

# *MAKJAK's Smokehouse*



## *Take a Bite into Management*

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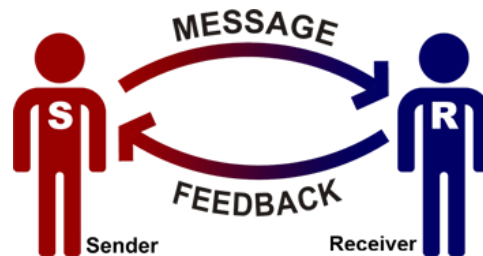
## Communication: The Starters

### I. Mini-Sliders Platter

**\$6.95**

Try our three mini sliders: Burger, Pastrami and Swiss, and Sweet & Sour Meatball.

- The classic burger slider is full of two-way communication. Not only does the bun share ideas and critique to the patty, but the patty provides feedback to the bun, and everything is done clearly and candidly.
- The pastrami and Swiss slider will bombard your mouth with flavor throughout the eating process and not just at the end. Communication is critical for enjoying the entire eating experience.
- The sweet and sour meatball slider will whet your appetite for more as you taste the sweet and sour. Without the sweet communication, the sour might not be tolerated, but without the sour, the sweet has little depth, and sour issues will be left unsolved. (1)



## Problem Solving Soups & Salads

### II. Sweet and Sour Problem Solving Salad

**\$7.95**

Instead of the ever so common ways of the open-door policy or suggestion box of problem solving, this new dish incorporates a tangy new way by introducing group meetings and personal interactions with the manager mixed together in a scrumptious salad. (2)

### III. Caesar Salad

**\$7.95**

You can't go wrong choosing our delicious Caesar salad with Romaine lettuce, parmesan cheese, croutons, and homemade Caesar dressing. Several cooks work together early in the day to wash and cut the Romaine lettuce. The water of suppression, choosing the easy answer, and avoidance of conflict is spun away in the salad spinner to ensure the utmost freshness. One cook grates the parmesan cheese into small manageable pieces while another bakes the croutons using the spices of respect and clear communication. Another cook prepares the Caesar dressing using ingredients like creativity and open-mindedness. Really, it's not a personal matter in deciding who puts it all together. The real issue is not who is the right person to prepare the meal. The issue is what is right, and the end product is one that all consumers will enjoy. (1)

# Motivational Main Entrees

## VIII. Grilled Filet Mignon

**\$15.50**

This tender and juicy 8 ounce steak is marinated in the fires of initiative. A good manager, like any good steak, must be prepared with this marinade of eagerness to solve problems and make decisions. Then the steak is cooked just enough to destroy destructive managerial motives like love of power, desire for acceptance and approval, and laziness. Immediately after these motivations are cooked out, this steak reaches the perfect level of tenderness and accomplishment. (1)

## IX. Chicken Cordon Bleu

**\$13.95**

This juicy 4 ounce chicken breast manager is stuffed with all the right ingredients: 2 ounces of smoked ham and melted Swiss cheese. The chicken is excellent at recognizing the huge role and achievements set by the ham and cheese, knowing that he would not be complete without them. He always rewards them for their responsibility and promotes them with growth or advancement (trust me, the ham used to only be half an ounce!). This chicken is delicious by itself, no need to add any unnecessary spices to weigh down the role of the ham and Swiss cheese. (5)

## X. King Crab

**\$16.95**

This crab is no small fry, he really is the King at the top of the food hierarchy. If you indulge in this succulent dish, you will be meeting more than just your basic physiological need for food. Our servers will make sure that your need for safety and stability is met by ensuring that your experience is safe, orderly, and structured. But that is not where we stop at our restaurant! Bring a date and get a discount on two orders of king crab; the side of belongingness and love that your date provides is simply an added bonus. Still not sold on this fabulous dish? Join the top of the hierarchy yourself by asking "How can I truly live up to my potential?" We'll tell ya: be true to your nature and your desires and indulge in this top notch, fit for a self-actualized king, King Crab. (6)

