## Contents



	Tables, Figures, and Exhibits	ix
	Preface	xiii
	The Author	xxi
1.	The Journey from Novice to Master Manager	1
2.	Achieving High Performance: A Paradoxical View of Excellence	12
3.	Mastering the Contradictions of Organizational Life	25
<b>1</b> .	The Competing Values Model: Redefining Organizational Effectiveness and Change	44
5.	The Failure of Success: How Good Becomes Bad	66
<b>3</b> .	Competing Values and the Dynamics of Managerial Leadership	<b>7</b> 9

viii		Contents
7.	Profiles of Effective and Ineffective Managers	90
8.	The Road to Mastery: An Agenda for	
	Transforming Your Management Style	110
9.	Assessment and Skill-Building Exercises	127
10.	Teaching Management Skills Using the	
	Competing Values Model: A Case Study	148
	Conclusion: Beyond Rational Management	161
	Resource A. A Competing Values Reading List	166
	Resource B. Competing Values Leadership	
	Instrument: Extended Version	174
	Resource C. Interview Questions for Doing a	
	Competing Values Organizational Analysis	181
	References	185
		- <b></b>
	Index	193