

CONTENTS

Acknowledgments xi

General Introduction xiii

PART I

SLICES OF LIFE

SECTION ONE: *Life at the Top: The Struggle for Power* 3

1 / How the Top Is Different ROSABETH MOSS KANTER 20

2 / Why Leaders Can't Lead WARREN BENNIS 36

3 / Henry Kissinger as Department Manager
PAUL VON WARD 49

4 / Bob Six's Long Search for a Successor
RUSH LOVING, JR. 63

SECTION TWO: *Life in the Middle: Getting In, Getting Up, and Getting Along* 80

5 / Wheeler Stanley, General Foreman STUDS TERKEL 98

6 / A Day at the Crystal Palace ALAN HARRINGTON 105

7 / The Managers STAFF REPORTERS OF *The Wall Street Journal* 116

John A. Armbruster, TRW, Inc. RICHARD MARTIN 116

Chester A. Hoffman, Atlas Powder Co. JUNE KRONHOLZ 121

Challis M. Lowe, Continental Bank
JOANN S. LUBLIN 125

Three Who Aren't Making It TERRY P. BROWN 129

8 / The Gender Pioneers: Women in an Industrial Sales Force ROSABETH MOSS KANTER AND BARRY A. STEIN 134

9 / "Why Should My Conscience Bother Me?"
KERMIT VANDIVIER 160

SECTION THREE: <i>Making a Life at the Bottom</i>	176
10 / "Banana Time": Job Satisfaction and Informal Interaction DONALD F. ROY	192
11 / The Lordstown Auto Workers	206
Sabotage at Lordstown? EDITORS OF <i>Time</i>	206
The Men Won't Toe the Vega Line B. J. WIDICK	208
Luddites in Lordstown BARBARA GARSON	211
Lordstown—Searching for a Better Way of Work BENNETT KREMEN	217
12 / Women's Work: Some Lousy Offices to Work in, and One Good One BARBARA GARSON	225
13 / Retail Sales Worker LOUISE KAPP HOWE	239

PART II

LIFE TIMES

SECTION FOUR: <i>Growing Pains</i>	255
14 / The Changing Structure of a Great Corporation GEORGE D. DOWNING	274
15 / The Company Family: The Early Years of the Andrews Winery BARRY A. STEIN	290
SECTION FIVE: <i>Life in Politicized Environments: Interdependence, Responsibility, and Skullduggery</i>	302
16 / Running the San Francisco City Planning Department ALLAN B. JACOBS	318
17 / The Buffalo Search WARREN BENNIS	333
18 / At IGP, It's Not Business as Usual DANIEL ZWERDLING	349
19 / The Bagman JOHN BROOKS	363
SECTION SIX: <i>Organizational Death Watch</i>	373
20 / Organizations in Trouble: Two Vignettes BARRY A. STEIN	387
"The Good Old Days"	387
"We're Going to Make Sure This Never Happens Again"	394

Contents	ix
21 / W. T. Grant's Last Days—as Seen from Store 1192 RUSH LOVING, JR.	400
22 / Termination at Baker Plant ALFRED SLOTE	412
References	429
Index	433