## XI. Motivational Ribs

**\$14.50**

This motivational slab of ribs is sprinkled with confidence and pride in others on the capacity to produce. It is glazed with common goals and a dash of supervisors who are able to build high-peer group loyalty. This leads to a sensational explosion of pride when the group is able to set and reach high performance goals. It is served with a side of trust that comes with a sweet dipping sauce of creativity. (2)



# Bibliography

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3. Fiedler, F. E. *A Theory of Leadership Effectiveness*. McGraw-Hill Inc., New York. 1967. (Chapters 1, 9, 11, 15, 16).
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5. Herzberg, F., One More Time: How Do You Motivate Employees. in "Harvard Business Review," Jan-Feb, 1968.
6. Maslow, A. H., *Motivation and Personality*. Harper & Row, Inc. New York, 1954 (Chapters 3-5, 11, Appendix A).

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## Motivational Main Entrees (cont.)

### **XII. #1 Choice Flat Iron Steak**

**\$14.95**

Your taste buds will be thanking you for this top choice steak. It is McGregor's favorite meal. His first theory claims that man is only motivated to work if it is for his personal benefit. He will only work if he can immediately see results that will help meet his personal needs (like his hunger pains for this steak). Man is only looking out for number one, or in other words, himself. In order to get man to work, he must be offered this flat iron steak. If that doesn't work, he must be forced to do so through coercion, punishment or threats. However, using authority in this way is not the ideal technique of management, especially when persuading subordinates to complete their necessary tasks. Instead, it is wise to simply search for an alternative way to influence subordinates to do what is required of them. Once an alternative way has been found, it is time to enjoy the juicy and savory flavors of this meal that will persuade anyone to keep every last bite for himself. (4)

### **XIII. This Morning's Rainbow Trout Catch**

**\$16.50**

This delectable dish is full of vibrant flavors. This is McGregor's second favorite meal. It is opposite of his top choice just as his second theory is opposite of his first. It claims that man loves to work and that work is a source of satisfaction. Working is as natural to man as play or rest. Man tends to work voluntarily in order to achieve his personal objectives. This allows man to exercise his self-control and self-direction which helps to build up his self-esteem. This also gives his self-esteem a buttery flavor and flaky texture. Man also knows that if he achieves his personal and work objectives, he will be rewarded in a manner that gives him a sense of self-actualization. Bottom line, man is self-motivated and willing to work when it is needed. This meal is sure to express the hard work that has been put into it. (4)

## *Satisfy Your Job with Pasta*

### **XIV. Wiggly Spaghetti and Meatballs**

**\$10.95**

This plateful of pasta is spread across the plate with room to slide around and slurp down. When employees have room to wiggle, job satisfaction increases. The pasta is covered with a warm and friendly manager sauce that feels good going down. Top it off with the meatballs of decreased turnover rate and number of absences to finish it off. (2)

### **XV. Build Your Own Pasta Bowl**

**\$9.50**

Choose from alfredo, meat sauce, and marinara. But don't overdo it, because too many flavors, like too many employees, will increase expenses and complicate the meal. Using the right amounts of pasta and sauces will create the most satisfying meal for your taste buds. If you have employees on a job, use them. If you can't use them on the job, get rid of them. If you can't use them and you can't get rid of them, the employees will not be satisfied with their job. (5)

# Decisions, Decisions, Making a Sandwich

## IV. Classic Turkey Sandwich

**\$6.95**

Enjoy this traditional turkey sandwich on white, wheat, potato, or rye bread with an assortment of toppings for your choosing. Available toppings include lettuce, tomatoes, peppers, olives, red onions, avocado, and cheese. Choose one topping, two toppings, a few toppings, or all the toppings. Managerial decisions can be made by managers alone, between a manager and employee, among some or all of the members of the team. The type of decision and time available are factors that help determine the method of deciding. Whatever the case, the condiments of understanding and agreement must be used. (1)

