

eTextbook: Management, EMEA Edition

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Summary

In 60 Sekunden

Dieses Lehrbuch führt dich durch das, was Manager tatsächlich tun, von Mintzbergs zehn Rollen bis zum Kontrollprozess, der die Schleife schließt. Es beginnt mit den Hawthorne-Experimenten, bei denen Forscher, die eigentlich Beleuchtungseffekten nachjagten, stattdessen entdeckten, dass Gruppennormen die Produktivität steuern. Es liefert dir Werkzeuge: Katzes Kompetenzen, Hofstede's fünf kulturelle Dimensionen, Porters fünf Kräfte, Vrooms Erwartungsmultiplikator. Und es verankert die Abstraktionen in echten Einsätzen, etwa wenn Merck Mectizan so lange kostenlos abgibt, wie nötig.

Warum es sich lohnt

Wenn du Menschen führst oder führen willst, ist dies dein Handbuch. Es verdichtet ein Jahrhundert Managementdenken in brauchbare Werkzeuge: Entscheidungsschritte, Motivationstheorien, Führungsmodelle, Kontrollprozesse. Studierende bekommen eine prüfungstaugliche Struktur; neue Manager ein Vokabular für Probleme, die sie längst spüren. Lies es, bevor du deine erste direkte Mitarbeiterin oder deinen ersten direkten Mitarbeiter bekommst – nicht danach.

Die Kernideen

The light that wasn't the point

Western Electric's Hawthorne Works in Chicago, 1924. Researchers set out to test a simple question: does better lighting make workers more productive? They dim the lights. Output goes up anyway. They brighten them. Output still climbs. Whatever they do to the physical conditions, productivity keeps rising, and the puzzle deepens through the 1920s and 1930s. The eventual answer: workers weren't responding to illumination at all. They were responding to attention, to group norms, to the social dynamics of being studied. The 'Hawthorne effect' is born, and with it the recognition that people at work are social beings, not machines under a lamp.

The surprise is that the experiment failed in the most useful way possible. The researchers wanted a physical variable; they found a human one. Once you accept that group norms and social dynamics can outweigh working conditions, half of management changes meaning: morale, informal groups, and attention become performance variables, not soft extras. Every later theory in this book, from Maslow to McGregor, builds on that shift.

Probier es aus: This week, watch one team you're on for informal norms: who sets the pace, what counts as 'enough'. Name one norm out loud to yourself before trying to change anything.

Theory X bosses create Theory X workers

Douglas McGregor looks at how managers talk about their people and finds two hidden scripts. Theory X assumes employees dislike work, are lazy, dodge responsibility, and must be coerced to perform. Theory Y assumes employees are creative, enjoy work, seek responsibility, and can exercise self-direction. The stakes: whichever script a manager carries shapes every assignment, every check-in, every rule. Treat people as lazy and you build controls that prove laziness; trust people with responsibility and many rise to it.

What startles readers is that these are assumptions, not findings. McGregor isn't saying workers are one way or the other; he's saying your belief acts like a self-fulfilling prophecy. Coercion designed for Theory X people can produce exactly the avoidance it expects. The practical move is auditing your own default script before designing any policy, because the policy will teach people how to behave.

Probier es aus: Before your next delegation, write down which theory you're assuming. If it's X, delegate one small task with full ownership instead and see what comes back.

Ten hats, one job title

Henry Mintzberg watches what managers actually do all day and finds no tidy job description. Instead, ten roles, grouped three ways. Interpersonal: figurehead, leader, liaison. Informational: monitor, disseminator, spokesperson. Decisional: entrepreneur, disturbance handler, resource allocator, negotiator. The same person greets visitors as figurehead at nine, settles a turf war as disturbance handler at ten, and negotiates with a supplier before lunch. The insight lands: 'manager' isn't one role but a rotation through ten, and the mix shifts with level and situation.

