



## Mind-Set Management: The Heart of Leadership

By Samuel A. Culbert

Oxford University Press. Hardcover. Book Condition: New. Hardcover. 368 pages. Dimensions: 9.3in. x 6.2in. x 1.3in. You can follow any business guru you want, be it Peter Drucker or Tom Peters. You can adopt any new management concept, from reengineering to empowering people. But Samuel A. Culbert has one caveat: no matter what managerial religion you choose--and there are many sound ones--before you can lead, manage, or team up effectively, you must comprehend the mind-sets that direct the people with whom you are interacting. In Mind-Set Management, Culbert provides a model for thinking about other people--about their self-interested motives and about their biased views of work events--as he shows managers at all levels how to use psychology instead of manipulation in giving valid, even great, advice. The essence of leading and managing, says Culbert, is staging the conditions for others to be effective, which today entails giving advice and feedback, not issuing directives. This is particularly true with todays empowering management styles. But, as most managers know all too well, advice is often resisted, resented, and ignored. The problem, Culbert contends, is that managers dont have the other person in focus: When they formulate advice, they think they are attuned to...

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