

Organizational Theory and Management

Quotes and Notables

“Fit no stereotypes. Don’t chase the latest management fads. The situation dictates which approach best accomplishes the team’s mission.”—COLIN POWELL, American statesman and a retired four-star general in the United States Army

Bio

Colin L. Powell was appointed Secretary of State by George W. Bush on January 20, 2001, after being unanimously confirmed by the US Senate. He served for four years, leaving the position on January 26, 2005. He was the first African American to serve as Secretary of State.

Powell was born on April 5, 1937, in the New York City neighborhood of Harlem. The son of two Jamaican immigrants, he was raised in the South Bronx. He attended City College of New York, and it was there that he began his military service, joining the Reserve Officer Training Corps (ROTC). After his graduation in 1958, Powell was commissioned a second lieutenant in the US Army. During his 35 years in the army he served two tours in Vietnam, was stationed in West Germany and South Korea, and acted as President Ronald Reagan’s National Security Advisor from 1987 until 1989. In 1989 he was promoted to the rank of general, and was appointed by President George H. W. Bush to the position of Chairman of the Joint Chiefs of Staff. In the four years Powell served in that capacity, he oversaw 28 crises, including Operation Desert Storm in 1991. After his retirement in 1993, he founded America’s Promise, an organization that helps at-risk children. He was nominated for Secretary of State by President George W. Bush on December 16, 2000.

Source: Office of the Historian, <https://history.state.gov/departmenthistory/people/powell-colin-luther> (accessed 3/18/15).

Relevant Media

History.com: For articles, video clips, links and other resources, visit: www.history.com/topics/colin-powell (accessed 3/18/15).

“Colin Powell Mini Biography,” Youtube.com, <https://www.youtube.com/watch?v=PoThY6gjLg8> (accessed 3/18/15).

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“Leaders work on the culture of the organization, creating it or changing it. Managers work within the culture of the organization.”—EDGAR H. SCHEIN, author, *Organizational Culture and Leadership*

Bio

Edgar Schein investigates organizational culture, process consultation, the research process, career dynamics, and organization learning and change. In *Career Anchors* (2006), he shows how individuals can diagnose their own career needs and managers can diagnose the future of jobs. His research on culture shows how national, organizational and occupational cultures influence organizational performance and he has analyzed how consultants work on problems in human systems and the dynamics of the helping process. Schein has done two cultural case studies: *Strategic Pragmatism: The Culture of Singapore’s Economic Development Board* (1996), and *DEC is Dead; Long Live DEC* (2003). His *Corporate Culture Survival Guide* (2009) helps managers to deal with culture issues in their organizations.

Source: MIT Sloan Faculty Directory, http://mitsloan.mit.edu/faculty/detail.php?in_spsqno=SP000121&co_list=F (accessed 3/18/15).

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Youtube.com: www.youtube.com/watch?v=C4SVOn7EEUc&feature=related (accessed 3/18/15). This video contains a part of keynote speech by Edgar H. Schein. The speech was about *The New Leadership: Culture Management and Helping*.

“Anything that gives us new knowledge gives us an opportunity to be more rational.”—HERBERT A. SIMON, Nobel laureate; artificial intelligence expert

Bio

Carnegie Mellon University Professor Herbert A. Simon was winner of the 1978 Nobel Prize in Economics, and the A. M. Turing Award, the National Medal of Science and many other awards for his work in cognitive psychology and computer science. Dr. Simon’s research ranged from computer science to psychology, administration and economics. The thread of continuity through all of his work was his interest in human decision-making and problem-solving processes and the implications of these processes for social institutions. He made extensive use

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of the computer as a tool for both simulating human thinking and augmenting it with artificial intelligence. Dr. Simon was widely considered to be a founder of the field of artificial intelligence.

Source: The Carnegie Mellon School of Computer Science, “A Tribute To Herbert Simon,” www.cs.cmu.edu/simon/bio.html (accessed 3/18/15).