The framework's power is diagnostic. When your week feels chaotic, Mintzberg says the chaos has structure: you were monitoring, allocating, negotiating. New managers often over-invest in the decisional roles and starve the informational ones, then decide badly because they stopped monitoring. Knowing the ten roles lets you notice which hat you never wear, and that gap is usually where your problems live.

Probier es aus: Log tomorrow's meetings and calls against the ten roles. Circle the one you played least; schedule something that forces you into it this week.

Skills that scale with your seat

Robert Katz sorts managerial talent into three kinds: conceptual, human, and technical. The pattern that emerges is level-dependent. Technical skills matter most for first-line managers, close to the work. Conceptual skills matter most for top managers, seeing the whole business. Human skills, working with people, matter at every level, from the shop floor supervisor to the corner office. The story is the career itself: as you climb, the skills you're praised for change

under you, and the ones that got you promoted are not the ones your new job needs.

This explains a quiet career trap. People get promoted for technical excellence, then fail because the new role rewards conceptual breadth instead. The constant is human skill; it never stops mattering, which is why 'good with people' isn't a junior compliment but a career-long requirement. If you're eyeing a promotion, start building the next level's skill before the title arrives.

Probier es aus: Rate yourself 1-5 on conceptual, human, technical. Compare against your target level's profile; pick the lowest gap and take one action on it this month.

The drug Merck gave away

Merck & Co. develops Mectizan (ivermectin), a drug that treats river blindness, onchocerciasis, a disease that blinds people in some of the world's poorest regions. The commercial market barely exists: the patients who need it most cannot pay. In 1987, Merck makes its call: it commits to donate Mectizan free of charge to all who need it, for as long as needed. The program has since treated millions of people at no charge. A company built to earn profits chooses a decision its own accountants could never justify, and keeps it for decades.

This is the book's anchor for what values-driven management looks like when it costs something. The decision wasn't charity bolted onto strategy; it expressed an identity, and identity is what guides decisions no rulebook can cover. Notice the phrasing, 'for as long as needed': it's an open-ended commitment, the kind that tests whether values are real. When your own hard decision has no spreadsheet answer, ask what kind of organization you claim to be.

Probier es aus: Write your team's equivalent of 'for as long as needed': one commitment you'd keep even when it's inconvenient. Post it where decisions get made.

Five dimensions of doing business abroad

Geert Hofstede mines data from IBM employees across more than 40 countries and finds that national cultures differ along five measurable dimensions: individualism versus collectivism, power distance, uncertainty avoidance, masculinity versus femininity, and long-term versus short-term orientation. The stakes appear the moment a manager crosses a border: a flat, first-name organization that feels empowering in one country can read as disrespect in a high power-distance one. The same incentive plan, the same meeting style, the same feedback habit lands differently depending on where the map says you are.

The surprise is that culture turned out to be quantifiable at all, and from one company's workforce worldwide, which controls for industry while varying nation. The five dimensions give managers a vocabulary for friction they previously filed under 'personality clash'. Use them as hypotheses, not stereotypes: they describe central tendencies of national workforces, and individuals vary. But walking into a negotiation knowing which dimension will bite is a real advantage.

Probier es aus: Before your next cross-border call, check where the other country sits on power distance and uncertainty avoidance; adjust how directly you deliver one piece of feedback.

Eight steps between problem and verdict

A manager faces a mess: sales slipping, morale wobbling, options multiplying. The book lays out the discipline: identify the problem, identify decision criteria, allocate weights to those criteria, develop alternatives, analyze the alternatives, select one, implement it, then evaluate whether the decision worked. The tension in the story is that most managers start at step five, jumping straight to alternatives and picking a favorite. The eight steps exist because skipping the front end, defining the problem and weighting what matters, is where decisions quietly go wrong.

The steps that feel bureaucratic, criteria and weights, are actually where your values get operationalized. Choosing weights is choosing what you care about, and doing it explicitly prevents the post-hoc rationalization that makes bad decisions feel inevitable. The last step, evaluating effectiveness, is the one almost everyone skips, which is why the same bad decision returns yearly. Slow at the front, honest at the back, fast in the middle.

