

- 14-10. Given the survey results and Maslow's hierarchy of needs, discuss the extent to which you believe managers' personal needs are being met within the organization. Explain.
- 14-11. Given your thoughts about questions 1 and 2, what action (if any) would you recommend be taken to improve the level of organizational success? Explain. Be as specific as possible.

### You and Your Career

Information in this chapter implies that punishment can be an effective tool in managing employee behavior. Eric Mangini, former manager of the New York Jets football team, had a team that committed few mistakes in games.<sup>66</sup> As evidence, the Jets ranked number three in the league in fewest penalties and number two in lowest penalty yardage assessed. How did the coach accomplish this feat? Mangini reinforced his message of playing smart by having players run extra, penalty laps for practice infractions that fell under the category of penalties. One player, Rashad Washington, believed the punishment laps had a lot to do with the penalty-free nature of the team. He believed that the punishment laps had an impact because during practice, players seriously focused on avoiding penalties that would require running laps, and this focus carried forward to playing penalty-free games.

- 14-12. Would you want a manager to help build your career by using such punishment tactics on you? Explain.
- 14-13. As a manager, would you use punishment to help build the careers of your employees? Explain.
- 14-14. List two advantages and two disadvantages of using punishment to build the careers of others.

### Building Your Management Skills Portfolio

*Your Management Skills Portfolio is a collection of activities specially designed to demonstrate your management knowledge and skill. Be sure to save your work. Taking your printed portfolio to an employment interview could be helpful in obtaining a job.*

*The portfolio activity for this chapter is Motivating Workers at Honda of America. Read the following about Honda of America and answer the questions that follow.*

In 1977, Honda, a Japanese company, announced plans to build a motorcycle manufacturing plant in the United States near Marysville, Ohio, and in 1980 announced plans to build an automobile manufacturing facility in the same area. Ever since the company made these announcements, Honda's history has been nothing but impressive. To emphasize this success, the Marysville Auto Plant now produces the Accord Coupe for export to Japan. Honda of America has become a leading auto exporter in the United States, and the motorcycle plant has produced its one-millionth unit of the Gold Wing motorcycle. Many maintain that the following belief statement, which appears prominently on the Honda of America website, is a primary reason for the company's success: "Why do people want to work for Honda? How does Honda achieve industry-leading quality year after year, making extremely complex products such as cars, trucks, motorcycles, and engines? The answer is in Honda's foundation

principle—the tenant upon which all the other Honda philosophies are based. It's called Respect for the Individual."

Founders Soichiro Honda and Takeo Fujisawa believed in creating a workforce in which each member's ideas received the full consideration and respect of the group. People are diverse and that's a good thing, Mr. Honda believed, because diversity of thought, skills, background, and experiences can enrich the workplace and the product, if the differences are allowed to generate ideas.

In order for the associates' best ideas to come forward, they must feel valued and comfortable speaking up and interacting with their work groups. That's where respect comes in. Only in an atmosphere of maximized respect and inclusion can a workforce reach its highest levels of achievement.

### Activities

You have just been contacted to interview for the top management position at Honda of America. You would be responsible for both automobile and motorcycle manufacturing. Before you visit the Marysville facility for a series of face-to-face interviews, however, you have been asked to answer the following questions related to your own beliefs about how managers should handle people. Answer the following questions in preparation for your trip to Marysville.

- 14-15. What role do you think the individual needs of people play in building a successful company?

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- 14-16. What insights do you have about creating employee commitment to the success of Honda of America?

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- 14-17. Do you believe that maintaining fair pay in Honda's Marysville plant is important? Why?

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- 14-18. What is your personal philosophy about using "job design" as a tool for motivating Honda of America employees?

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- 14-19. What management style would you use at Honda of America? Discuss its short- and long-term implications for production levels.

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