

EXECUTIVE SUMMARIES

VISION WITHOUT ACTION IS A HALLUCINATION: GROUP COACHING AND STRATEGY IMPLEMENTATION

by MANFRED F.R. KETS DE VRIES

This article discusses how to get things done through the group coaching intervention methodology. It is suggested that interventions of this sort can make a huge difference in the implementation of a strategy or change initiative. It ensures that everyone within the organization can see and internalize the direction for the business and know how their job fits within the "Big Picture." Participating in a group coaching intervention increases the likelihood that executives will work towards a common goal. By using a specific case example, this article explores how the group coaching methodology will positively affect a company's success in execution while highlighting the complex (conscious and unconscious) psychological processes that are at play, and inducing tipping points for change.

Furthermore, the article points out how the group coaching methodology helps to create a truly networked organization. Applying this intervention process will minimize the kind of paranoid thinking that so often appears in matrix-like companies with virtual, highly diverse teams. After going through such an intervention, executives will be more disposed to assume challenging follow-up roles supporting one another to stay on the track they all agreed upon. Group coaching will also foster lateral communication, help break down an organization's silo mentality, and open up the path towards becoming a boundary-less company with real information exchange.

WHAT DO WE REALLY UNDERSTAND ABOUT HOW MANAGERS MAKE IMPORTANT DECISIONS?

by EUGENE SADLER-SMITH, LISA A. BURKE-SMALLEY

The contemporary study of intuition in managerial decision making was initiated largely by Weston H. Agor's 1986 *Organizational Dynamics* article "The Logic of Intuition: How Top Executives Make Important Decisions." Since Agor's classic contribution, it's clear that intuition has immense and enduring appeal to generalist and specialist audiences alike, and the popular business press has responded in kind. In the management literature, there has

been a steady rise in the number of published articles on intuition in top journals, but just how much meaningful progress has really been made since 1986? Furthermore, what challenges and opportunities in contemporary business confront or invite significant evolution of the science and practice of intuition in management? To contribute a meaningful "progress report" for managers, researchers, and business educators we recap the progress the field has made since Agor's classic contribution and canvass the science of intuition currently. Specifically, we examine where the field has been, where we are currently, and where the research of intuitive decision making needs to go. We close with major research challenges and opportunities and delineate implications for the science and practice of intuition in management decision making.

OVERCOMING THE OBSTACLES TO CROSS-FUNCTIONAL DECISION MAKING: LAYING THE GROUNDWORK FOR COLLABORATIVE PROBLEM SOLVING

by DAVID A. HOFMANN

Consider two different pieces of accepted wisdom of organizational life. First, good subordinates do not bring their leaders problems. Instead, they bring solutions. Similarly, good leaders do not allow subordinates to simply raise problems; they make sure they bring solutions and recommendations. The second piece of wisdom is that making complex decisions requires a diversity of input and perspectives. As is often the case, however, wise sayings do not always get along with one another. The purpose of bringing diverse perspectives together is to gain a more complete and well-informed view of the problem. Yet, if layered over this complexity and diversity is a culture that expects recommendations, solutions, and arguments for favored courses of action - a culture that is widely present in many if not most organizations - then this diversity will not be sufficiently leveraged. Complex, lateral, cross-functional decisions require strong leadership married with a specific process. It is only then that the diversity of knowledge can be sufficient leveraged to make the best decision for the enterprise.

SOCIAL MEDIA OR SOCIAL MINEFIELD? SURVIVING IN THE NEW CYBERSPACE ERA

by ARIANE OLLIER-MALATERRE,
NANCY P. ROTHBARD

Social media presents both professional opportunities and challenges. It can boost a career or destroy it. In particular, social spaces such as Facebook, YouTube, Google+ or Twitter are where the lines between the personal and the professional are often blurred. How do individuals craft successful social media strategies? To explore this question we conducted interviews, analyzed open-ended comments from over 500 survey respondents as well as over 450 public comments that were made in response to blogs, and examined examples in the public record over a period of four years. We explain how social media differs from offline interactions and propose that individuals who want to leverage social media and avoid damaging their professional reputation should first diagnose their online behaviors to understand which of four main online boundary management behaviors (open, audience, content and custom) they currently use. Then they should choose their goals on social media and in particular decide whether they want to express themselves or to impress others, because strategies to express authenticity or to conduct impression management differ. Third, we recommend that they assess the fit of their desired strategy with their professional context, since some industries or occupations have more stringent norms than others.

INVENTIVE NEGOTIATION

by JOHN L. GRAHAM, LYNDA LAWRENCE,
WILLIAM HERNÁNDEZ REQUEJO

Just getting to yes isn't good enough anymore. Inventive negotiators, especially international ones, aren't satisfied with just making deals. Instead, they emphasize sustainable, trusting, and personal commercial relationships that more resemble building pie factories than splitting pies: going beyond traditional, primitive approaches that divide resources toward a more civilized, inventive approach that combines them. Inventive negotiation borrows the best ideas from the Japanese, the Dutch, Silicon Valley, Hollywood, brain science, anthropology, and experimental economics. Rather than focusing on disputes or problems, the process begins with a search for opportunities. Next comes finding the best partners and developing trusting relationships. Those relationships allow for application of tools of invention - using a facilitator,

leveraging diversity, getting the team, place, space and pace just right, changing roles, and improvisation. Inventive negotiators also that emotions, power plays, and corruption do great damage to creative personal and commercial relationships.

THE 5-C FRAMEWORK FOR MANAGING TALENT

by RANDALL S. SCHULER

Companies have been thinking about their special employees, their talented employees for many years, especially after Peter Drucker coined the term "knowledge worker" in 1959. These employees were different from those going before them, and had to be managed differently from the others, the non-knowledge workers. Fast forward to 21st century and we find that conditions for most companies have changed dramatically: more competition, more advanced technology, more globalization, and more highly educated individuals worldwide. We also find that the description of the knowledge worker today dramatically understates just how important some workers are to the success of companies today. With companies' success dependent on effectively managing this needed special group of individuals, their "talent workers", companies are actively seeking programs and approaches to managing this talent effectively. This article is about what some companies are doing in managing their talent as effectively as possible. The conclusion is that while talent management is complex and requiring a custom approach with continuous adjustments, it may be facilitated by a systematic analysis using the 5-C framework for managing talent.

WHEN HAVING TO LEAVE IS A "GOOD THING"

by CHARLES C. MANZ, MEL FUGATE,
PETER W. HOM, JOHN P. MILLIKIN

Shrinking an organization's workforce is one of the most difficult of all management challenges. Unfortunately, however, involuntary layoffs and other forced reductions are sometimes unavoidable, such as during economic downturns when changing strategy and reducing capacity are essential to the survival of the larger enterprise. Nevertheless, involuntary turnover is almost universally regarded as a negative event that has a devastating impact on affected employees and often is a lingering drag on the organization. In this article, to counter the common negative perspective, we introduce an alternative view that that we refer to as "Positive Involuntary

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