

Inhalt

Foreword to the English edition	V
Foreword to the German edition	VII
List of figures	XIII
Preface	XV
1 Dedicated employees?	1
1.1 Management: a question of attitude	5
1.2 Structure of the book	7
2 Questionable values in business studies	11
2.1 Frugality	12
2.2 Profit maximisation	15
2.3 Focusing on competition	20
2.4 Growth	23
2.5 How questionable values affect managers' attitudes	26
3 Developing a model for good management	33
3.1 Theories of management in management literature	33
3.2 The attitude of management as a precondition for good leadership	40
3.2.1 Appreciation	44
3.2.2 Sustainability	51

3.2.3	Fulfilment	57
3.2.4	Trust	62
3.2.5	Dark management put to the test	68
3.2.6	Further development of a model of management	71
3.3	Guidelines of good management	73
3.3.1	Focusing on results	77
3.3.2	Contributing to the whole	80
3.3.3	Focusing on the essentials	82
3.3.4	Using the strengths available	84
3.3.5	Positive thinking	86
3.3.6	Being true to your word	88
3.3.7	Involving employees	90
3.3.8	Authenticity	93
3.4	Tasks of good management	95
3.4.1	Provide objectives	96
3.4.2	Change	102
3.4.3	Coordination	107
3.4.4	Developing employees	109
3.5	Instruments of good management	112
3.5.1	Developing and communicating a business strategy	114
3.5.2	Planning and checks	121
3.5.3	Organisation and improvisation	127
3.5.4	Minutes and policies	132
3.5.5	Task analysis	136
3.5.6	Team meetings	140
3.5.7	Performance reviews	145
3.5.8	Time management	151
3.5.9	Active listening and feedback	155
3.5.10	Systematic waste disposal	160

4	Good management is also a question of decency	163
4.1	Decent company management in a business context	166
4.1.1	Transparency	166
4.1.2	Limiting the return on investment	171
4.1.3	Performance-related pay and profit-sharing for employees	173
4.1.4	Relative limits on managers' income	178
4.1.5	Preventing low wages	180
4.2	Decent company management in a social context	183
4.2.1	Limiting the size of organisational units	184
4.2.2	Companies as merchandise	188
4.2.3	Employees' co-determination	190
4.2.4	Compliance with laws and voluntary commitments	193
4.2.5	Diversity	196
4.2.6	Well-being	200
4.2.7	Environmental protection	203
4.3	Control systems for management with decency	207
4.3.1	Regular customer surveys	207
4.3.2	Regular employee surveys	209
4.3.3	Supervisor evaluation and 360 ° feedback	211
5	Modern management concepts from the perspective of good leadership	215
5.1	Traditional management concepts	218
5.1.1	Process and quality management	219
5.1.2	Lean management and business re-engineering	225
5.1.3	Project management and multi-project management	227
5.1.4	Change management in the sense of planned change	232

5.2	Generative management concepts	236
5.2.1	Change management in the sense of 'learning organisations'	237
5.2.2	Innovation management	242
5.2.3	Knowledge management	244
5.2.4	Error management: a positive culture of dealing with mistakes	248
5.2.5	Agility	251
5.3	Do management concepts restrict or expand opportunities?	257
6	Case studies of good management	263
6.1	Working together: the works council as financial controller	265
6.2	The new headteacher	270
6.3	Do-it-yourself theatre!	275
6.4	The branch is closed, and the boss is leaving too!	278
6.5	Life on a skateboard: up, down and up again!	281
6.6	Buurtzorg: close to people	285
6.7	Support from initiatives for businesses	288
7	The hope of political support for fair management	291
	Acknowledgements	299
	Index of keywords	301
	Index of persons	309
	Bibliography	313
	Annotations	331