Probier es aus: Take one decision pending this week. Write the problem in one sentence and list your top three criteria with weights before you allow yourself to list options.

Bounded brains, good-enough choices

Two models of the deciding mind face off. The classical model assumes managers make optimal decisions: full information, perfect logic, the best choice. Herbert Simon's administrative model says otherwise: managers are rational, but only within the limits of their ability to process information, a condition he calls bounded rationality. Real managers can't map every alternative, so they satisfice, accepting the first good-enough option instead of searching forever for the best one. The scene is every manager's Tuesday: seventeen emails, partial data, a deadline at five.

Simon's insight reframes 'good enough' from a failure into a design principle. If information is always partial, optimizing is a fantasy and satisficing is what competence looks like. The practical corollary: spend your limited thinking on the few decisions where the stakes justify real search, and build routines that satisfice well for the rest. Knowing you're bounded is the beginning of deciding well within the bounds.

Probier es aus: Sort this week's decisions into two piles: reversible and irreversible. Satisfice fast on reversible ones; reserve full eight-step treatment for the irreversible pile.

Five forces, one industry map

Michael Porter hands managers a map for asking why some industries are brutal and others comfortable. Five forces: the level of rivalry among existing competitors, the threat of new entrants, the bargaining power of large suppliers, the bargaining power of large customers, and the threat of substitute products. Picture a strategy meeting where the team blames a bad year on a lazy salesforce. The five forces widen the lens: maybe rivalry is intense, maybe customers

hold the power, maybe a substitute is eating your lunch. The framework turns 'the market is hard' into five specific, testable problems.

What surprises people is that competition isn't only about competitors. Suppliers and buyers can squeeze margins as effectively as a rival with a lower price, and substitutes can kill an industry without anyone in it doing anything wrong. The model also explains why average profitability differs by industry before any firm does anything: structure, not effort, sets the starting odds. Strategy begins by reading the structure you're actually in.

Probier es aus: Sketch the five forces for your industry in ten minutes. Circle the strongest force; that's the one your next strategy conversation should be about.

Just in time, not just in case

Toyota builds its Production System around a radical inversion of factory logic: inputs arrive only when needed, just in time for assembly. No mountains of parts, no warehouses aging between deliveries. The payoff is lower inventory holding costs and less waste, and the approach becomes a cornerstone of lean manufacturing that companies worldwide adopt. The tension is obvious the moment you picture it: a line with no buffer has no room for error, so the system only works if quality and coordination are relentless. Toyota bet that discipline beats stockpiling, and the bet reshaped global manufacturing.

JIT is really a philosophy about hiding problems. Inventory is a cushion; cushions let defects and delays hide underneath. Remove the cushion and every weakness surfaces immediately, forcing it to be fixed. That's why copying JIT without copying the discipline fails: the low inventory isn't the trick, the exposed-and-solved problems are. The same logic applies beyond factories, to any buffer you keep because it feels safe.

Probier es aus: Find one buffer in your work, stockpiled reports, backlog, extra approvals, and ask what problem it's hiding. Try shrinking it by a third and see what surfaces.

Forming, storming, and the teams that skip class

Bruce Tuckman's model gives team life a plot: forming, when everyone is polite and unsure; storming, when conflict surfaces; norming, when the group settles its rules; performing, when it actually works; and adjourning, when it ends. The scene is every kickoff meeting you've sat through: smiles and agendas, everyone nice, everyone careful. That's forming, and the storm is coming. The model's honest footnote matters as much as the stages: not all teams pass through all stages. Some stall in storming; some never quite perform.

The relief this model offers is naming the fight. Storming feels like failure to new team leaders, when it's actually a stage with an exit. The danger isn't conflict, it's teams that avoid storming and carry unresolved norms into performing work, then fracture under pressure. Knowing the map lets you diagnose where your team is stuck and what the next stage requires, instead of wondering why everyone suddenly hates the meetings.

Probier es aus: Diagnose your team against the five stages today. If you're storming, schedule the conflict: one meeting where the disagreements get said out loud.

