

Table of Contents

Introduction	2
Part I: Management and Leadership	7
Management	8
Strategic Management	8
Leadership	12
Quick Hits	17
Part II: Transactional Management	19
Context	19
A Model of Self-Regulation	24
Goal Setting	26
STD Goal Attributes	27
Boundary Conditions	30
Effectiveness	34
Contingent Reinforcement	35
Negative Feedback Loop	37
Confidence	40
Self-efficacy	42
Core Confidence	43
Quick Hits	45
Part III: Transformational Leadership	47
Idealized Influence	48
Inspirational Motivation	49
Intellectual Stimulation	52
Individualized Consideration	54
Intricacies of Positive Feedback Loop	57
Quick Hits	58
Conclusion	60
References	62
Index	64

Introduction

Who Cares?

We framed this book using feedback from our students. For example, we would hear:

“We like these topics. Can you put together something easy to read, still research-based, that we can occasionally go back to remind us of the topics and their work application?”

Here it is. We sent drafts of this book to students for feedback. We cannot think of a better introduction than comments from those who lived through these topics and our banter about them.

“The book was a great summary of the concepts and the most useful takeaways of the semester.”

“I found this to be a great resource that I can reference after the program to help spark topics we discussed in class and ways to approach different work situations.”

“I really enjoyed reading this, and will actually share with my fiancé so she can get some insight into what we have been learning, as she consistently asks but it is hard to find a summary as good as this.”

“The content you have provided is rich, easy to follow, and sparks even more ideas.”

“Metaphors and anecdotes are helpful for connecting messages and making these points of the paper more memorable. The “moving the needle” is one of those that will always stick in my head because I can just visualize Alex doing the hand motion and saying it.”

The underlying current of this book is *moving the needle* - transforming disengaged workers to motivated employees, shifting doubt into efficacy, and progressing from managers to leaders.



So What?

Management and Leadership are taught in almost all MBA programs. Many schools require these topics in an opening class. Paraphrasing a renowned physicist, Robert Oppenheimer, **physics would be really hard if particles could talk.**

In the study of management and leadership, we focus on people. People talk, talk back, and come with different preferences, attitudes, and personalities. Some work less, some are more agreeable, some are open-minded, some are happy, and some are grumpy.

Yet, managers and leaders need to motivate all employees. Good luck doing this in a factually-informed way without some training on these topics.

What power-holders do is often at odds with the best evidence. This is called the doing-knowing gap.



Learning how to motivate and lead employees is fundamental to an organization's success. Half-truths *de jour* are dangerous because they can be partly right. However, these myths are misleading often enough to get many organizations into serious trouble.

How Was Content of the Book Selected?

This book relies on classic theories that have been empirically supported. Why? Evidence-based answers can be applied with a dose of certainty.

We do not present a flavor of the month fad. Motivational speakers and folk psychologists ought not be taken seriously, even if they are entertaining. Making business choices based on fiery proclamations, flimsy data, and equivocal recommendations will lead to questionable results.

Instead, our goal in writing this book is to present management and leadership topics in a useful manner while drawing on foundational empirical research.

Know Before You Go

Nothing in this book is meant to suggest that other areas of business are less important than management and leadership. Tolstoy opens up his novel *Anna Karenina* with this unforgettable line:

“Happy families are all alike; every unhappy family is unhappy in its own way.”

As in families, organizations must assemble the right mix of ingredients to produce a recipe for success. Misery is more idiosyncratic, but few things bring an organization down faster than a demotivated workforce antagonized by insolent leadership and ineffective management.

Developing leadership savoir-faire is a topic Business Schools should increasingly embrace.

What can we do? In our conversations with leaders, a common theme emerges. Many did not have an opportunity to study the psychology of leadership before they found themselves consumed by its demands. They recollect how it was only after their leadership tenure ended that they found time to study the subject that had filled their lives for decades. This book fills this gap by providing an introduction to concepts in the study of management and leadership.

If you enjoy webinars, Alex also has a free 45 minute webinar on Transformational Leadership available at: <http://www.stajkovic.biz/media/webinars>



Manage processes

Lead people



Part I: Management and Leadership

Is management different from leadership?

Yes, management and leadership entail different activities. But, not for the reasons most assume. Leaders are not mythical, and managers are not simple folk merely trying to keep order on this Earth.

Management and leadership activities are necessary and complementary. Managers are irreplaceable for efficient operations. This focus, though, might inhibit their capacity to inspire above and beyond motivation.

The general differences between management and leadership activities can be summarized as follows:

Manage processes. Lead people.

By focusing on people, leaders inspire above and beyond motivation. Have you ever heard anyone say ...

Let's manage soldiers into battle?

Manager	Leader
John Adams	Benjamin Franklin
Alexander Hamilton	Thomas Jefferson
Pope Benedict XVI	Pope John Paul II
Sam Walton	Richard Branson
Mitt Romney	Barack Obama