## V. All-American Bacon Cheeseburger

**\$8.50**

Everything is going for this burger, bacon included. It is the leader of all the sandwiches, and it has been rated most popular for its special sauce. Good leaders are decisive, and their roles normally include directing, controlling, and evaluating group members' actions. Overall, a flavorful leader with **high position power**, and who has a **clear-cut task**, has everything in his favor. Favorable conditions, like a hot open flame, for a task-oriented leader are where group members are ready to be directed. In an unfavorable condition (or emergency), however, it is better that the leader makes a wrong decision than no decision at all. (3)

## VI. Select Cheesy Grilled Cheese

**\$6.50**

You've had it before and you know you love it, just like previous leadership experience can predict future performance of an identical situation. Care to experience the triple good taste of melted cheese? We know you want to. (3)

## VII. The Delegating Dagwood Sandwich

**\$7.95**

This multilayer sandwich is one of a kind. It is full of delicious delegated flavors that make each layer well structured. Delegation is one of the most important principles of effective management. It is impossible for top management to complete necessary tasks everyday, which is why duties are delegated to subordinates. In order for management to delegate duties effectively, they are required to trust those below them. Just like the structure of this sandwich, the top layers of management need to rely on others. If a manager finds that his faith in an individual is wavering, it might be good to create staff groups. Once these staff groups are created, the manager can delegate delicious responsibilities to each group. This gives the manager reassurance that the jobs will be completed because there are multiple people working on it just like the multiple layers of this sandwich. By making this decision, the manager is now able to relax and complete his or her duties. The manager and his or her subordinates make a very satisfying and well delegated meal from top to bottom. (4)

## Teamwork: Share a Dessert

### XVI. Chocolatey Peanut Butter Pie

**\$6.50**

Chocolate (human needs), meet peanut butter (production needs), your new best friend. Combine these two delectable flavors to create a mouth-watering style focused on teamwork. In the perfect blend of concern for humans and concern for production, this treat will take you to the highest level of employee satisfaction, morale, creativity, and productivity. Satisfying work experiences occur when the creamy, smooth interior of participation, commitment, and involvement are surrounded by a chocolate graham cracker crust of support. Because the employees' goals to have Reese's sprinkled on top match the organization's goals to have a candy topping, everyone experiences greater satisfaction and joy in the work and in this treat. (1)

### XVII. German Chocolate Cake

**\$4.95**

*Coconut Filling:* Good and poor leader-member relations

*Chocolate Cake:* Strong and weak position power

*Ganache or chocolate glaze:* High and low task structure

Besides the three dimensions, the following are factors that may influence your taste buds: Chocolate swirls on top (member abilities and motivation), sweetened condensed milk (group heterogeneity-- the sugars to combine all ingredients), and the nuts (expertise of leader and his or her familiarity with task and group— knowing the nitty gritty details to make it all work). (3)

### XVIII. Carrot Cake

**\$4.95**

If your employee has the “nutty” kind of personality, you may not need to try to change the situation. It can take years of psychotherapy to change a nutty, dense carrot cake into a light and fluffy angel food cake. Instead, match the leadership situation to the leader; indulge in what you crave. Some executives excel in staff work, others in line positions, and some specialists work best in trouble-shooting (who thrive on turmoil and crisis, even as a busy chef in a restaurant kitchen). If you love nuts, try this delectable dessert. (3)

### XIX. Up-Side Down Dependence Cake

**\$5.95**

This delicious cake is made with ingredients that rely on one another. In the workplace managers and subordinates work in the same way. It is vital for these groups to trust one another and work together to bake up an organization that runs in an orderly fashion. This means that every employee needs to depend on his or her coworkers, meaning subordinates rely up and management relies down. This gives subordinates a chance to develop sugary personal skills and build sweet self confidence. It also assists management in reaching its personal and company goals. Therefore, the recipe to a successful business is to have scrumptious upward and downward dependence in the workplace. (4)

### XX. The Ranger Cookie

**\$4.50**

This is one tough cookie. It is full of unlikely ingredients integrated together. Integration is one of McGregor's focuses. To him, integration is when the needs of both the organization and the employees are recognized and met. It means staff must work together to make the business successful so that they can all share in the rewards that result from this success. In this cookie coconut, corn flakes, M&M's, chocolate chips, and oatmeal are well integrated. When a company is integrated, the workers not only share the delicious rewards, but are also able to achieve their own goals. This helps workers to build self-direction and self-control which thus builds a stronger business and a tasty treat. (4)



## Seasonal Special

On a scale of 1 to 9, how hungry are you for success?