What employees actually want

Two theories of motivation share a chapter and disagree about pay. Maslow stacks human needs in five levels: physiological, safety, belongingness, esteem, and self-actualization; a satisfied level stops motivating, and the next one up takes over. Herzberg splits the same workplace down the middle: motivators like achievement and responsibility satisfy needs, while hygiene factors like pay and working conditions only prevent dissatisfaction. The scene is the raise that fails: a manager improves pay, a hygiene factor, and three weeks later the same grumbling returns, because preventing dissatisfaction was never the same as creating motivation.

The two models converge on an uncomfortable point: the things managers most often adjust, pay and conditions, are the ones that can't produce lasting motivation. Herzberg's split explains why fixing hygiene feels productive but changes nothing about engagement. Maslow adds the sequence: you can't skip levels, so safety concerns will always drown out esteem projects. Diagnose which level or factor is actually the problem before spending your budget on the wrong fix.

Probier es aus: List your team's last three morale fixes. Label each hygiene or motivator. If they're all hygiene, plan one achievement or responsibility change this month.

Die Mathematik dahinter, warum Anstrengung überhaupt entsteht

Victor Vroom fragt, warum derselbe Bonus den einen Mitarbeiter entfacht und den anderen kalt lässt, und antwortet mit drei multiplizierten Termen. Erwartung (Expectancy): der Glaube, dass Anstrengung zu Leistung führt. Instrumentalität: der Glaube, dass Leistung zu Belohnungen führt. Valenz: der Wert dieser Belohnung für die Person. Die Szene ist ein Vertriebswettbewerb, der einem Team angekündigt wird: Einem Vertriebler glaubt nicht, dass das Ziel erreichbar ist, Erwartung nahe null; ein anderer glaubt nicht, dass der Preis tatsächlich ausgezahlt wird, Instrumentalität nahe null; ein dritter will den Preis einfach nicht, Valenz nahe null. Alle drei leisten keine zusätzliche Anstrengung, aus drei verschiedenen Gründen.

Die Multiplikation ist die Erkenntnis: Wenn ein Term null ist, ist die Motivation null, egal wie stark die anderen sind. Deshalb scheitern Motivationsreden, sie sprechen meist die Valenz an, 'dieser Preis ist großartig', während das eigentliche Leck die Erwartung oder die Instrumentalität ist. Zu diagnostizieren, welcher Term defekt ist, verändert die Lösung komplett: Schulung und Ressourcen für die Erwartung, glaubwürdige Auszahlungen für die Instrumentalität, personalisierte Belohnungen für die Valenz. Eine Frage pro Term, ehrlich gestellt, schlägt jede Motivationsrede.

Probier es aus: Für einen leistungsschwachen Mitarbeiter, den du führst, frage dich, welcher Term nahe null ist: Kann er es, wird es belohnt, will er die Belohnung? Behebe zuerst diesen Term.

Führungskräfte bestehen aus Verhaltensweisen, die dann auf Situationen abgestimmt werden

Die Suche danach, was eine Führungskraft ausmacht, beginnt mit Eigenschaften, dann verlagern die Ohio-State-Studien die Frage auf Verhaltensweisen und finden zwei unabhängige Dimensionen: consideration, Rücksichtnahme, sich um Menschen kümmern, und initiating structure, die Strukturierung, die Organisation der Arbeit. Dann verkompliziert Fred Fiedler alles mit seinem Kontingenzmodell: Der Führungsstil, aufgabenorientiert oder beziehungsorientiert, ist fest, und die Effektivität hängt davon ab, den Stil daran anzupassen, wie günstig die Situation ist, bestimmt durch die Beziehung zwischen Führungskraft und Mitarbeitern, die Aufgabenstruktur und die Positionsmacht. Die Szene ist eine Führungskraft, die in einem Job blüht und im nächsten untergeht, dieselbe Person, derselbe Stil, andere Situation.

