

31st & Pearl

"Dean Cajoled?" Hasn't Doty ever Listened to Lindley?

In the recent 19 January 2007 Assurance of Learning seminar conducted by the CoB's AACSB consultant Karen Tarnoff, CoB Dean Harold Doty remarked that the CoB would not be considered a mature organization until it got to the point where AACSB work got done without have to be "Dean cajoled." We feel we must remind Dean Doty of a few things: You came to USM, and virtually on day one you told each and every CoB faculty they were crap (remember all of your one-on-one, get-to-know-you interviews?). You go around faculty and scheme to get your political projects passed (remember your role in the digital MBA program, where you vote as ex-officio and drag Barry Babin into the Graduate Programs Committee to do the same?). You conspire with friendly faculty to pollute the faculty governance process (remember your role in the "Black Tuesday" EFIB faculty governance vote?). We could go on and on.

It has occurred to us, and probably most of you, that finance professor Tom Lindley has warned Doty (and others) over and over and over again about what happens when you manage by fear, intimidation, and punishment. That is, you lose the willingness of your workforce to provide you with "discretionary effort." Well, Doty was obviously never paying attention, and Tom Lindley has been proven correct, once again.

It's really interesting to us that Lindley, often thought of in the CoB as a "glass is half empty" individual (see "What George Carter Thinks" series), approaches management from a positive viewpoint: treat your employees with respect and rewards, and they will reward you with discretionary effort. Doty, the so-called management expert (PhD in management, UT Austin) actually governs as a "glass is half empty" Dean (i.e., from a negative point of view): I'm tired of cajoling you all to do what I want done around here. Well, let's give it one more try: Dean Doty, if you beat everyone over the head (with George Carter's "tenure club") on Monday through Friday, then no one comes in on Saturday. Failure to ever learn this lesson means that you better get used to using the word "cajoled."