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Managing Through Insight

E. E. Hanson
U.S. Navy

Rohrer, Hibler & Replogle

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probably consider this an elementary text, but a middle-grade officer who is not one of these specialists and a decisionmaker who relies on intuition but now sees the need for more precision in his behavior would find productive guidance and numerous ideas for revising their approach to their decisions. Incidentally, the author does not completely deride the value of intuitive judgment.

The book is organized into three parts, with five to 11 short chapters in each part. Part I, "Decision Making by Objectives," sets the stage and gives in 11 chapters the rationale for developing the systems for making decisions, the methods for recognizing, organizing, and measuring objectives, the methods for seeking and developing solutions, and the methods for putting decisions into action and controlling one's system. Part II, "Decision Making on the Run," is concerned with explaining what seems to be the inexplicable difference between plans that fail even though every indicator predicted success and plans that succeed even though they appeared to have little chance of success. Man makes the difference here—man and his determination or ingenuity or skill—or lack of these qualities. So the seven chapters of this part concentrate on certain important qualities of men in decisionmaking. These are not conventional summaries of basic psychology but interesting insights into, and examples of, the application of judgment, the essential differences between action and theory, the effect of time on man, some absurdities versus authenticities, and the necessity of communications and art in managing. Part III, "The Tolls of Decision Making," outlines the principles and applications of tools for decisionmaking that are also

woven through the earlier parts of the book. Acknowledging that the search for certainty can never be entirely successful, the author offers tools which will improve the probability of making right decisions. He provides simple formulae and many examples of situations where they may be useful. The last chapter, "Guides for Further Development," offers lists of books, with descriptions, categorized into those that are in general agreement with the approach in *Management Decisions by Objectives*, those that amplify some materials covered partially in this book, current mathematically oriented decision books, and books about behavioral aspects of decision making.

E.S. HARRISON
Captain, U.S. Navy

Rohrer, Hibler & Replogle. *Managing through Insight*. New York: World, 1968. 261p.

Most of the early efforts to integrate behavioral theories with traditional management concepts tended to emphasize only one aspect of the problem, i.e., leadership. As part of the recent effort to integrate the needs of the individual with those of the organization, this book successfully combines traditional management practices with the behavioral science approach by emphasizing the dynamics of management—the changing nature of work and mankind and the growth-oriented environment. Its stated purpose is to raise issues that require insightful managing and at the same time indicate some ways in which a manager may add to his understanding and sharpen his perception. The thesis is "managing with insight," a phrase which refers to behavior that views each situation as dynamic and thus recognizes the needs, motives, and attitudes of others.

It argues persuasively that such action is not mere logical managerial behavior, but astute, insightful, psychological managerial behavior. It proffers the idea that "... those who fail to react to the cues that are present but respond only when the evidence is unmistakably clear have forsaken insight in favor of hindsight." The book's greatest asset is its ability to cause the manager (reader) to (1) examine realistically the foundation and presupposition from which he functions; (2) evaluate his own personality structure; (3) become aware of the need to free himself from the false goals that would compromise his purpose; and (4) perceive that it takes strong men to inspire, lead, and develop strong subordinates. "The principal decision to be made involves removing the false dichotomy between operating demands and human needs. The tools for discovery and development are available, but their use means personal commitment and continuous all-out effort." Herein may lie the "crunch point" for the military manager.

Although the book is interesting throughout, the military reader could afford to be selective in his perusal, since not all of it is applicable and useful to the military manager. Parts I and III are germane, while part II deals with salesmen and is of less value to the military manager than to his civilian counterpart. Chapter XIV, on counseling, is particularly noteworthy and is highly recommended for reading by all military managers. The final chapter reiterates the central theme of the book by highlighting the core values and personality constructs required for insightful managing. *Managing through Insight* is exceptional in that it has been written by many different contributors, with the content of each chapter being

derived from the daily practice of a group of counseling psychologists. This singularity is also a liability, since there is some overlapping of content from chapter to chapter. Nonetheless, there appears to be unity in the similarity of practice and philosophical foundation of the group with which the book concerns itself. The volume is strengthened by many illustrative examples which help the reader to see the point as applicable to real problems of real managers. A serious, in-depth study of this book could contribute mightily toward providing the military manager with the managerial expertise necessary to cause servicemen to salute the *man* as well as the *uniform*. The message is positive and will likely stimulate many to dig deeper to discover new insights.

E.E. HANSON
Commander, U.S. Navy

United States Naval Institute Proceedings, *The Japanese Navy in World War II*. Annapolis: 1969. 146p.

When Japan entered the Second World War, she possessed a strong army, a sizable merchant marine, and a navy whose carrier aviation was second to none. Within a few months she controlled practically all of Southeast Asia and possessed mineral resources which should have enabled her to carry on the war indefinitely. Yet within 3 years of her greatest successes, Japan was a broken and defeated nation, shorn of her Empire, and occupied by enemy troops. *The Japanese Navy in World War II* attempts to tell the naval side of this story by collecting under one cover a series of articles by Japanese naval officers which have, in the past, been published by the *Naval Institute Proceedings*.

One of the most surprising aspects of