

Henry Mintzberg

Quotes

*People, Community, Organization, Two, Data, Strategy, Thinking, Jobs,
Leadership, Art, Ideas, Practice, Management, Business, Marketing, Way,
Smart, Leader, Mean, Working Together*

Strategy is not the consequence of planning, but the opposite: its starting point.

~Henry Mintzberg

Management is, above all, a practice where art, science, and craft meet

~Henry Mintzberg

When the world is predictable you need smart people. When the world is unpredictable you need adaptable people.

~Henry Mintzberg

Leadership, like swimming, cannot be learned by reading about it.

~Henry Mintzberg

Organizations are communities of human beings, not collections of human resources

~Henry Mintzberg

An enterprise is a community of human beings, not a collection of "human resources".

~Henry Mintzberg

Learning is not doing; it is reflecting on doing.

~Henry Mintzberg

Strategy is a pattern in a stream of decisions

~Henry Mintzberg

Strategy-making is an immensely complex process involving the most sophisticated, subtle, and at times subconscious of human cognitive and social processes.

~Henry Mintzberg

Management is a curious phenomenon. It is generously paid, enormously influential, and significantly devoid of common sense

~Henry Mintzberg

Organizational effectiveness does not lie in that narrow minded concept called rationality. It lies in the blend of clearheaded logic and powerful intuition

~Henry Mintzberg

Management and leadership are not separate spheres. The two skills work together in the larger realm of "communityship."

~Henry Mintzberg

Companies are communities. There's a spirit of working together. Communities are not a place where a few people allow themselves to be singled out as solely responsible for success.

~Henry Mintzberg

Strategic planning is not strategic thinking. Indeed, strategic planning often spoils strategic thinking, causing managers to confuse real vision with the manipulation of numbers.

~Henry Mintzberg

No job is more vital to our society than that of the manager. It is the manager who determines whether our social institutions serve us well or whether they squander our talents and resources.

~Henry Mintzberg

Strategies grow initially like weeds in a garden, they are not cultivated like tomatoes in a hothouse.

~Henry Mintzberg

Corporations are social institutions. If they don't serve society, they have no business existing

~Henry Mintzberg

Empowerment is what managers do to people. Engagement is what managers do with people.

~Henry Mintzberg

While hard data may inform the intellect, it is largely soft data that generates wisdom.

~Henry Mintzberg

Managers who don't lead are quite discouraging, but leaders who don't manage don't know what's going on. It's a phony separation that people are making between the two.

~Henry Mintzberg

Never set out to be the best. It's too low a standard. Set out to be good. Do Your best.

~Henry Mintzberg

The prime occupational hazard of a manager is superficiality.

~Henry Mintzberg

Most of the time, strategies should not be formulating strategy at all; they should be getting on with implementing strategies they already have.

~Henry Mintzberg

We're all flawed, but basically, effective managers are people whose flaws are not fatal under the circumstances. Maybe the best managers are simply ordinary, healthy people who aren't too screwed up.

~Henry Mintzberg

The idea that you can take smart but inexperienced 25-year-olds who never managed anything and turn them into effective managers via two

years of classroom training is ludicrous.

~Henry Mintzberg

Corporations are economic entities, to be sure, but they are also social institutions that must justify their existence by their overall contribution to society.

~Henry Mintzberg

An obsession with control generally seems to reflect a fear of uncertainty.

~Henry Mintzberg

To 'turn around' is to end up facing the same way. Maybe that is the problem, all the turning organizations around.

~Henry Mintzberg

No generalizing beyond the data, no theory. No theory, no insight. And if no insight, why do research.

~Henry Mintzberg

Data don't generate theory - only researchers do that.

~Henry Mintzberg

My feeling about executive bonuses is that any candidate for a chief executive job who even raises the issue of bonuses should be dismissed out of hand.

~Henry Mintzberg

Effective managing therefore happens where art , craft, and science meet. But in a classroom of students without managerial experience, these have no place to meet there is nothing to do.

~Henry Mintzberg

If the private sectors are about markets and the public sectors are

about governments, then the plural sector is about communities.

~Henry Mintzberg

That is the trouble with flying: We always have to return to airports. Thank of how much fun flying would be if we didn't have to return to airports.

~Henry Mintzberg

We have great managers who havent spent a day in management school. Do we have great surgeons that havent spent a day in surgical school?

~Henry Mintzberg

Everyone is against micro managing but macro managing means you're working at the big picture but don't know the details.

~Henry Mintzberg

Anecdotal data is not incidental to theory development at all, but an essential part of it.

~Henry Mintzberg

Technologies tend to undermine community and encourage individualism.

~Henry Mintzberg

This obsession with leadership... It's not neutral; it's American, this idea of the heroic leader who comes in on a white horse to save the day. I think it's killing American companies.

~Henry Mintzberg

Why does every generation have to think that he lives in the period with the greatest turbulence?

~Henry Mintzberg

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