Change management gurus

# History of Change Management Timeline

1880 - Scientific Management  
In scientific management, the managers were elevated while the workers' roles were being denied.

1932 - The Hawthorne Studies  
Elton Mayo becomes the first person to realize that there is also behavioural management and that there are not only physical hazards in the work place but also psychological factors as well.

1946 - Organization Development  
Social scientist Kurt Lewin launches the Research Center for Group Dynamics at M.I.T. His theory was that learning and organization is best done when there is a conflict between different experiences in the work place and a set goal to strive.

1960s - Organization Development  
Integrated approach ,known as Organization Development (OD): the systematic application of behavioural science knowledge at various levels (group, intergroup, and total organization) to bring about planned change

1960 - Theory X and Theory Y   
Douglas McGregor's Theory X and Theory Y principles influence the design and implementation of personnel policies and practices.

1995 - Ethics  
On December 11, 1995 a fire burned most of Malden Mills to the ground and put 3,000 people out of work. Most of the 3,000 thought they were out of work permanently. CEO Aaron Feuerstein spent millions keeping all 3,000 employees on the payroll with full benefits for 3 months until he could get another factory up and running. His answer was "The fundamental difference is that I consider our workers an asset, not an expense."

1949- Sociotechnical Systems Theory  
A group of researchers from London's Tavistock Institute of Human Relations, led by Eric Trist, studied a South Yorkshire coal mine in 1949. They realized that both technical aspects and social aspects to designing a job occupation. These were the results. Environment subsystem, social subsystem, technical subsystem and organizational design.

1954 - Hierarchy of Needs  
Maslow's hierarchy of needs theory is published in his book Motivation and Personality. This describes that employees should be motivated and become leaders and not be passive.

1954 - Leadership Management  
Drucker writes The Practice of Management and introduces the 5 basic roles of managers. He says Organization structure must be delegated to make it a goal of the business world for five, ten, fifteen years hence. [1]

## Elton Mayo

Born: 1880

Died: 1949

Professor George Elton Mayo (1880-1949) has secured fame as the leader in a series of experiments which became one of the great turning-points in management thinking. At the Hawthorne plant of Western Electric, he discovered that job satisfaction increased through employee participation in decisions rather than through short-term incentives.

Mayo's importance to management lies in the fact that he established evidence on the value of a management approach and style which, although not necessarily an alternative to F W Taylor's scientific management, presented facts which Taylorites could not ignore.

An Australian by birth, Mayo read psychology at Adelaide University> He was appointed lecturer in Logic, Ethics and Psychology (and later Professor of Philosophy), at the University of Queensland in 1911.

Anxious to move to the USA for professional reasons, he took a post at Pennsylvania University in 1923. Here, he became involved in one of the investigations which seemed to act as a dry-run for Hawthorne. In one department at a spinning mill in Philadelphia, labour turnover was 250% compared with an average of 6% in other departments of the company. A series of experimental changes in working conditions was introduced in the department, most notably rest pauses. These changes led to successive increases in productivity and the raising of morale. After one year, labour turnover was down to the average level for the company as a whole. It was assumed that the explanation for this improvement was the introduction and modification of rest pauses. This explanation was to undergo substantial modification as a result of Hawthorne.

The Hawthorne Experiments began in 1924, Mayo's involvement started in 1928 after he had moved to the Harvard University School of Business Administration as Associate Professor of Industrial Research. Later awarded a Chair, he remained at Harvard until his retirement in 1947. During the Second World War, Mayo contributed to the development of supervisor training within his Training Within Industry (TWI) programme, which was widely adopted in the USA. The last two years of his life were spent in Britain as an advisor to the British government on problems within industry.

Mayo wrote about democracy and freedom and the social problems of industrialised civilisation. It is as the author of **Human problems of an industrial civilisation** which reports on the Hawthorne Experiments, that he is known for his contribution to management thinking, even though he disclaimed responsibility for the design and direction of the project. [2]

## Frederick W. Taylor

Born: 1856

Died: 1915

Frederick Winslow Taylor is a controversial figure in management history. His innovations in industrial engineering, particularly in time and motion studies, paid off in dramatic improvements in productivity. At the same time, he has been credited with destroying the soul of work, of dehumanizing factories, making men into automatons.

Under Taylor's management system, factories are managed through scientific methods rather than by use of the empirical "rule of thumb" so widely prevalent in the days of the late nineteenth century when F. W. Taylor devised his system and published "Scientific Management" in 1911.

The main elements of the Scientific Management are: "Time studies Functional or specialized supervision Standardization of tools and implements Standardization of work methods Separate Planning function Management by exception principle The use of "slide-rules and similar time-saving devices" Instruction cards for workmen Task allocation and large bonus for successful performance The use of the 'differential rate' Mnemonic systems for classifying products and implements A routing system A modern costing system etc. etc. " Taylor called these elements "merely the elements or details of the mechanisms of management" He saw them as extensions of the four principles of management.