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Youtube.com: www.youtube.com/watch?v=LFnfymiVCb4 (accessed 3/18/15). Dr. Herbert Simon presenting the John Gaus Lecture at the 2000 annual meeting of the American Political Science Association.

“What you cannot enforce, do not command.”—SOPHOCLES, Greek playwright

Bio

Sophocles, one of the most influential writers of Ancient Greece, was most likely born in 497/6 BC, a few years before the Battle of Marathon in 490 BC. His place of birth is thought to be in Attica. The village, Colonus, later to become a setting for Sophocles’ plays, was situated northwest of Athens, and about a mile distant from the city. Sophocles wrote more than 120 plays.

Source: sophocles.net, www.sophocles.net/listingview.php?listingID=3 (accessed 3/18/15).

“Nearly all men can stand adversity, but if you want to test a man’s character, give him power.”—ABRAHAM LINCOLN, 16th President of the USA

Bio

As president, Abraham Lincoln issued the Emancipation Proclamation, which declared those slaves within the Confederacy forever free. Lincoln never let the world forget that the Civil War involved an even larger issue. At Gettysburg, he stated, “here highly resolve that these dead shall not have died in vain—that this nation, under God, shall have a new birth of freedom—and that government of the people, by the people, for the people, shall not perish from the earth.” His Second Inaugural Address is inscribed on one wall of the Lincoln Memorial in

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Washington, DC: “With malice toward none; with charity for all; with firmness in the right, as God gives us to see the right, let us strive on to finish the work we are in; to bind up the nation’s wounds”

Source: The White House, <https://www.whitehouse.gov/1600/presidents/abrahamlincoln> (accessed 3/18/15).

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Visit History.com for videos, links and other resources: www.history.com/topics/us-presidents/abraham-lincoln/videos.

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”—GEORGE S. PATTON, US Army general

Bio

Remembered for his fierce determination and ability to lead soldiers, Patton is considered one of the greatest military figures in history. Patton became the first member of the newly established United States Tank Corps. He took full command of the Corps, directing ideas, procedures and even the design of their uniforms. Using his first-hand knowledge of tanks, Patton organized the American tank school in Bourg, France and trained the first 500 American tankers. When the German Blitzkrieg began on Europe, Patton finally convinced Congress that the United States needed a more powerful armored striking force. With the formation of the Armored Force in 1940, he was named Commanding General on April 11, 1941 and served in WWII.

Source: Biography of General George S. Patton Jr., www.biographyonline.net/military/general-patton.html (accessed 3/18/15).

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History.com: George S. Patton. Videos, information, links and other resources, www.history.com/topics/world-war-ii/george-smith-patton (accessed 3/18/15).

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“The disease which inflicts bureaucracy and what they usually die from is routine.”—JOHN STUART MILL, English philosopher.

Bio

John Stuart Mill (1806–1873), British philosopher, economist, moral and political theorist, and administrator, was the most influential English-speaking philosopher of the nineteenth century. His views are of continuing significance, and are generally recognized to be among the deepest and certainly the most effective defenses of empiricism and of a liberal political view of society and culture. The overall aim of his philosophy is to develop a positive view of the universe and the place of humans in it, one that contributes to the progress of human knowledge, individual freedom and human well-being. His views have roots in the British empiricism of John Locke, George Berkeley and David Hume, and in the utilitarianism of Jeremy Bentham.

Source: “John Stuart Mill,” *Stanford Encyclopedia of Philosophy*, <http://plato.stanford.edu/entries/mill/> (accessed 3/18/15).

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www.youtube.com/watch?v=OE7UoM1FCds (accessed 3/18/15). The video is about John Stuart Mill and his philosophy of liberty.

Quotes without Biographical Information

“A good plan is like a road map: it shows the final destination and usually the best way to get there.”—H. STANLEY JUDD, author of *Communications Consultant*.

“We don’t have plush office space. For many years we weren’t treated as professionals, but this office is very professional.... We have to take everybody who comes here. Unlike private agencies, we cannot pick and choose our clientele. You’ve got to love it to stay.... I’ve been here 25 years.”—MARY VIRGINIA DOUGLASS, social worker.