Die kombinierte Erkenntnis ist, dass 'was macht eine großartige Führungskraft aus' die falsche Frage ist. Verhaltensweisen kann man lernen, das ist die gute Nachricht aus Ohio State; aber Fiedler sagt, der Stil ist fest, also ist der Hebel nicht, sich selbst zu verändern, sondern die Passung zu verändern, die Situation oder die Führungskraft auf dem Stuhl. Deshalb scheitern Star-Manager nach Versetzungen: Die Günstigkeit der Situation hat sich umgekehrt. Prüfe die drei Faktoren der Günstigkeit, bevor du eine Führungskraft beurteilst, dich selbst eingeschlossen.

Probier es aus: Bewerte deine aktuelle Rolle nach der Beziehung zwischen Führungskraft und Mitarbeitern, der Aufgabenstruktur und der Positionsmacht. Wenn die Situation für deinen Stil ungünstig ist, verändere die Situation, nicht deine Persönlichkeit.

Beobachten, vergleichen, korrigieren

Das Buch endet dort, wo das Management endet: bei der Schleife. Kontrolle ist der Prozess des Überwachens, Vergleichens und Korrigierens der Arbeitsleistung, in drei Schritten: Leistungsstandards festlegen, die tatsächliche Leistung messen, die Leistung mit den Standards vergleichen und Korrekturmaßnahmen ergreifen. Die Szene ist die Review-Besprechung, die schiefgeht, weil niemand den Standard im Voraus definiert hat: Die Führungskraft misst, das Team streitet darüber, was 'gut' bedeutete, und die Korrektur wird zur Verhandlung. Die drei Schritte existieren, weil Kontrolle ohne vorab festgelegte Standards keine Kontrolle ist, sondern Meinung.

Der Schritt, den alle überspringen, ist der erste, und er ist der, der die anderen beiden überhaupt erst möglich macht. Im Voraus festgelegte Standards verwandeln die Bewertung von einer Diskussion in eine Rechenaufgabe. Der letzte Schritt ist genauso wichtig: Vergleich ohne Korrekturmaßnahme ist bloße Überwachung, und Korrektur ohne Vergleich ist Rätselraten. Die Schleife ist es, die Management zu einer Disziplin statt zu einer Persönlichkeitseigenschaft macht, du kannst sie auf alles anwenden, auch auf deine eigenen Ziele.

Probier es aus: Wähle ein Ziel, das du verfolgst. Schreibe seinen Standard heute in einen messbaren Satz, damit der Vergleich nächsten Monat eine Rechenaufgabe statt einer Diskussion

ist.

Die besten Zitate

- "just in time" - Toyota's Production System
- "for as long as needed" - Merck
- "Hawthorne effect" - the researchers at Western Electric's Hawthorne Works
- "bounded rationality" - Herbert Simon

Kritik

Als Überblickslehrbuch tauscht es Tiefe gegen Breite: Jede Theorie bekommt ein, zwei Seiten, sodass du zwar weißt, dass Fiedlers Modell existiert, aber nicht, welche Forschungskontroversen es umgeben. Die Werkzeuge wirken ordentlicher als die unordentlichen Organisationen, die sie beschreiben, und die Beispiele aus US-amerikanischer Autorenschaft sind für ein Buch, das als EMEA-Ausgabe verkauft wird, zu amerikalastig. Es ist eine Landkarte, keine Reise; kombiniere es mit Fallstudien oder Praxis, damit etwas hängen bleibt.

In einem Satz

Management ist ein Set erlernbarer Schleifen: in acht Schritten entscheiden, über Erwartung motivieren, durch Passung führen, anhand von Standards kontrollieren – und die Hawthorne-Experimente beweisen, dass die Schleife immer durch Menschen läuft.

Für wen sich das Buch eignet

Studierende in Management- oder BWL-Kursen, die die kanonischen Werkzeuge an einem Ort brauchen, und neue Manager, die ahnen, dass hinter dem Chaos ein System steckt. Nützlich auch für erfahrene Führungskräfte, die ein gemeinsames Vokabular für Teamprobleme suchen, die sie bisher aus dem Bauch heraus gelöst haben.