1. The development of a true science  
   2. The scientific selection of the workman  
   3. The scientific education and development of the workman  
   4. Intimate and friendly cooperation between the management and the men. [3, 4]

## Douglas McGregor

Born: 1906

Died: 1964

Douglas McGregor had a fairly straightforward academic career, lecturing at Harvard University and MIT, where he set up its industrial relations department and became one of its first Sloan professors. He became president of Antioch College in 1948 but returned to MIT after six years and remained there until his death.

He had an informal teaching style, which many of his students remembered with affection, often sitting with his feet up on the lecture desk. When not sitting, he was invariably jangling keys and coins in his pockets.

McGregor did not publish much; but what he did publish had a great impact. In 1993 he was listed as the most popular management writer of all time, alongside Henri Fayol. Because of his facility with metaphor and his easy writing style, the idea subsequently became his.

A social psychologist by training, McGregor was strongly affected by work he did as a young man at his grandfather's institute for transient labourers in Detroit. Close to Abraham Maslow, and greatly influenced by him, McGregor became a significant counter to the thinking and influence of scientific management. His central idea is that there are two fundamentally different styles of management. One of them he called Theory X and the other Theory Y. Theory X is authoritarian, assuming that individuals only ever work reluctantly. Theory Y is liberating and assumes that people will do almost anything if they are committed to the overall goals of their organisation.

Although McGregor's book on the theory was not published until 1960, he first outlined it in a speech at MIT's Sloan School of Management in April 1957. In “Frontiers of Excellence” (Nicholas Brealey, 1994) Robert Waterman revealed that Theory Y had been a secret weapon in Procter & Gamble's competitive armoury for many years. A senior P&G executive had invited McGregor in the mid-1950s to set up a detergent plant in Augusta, Georgia, along the lines of Theory Y. The executive, back from the Korean war, was convinced that military-style command-and-control management did not work in corporate life.

The Augusta plant was run in a non-hierarchical way with self-motivating teams along the lines of Theory Y, and by the mid-1960s it was 30% more productive than any other P&G plant. The principle was subsequently applied to other P&G plants, but the company kept the story secret for almost 40 years, regarding it as a competitive advantage.

Many leading management figures of recent years have acknowledged that much of modern management thinking goes back to McGregor. Bennis says, “Just as every economist, knowingly or not, pays his dues to Keynes, we are all, one way or another, disciples of McGregor.”

Some, however, have criticised his ideas as being tough on the weaker members of society, those who need guidance and who are not necessarily self-starters.

Shortly before he died, McGregor was developing an outline for something he called Theory Z, an answer to many of the criticisms of Theories X and Y. But his thoughts were never widely published. [5]

## Abraham Maslow

Born: 1908

Died: 1970

Abraham Harold Maslow was born April 1, 1908 in Brooklyn, New York.  He was the first of seven children born to his parents, who themselves were uneducated Jewish immigrants from Russia.  His parents, hoping for the best for their children in the new world, pushed him hard for academic success.  Not surprisingly, he became very lonely as a boy, and found his refuge in books.

To satisfy his parents, he first studied law at the City College of New York (CCNY).  After three semesters, he transferred to Cornell, and then back to CCNY.  He married Bertha Goodman, his first cousin, against his parents wishes.  Abe and Bertha went on to have two daughters.

He received his BA in 1930, his MA in 1931, and his PhD in 1934, all in psychology, all from the University of Wisconsin. A year after graduation, he returned to New York to work with E. L. Thorndike at Columbia, where Maslow became interested in research on human sexuality.

One of the many interesting things Maslow noticed while he worked with monkeys early in his career, was that some needs take precedence over others. For example, if you are hungry and thirsty, you will tend to try to take care of the thirst first. After all, you can do without food for weeks, but you can only do without water for a couple of days! Thirst is a “stronger” need than hunger. Likewise, if you are very very thirsty, but someone has put a choke hold on you and you can’t breath, which is more important? The need to breathe, of course.

Maslow took this idea and created his now famous hierarchy of needs. Beyond the details of air, water, food, and sex, he laid out five broader layers:  the physiological needs, the needs for safety and security, the needs for love and belonging, the needs for esteem, and the need to actualize the self, in that order.

He spend his final years in semi-retirement in California, until, on June 8 1970, he died of a heart attack after years of ill health. [6]

## Frederick Herzberg

Born: 1923

Died: 2000

Frederick Herzberg was a US clinical psychologist who later became Professor of Management at the University of Utah. His 'overriding interest in mental health' stemmed from his belief that 'mental health is the core issue of our times.' This was prompted by his posting to the Dachau concentration camp after its liberation. On his return to America, he worked for the US Public Health Service.

