventory 108 Social Readjustment Rating Scale 109 Sources of Personal Stress 111

SKILL LEARNING 112

Improving the Management of Stress and Time 112 The Role of Management 113 Major Elements of Stress 113 Reactions to Stress 114 Coping with Stress 115 Managing Stress 117 Stressors 117 Eliminating Stressors 120 Eliminating Time Stressors Through Time Management 121 Eliminating Encounter Stressors Through Collaboration and Emotional Intelligence 128 Eliminating Situational Stressors Through Work Redesign 130 Eliminating Anticipatory Stressors Through Prioritizing, Goal Setting, and Small Wins 132 Developing Resiliency 134 Physiological Resiliency 136 Psychological Resiliency 139 Social Resiliency 143 Temporary Stress-Reduction Techniques 144

SKILL ANALYSIS 147

Cases Involving Stress Management 147 The Turn of the Tide 147 The Case of the Missing Time 150

SKILL PRACTICE 155

Exercises for Long-Term and Short-Run Stress Management 155 *The Small-Wins Strategy 155 Life-Balance Analysis 156 Deep Relaxation 158 Monitoring and Managing Time 159*

SKILL APPLICATION 161

Activities for Managing Stress 161 Suggested Assignments 161 Application Plan and Evaluation 162

SCORING KEYS AND COMPARISON DATA 164

Stress Management Assessment 164 *Scoring Key 164 Comparison Data 164* Time Management Assessment 164 *Scoring Key 164 Comparison Data 165* Type A Personality Inventory 165 Scoring Key 165 Comparison Data 165 Social Readjustment Rating Scale 166 Comparison Data 166 Source of Personal Stress 166



SKILL ASSESSMENT 168

Diagnostic Surveys for Creative Problem Solving 168 Problem Solving, Creativity, and Innovation 168 How Creative Are You? 169 Innovative Attitude Scale 171 Creative Style Assessment 172

SKILL LEARNING 174

Problem Solving, Creativity, and Innovation 174 Steps in Analytical Problem Solving 174 Defining the Problem 174 Generating Alternatives 176 Evaluating Alternatives 176 Implementing the Solution 177 Limitations of the Analytical Problem-Solving Model 178 Impediments to Creative Problem Solving 178 Multiple Approaches to Creativity 179 Conceptual Blocks 183 Percy Spencer's Magnetron 185 Spence Silver's Glue 185 The Four Types of Conceptual Blocks 185 Review of Conceptual Blocks 194 Conceptual Blockbusting 194 Stages in Creative Thought 194 Methods for Improving Problem Definition 195 Ways to Generate More Alternatives 199 International Caveats 202 Hints for Applying Problem-Solving Techniques 203 Fostering Creativity in Others 203 Management Principles 204

SKILL ANALYSIS 210

Cases Involving Problem Solving 210 The Mann Gulch Disaster 210 Creativity at Apple 212

SKILL PRACTICE 214

Exercises for Applying Conceptual Blockbusting 214 Individual Assignment—Analytical Problem Solving (10 minutes) 214 Team Assignment—Creative Problem Solving (20 minutes) 215 Moving Up in the Rankings 216 Keith Dunn and McGuffey's Restaurant 217 Creative Problem-Solving Practice 220

SKILL APPLICATION 222

Activities for Solving Problems Creatively 222 Suggested Assignments 222 Application Plan and Evaluation 222