Understanding your eating (management) assumptions and preferences will help you better enjoy your meal (manage). Do you care more about the company with whom you eat or the speed delivered and quantity of your food? Or perhaps you value both equally? Well, managers have concerns for production and for people, and one way to demonstrate this is using a grid system. The five points illustrated below are five ways of managing. The most effective is the 9,9 "Team Management" style in which concerns for production are met when employees' goals are in harmony with the corporation's goals. By following the principles in this menu, you can become a 9,9 manager. (1)

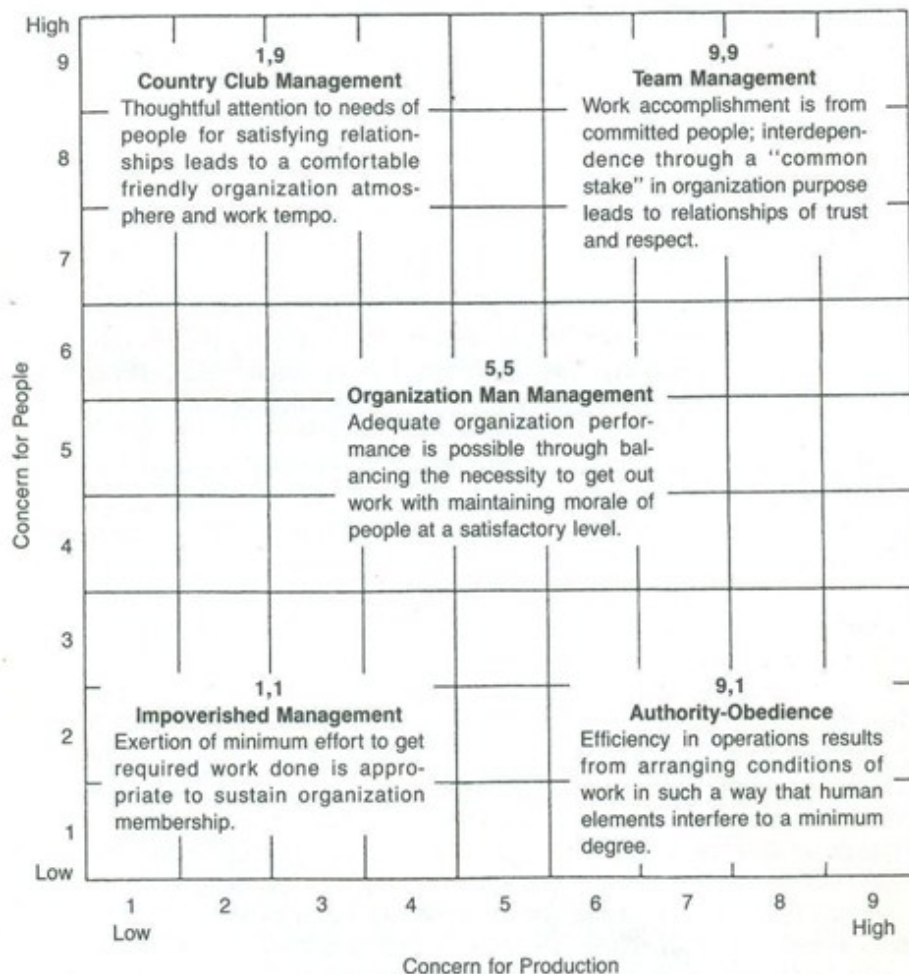


Figure 2-1. The Managerial Grid.®