He is best know for his hygiene-motivation theory, which was first published in The motivation to work in 1959. Herzberg's work focused on the individual in the workplace, but it has been popular with managers as it also emphasised the importance of management knowledge and expertise.

The 'hygiene-motivation' or 'two factor' theory resulted from research with two hundred Pittsburgh engineers and accountants. Herzberg aimed to dissect employee's attitudes to their jobs, to discover what prompted these attitudes, and what impact they had on the person and their motivation to work. Subjects were asked what pleased and displeased them about their jobs. From their responses, Herzberg concluded that man has two sets of needs:

1. Lower level needs as an animal to avoid pain and deprivation
2. Higher level needs as a human being to grow psychologically.

Some factors in the workplace meet the first set of needs but not the second and vice versa. The first group of factors he called 'hygiene factors' and the second, 'motivators'.

Herzberg also coined the term 'job enrichment', a technique which grew out of the hygiene-motivation theory. Job enrichment involved including motivators in the design of jobs. Herzberg also invented the acronym KITA (Kick In The Ass) to explain personnel practices such as wage increases, fringe benefits and job participation which were developed as attempts to instil motivation but are only short-term solutions.

KITA was used by Herzberg to explain why managers don't motivate employees. He demonstrated that employees are not motivated by being kicked (figuratively speaking), or by being given more money or benefits, a comfortable environment or reducing time spent at work. These elements were called 'hygiene factors' by Herzberg because they concern the context or environment in which a person works.

Hygiene factors also include:

* pompany policy and administration
* supervision
* working relationships, and
* status and security.

These factors do not in themselves promote job satisfaction, but serve primarily to prevent job dissatisfaction, just as good hygiene does not in itself produce good health, but lack of it will cause disease. Herzberg also speaks of them as dissatisfiers or maintenance factors, since it is their absence or inadequacy which causes dissatisfaction at work. Some factors are not true motivators as they need constant reinforcement. In these cases, intrinsic motivation still lies only with the manager, while the employee is merely being compelled to act to avoid punishment or gain reward. Additionally, the rewards increasingly come to be regarded as rights to be expected, rather than incentives to greater satisfaction and achievement.

'Motivators' (also referred to as growth factors) relate to what a person does at work, rather than to the context in which it is done. They include:

* achievement
* recognition
* the work itself
* responsibility
* advancement and growth.

Herzberg explains that the two sets of factors are separate and distinct because they are concerned with two different sets of needs. They are not opposites. The theory proposes that most factors which contribute to job satisfaction are motivators (achievement, recognition, the satisfaction of the work itself, responsibility and opportunities for advancement and growth) and most factors which contribute to job dissatisfaction are hygiene elements (company policy, general management, the individual relationship with their manager and working conditions). [7]

## Peter F. Drucker

Born: 1909

Died: 2005

Peter Ferdinand Drucker, (born November 19, 1909, Vienna, Austria—died November 11, 2005, Claremont, California), Austrian-born American management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation. He was also a leader in the development of management education, and he invented the concept known as management by objectives.

Drucker, who received a doctoral degree in international and public law at the University of Frankfurt (1931), worked as a journalist in Germany but fled to England when Adolf Hitler rose to power in 1933. He remained in England until 1937, when he moved to the United States to work as an adviser to British banks and as a foreign correspondent for several British newspapers; he became a U.S. citizen in 1943. Drucker later taught at New York University (1950–71) and at Claremont Graduate University (1971–2005).

Although Drucker was known to shun the term consultant, it was through consulting that he wielded the greatest influence, starting with his 1943 invitation to analyze the organizational structure of the General Motors Corporation. The resulting book, Concept of the Corporation, offered the first complete [assessment](https://www.merriam-webster.com/dictionary/assessment) of a large corporation as a social institution. Drucker later served as a consultant to a number of corporations, organizations, and governments. [8]

In 1934, Peter Drucker married Doris Schmitz, whom he had known since he was a student at the University of Frankfurt. They had four children; three daughters and one son.

Even after he stopped taking classes, Drucker continued to work, acting as consultant to business houses as well as non-profit organizations. In many cases, he did not take any fees.

In 1969 he was awarded Presidential Citation, the highest honor awarded by New York University. On July 9, 2002, Drucker received the Presidential Medal of Freedom from US President George W. Bush.

Apart from his books on managements, Drucker had written two novels and one autobiography. He had also made eight educational films on management topics.

Drucker died November 11, 2005 in Claremont, California of natural causes. He was then ninety-five years old and was survived by his wife, four children and six grandchildren. [9]

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