

Leadership and Cultural Change

Managing Future Well-Being

Edited by

Ramona A. Housmanfar and

Mark A. Mattaini

Routledge

Taylor & Francis Group

LONDON AND NEW YORK

Contents

<i>Citation Information</i>	vii
<i>Notes on Contributors</i>	xi
Introduction: Leadership and Cultural Change <i>Ramona A. Houmanfar and Mark A. Mattaini</i>	1
1. Functions of Organizational Leaders in Cultural Change: Financial and Social Well-Being <i>Ramona A. Houmanfar, Mark P. Alavosius, Zachary H. Morford, Scott A. Herbst and Daniel Reimer</i>	4
2. Leadership and Culture <i>Jon E. Krapfl and Blina Kruja</i>	28
3. Collective Leadership and Circles: Not Invented Here <i>Mark Mattaini and Casey Holtschneider</i>	44
4. Integrating Organizational-Cultural Values With Performance Management <i>Carl Binder</i>	60
5. Selection of Business Practices in the Midst of Evolving Complexity <i>Maria E. Malott</i>	77
6. Consumer Behavior Analysis and the Marketing Firm: Bilateral Contingency in the Context of Environmental Concern <i>Gordon R. Foxall</i>	97
7. Job Satisfaction: The Management Tool and Leadership Responsibility <i>Donald A. Hantula</i>	123
8. Seven Life Lessons From Humanistic Behaviorism: How to Bring the Best Out of Yourself and Others <i>E. Scott Geller</i>	137
9. An Industry's Call to Understand the Contingencies Involved in Process Safety: Normalization of Deviance <i>Kevin Bogard, Timothy D. Ludwig, Chris Staats and Danielle Kretschmer</i>	157
10. Leadership and Crew Resource Management in High-Reliability Organizations: A Competency Framework for Measuring Behaviors <i>Mark P. Alavosius, Ramona A. Houmanfar, Steven J. Anbro, Kenneth Burleigh and Christopher Hebein</i>	168

CONTENTS

11. Behavioral Education in the 21st Century <i>Kent Johnson</i>	197
12. Cultural Change in a Medical School: A Data-Driven Management of Entropy <i>Timothy Baker, Thomas Schwenk, Melissa Piasecki, Gregory S. Smith, Daniel Reimer, Nicole Jacobs, Given Shonkwiler, Jennifer Hagen and Ramona A. Houmanfar</i>	213
13. Enhancing the Behavioral Science Knowledge and Skills of 21st-century Leaders in Academic Medicine and Science <i>R. Kevin Grigsby</i>	241
14. Behavior Analytic Concepts and Change in a Large Metropolitan Research University: The Graduation Success Initiative <i>Douglas L. Robertson and Martha Pelaez</i>	253
15. A Behavioral Approach to Organizational Change: Reinforcing Those Responsible for Facilitating the Climate and Hence Promoting Diversity <i>Judith L. Komaki and Michelle L. R. Minnich</i>	284
<i>Index</i>	315