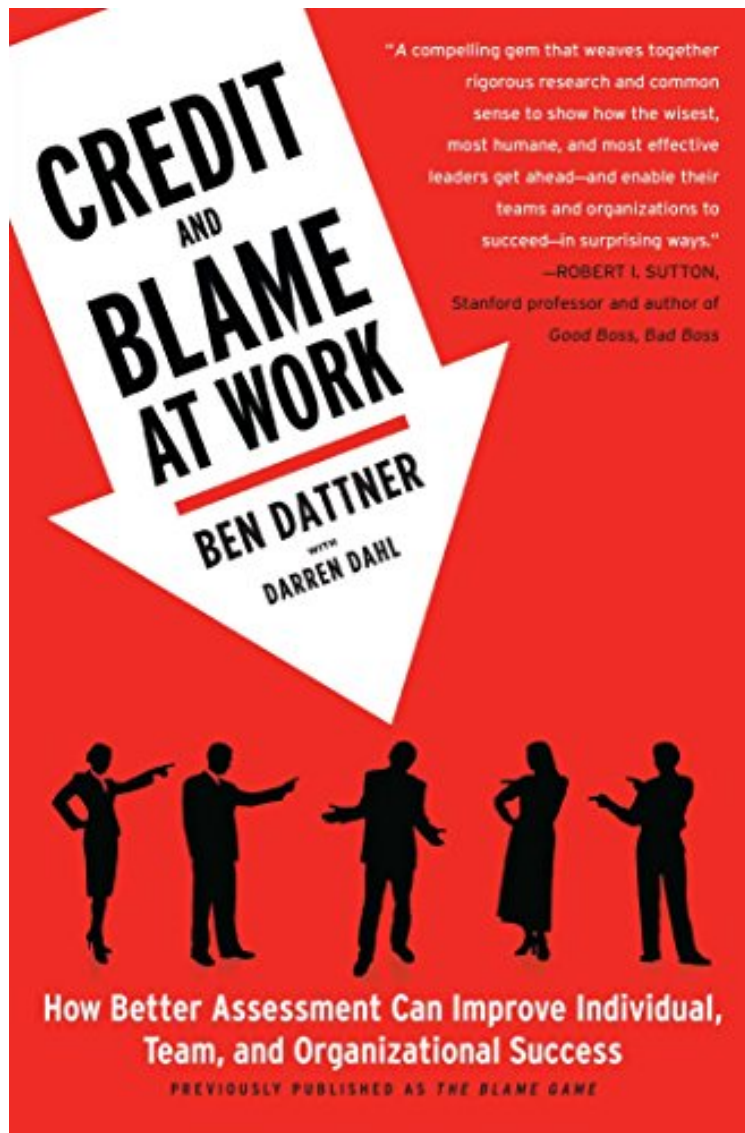


(Download pdf) Credit and Blame at Work: How Better Assessment Can Improve Individual, Team and Organizational Success

Credit and Blame at Work: How Better Assessment Can Improve Individual, Team and Organizational Success

Ben Dattner

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Ben Dattner : Credit and Blame at Work: How Better Assessment Can Improve Individual, Team and Organizational Success before purchasing it in order to gage whether or not it would be worth my time, and all praised Credit and Blame at Work: How Better Assessment Can Improve Individual, Team and Organizational Success:

0 of 0 people found the following review helpful. *The Blame Game: A Facet of the Ego* By Antonio C. TL;DR rArr; Buy the book and be prepared to have moments of introspection where you dissect your personal and work life through the lens of the ego: fearful of blame, hungry for credit. Leadership styles, personality, habitual thought patterns, organizational culture and individual lived experiences are all touched on through the ego's subset of craving credit and avoiding blame. The book opens with an anecdote from Captain Sullenberg's famed Hudson River landing and points out that he refused to let fear of being blamed get in the way of the decision he was about to make [landing the plane on the Hudson]. Right from the start the reader is made aware of the ego's role in decision making — fear of blame often gets in the way and hinders our efficiency on the job — Sully chose not to worry. Author Ben Dattner touches on the many ways the fear-driven ego sabotages performance at both individual and organizational levels. From fear of retribution, the contagious culture of ego-driven workplaces, finger-pointing [survival mode/defense mechanism] and gossip [the absence of compassion] — there are endless detailed examples. When we look at the ego's role in credit and blame, one would not always see the latent influence the ego plays. The ego is fear based, and is essentially instinctual. In stressful situations, we experience the amygdala hijack which Mr. Dattner explains early on in the book. With the amygdala hijack, our limbic brain and pre-frontal cortex experience communication issues — these parts of the brain deal with emotional processing, planning, and decision-making. This is when things go awry for individual, employee, manager, and CEO alike. Our ego's hunger for credit also poses a threat sometimes — as our decision-making can become clouded by the desire to receive something we may not be getting (or are afraid we won't get). Mr. Dattner goes on to touch on various personality types, their habitual tendencies, and individual proclivities. To anyone with a Psych 101 background — you will picture Donald Trump many times among the definitions and personal anecdotes from the author's experience in consulting CEOs and dealing with the ego. Having the real-life example in your mind makes learning this stuff easier for sure. As you read along it will become clear that a fear-based mindset actually does more harm than good in more than just the organizational context. Mr. Dattner introduces his personal anecdotes as examples of how he managed credit and blame in each individual case-study. He helped to provide the tools necessary to clients (self-awareness and regulation) as well as coached them to alter their mindset and be more present in, and in control of, their life. The book ends with a philosophical quote regarding the two types of pain we encounter in life: avoidable and unavoidable. The avoidable pain we set upon ourselves in unsuccessfully trying to avoid unavoidable pain. The kicker here is as follows: blame is unavoidable. Fear of blame poses the real issue here. We can't let blame shape our organizations. What we can do, as leaders, is create environments that are collectively compassionate, work to eliminate cultures of blame, and coach individuals to be mindful (of narrative and behaviors) so that the entire organization will flourish.

1 of 1 people found the following review helpful. *Blueprint for an Emotionally Intelligent Workplace* By Dr. Maynard M. Brusman I read Ben Dattner's "The Blame Game" with great curiosity and excitement. So many of my executive coaching clients want to create cultures of collaboration and trust, but frequently fall into the trap of focusing on what's wrong which creates a lack of motivation and disengagement among employees. Ben wisely demonstrates with compelling stories and solid research that leaders who display a lack of emotional intelligence by blaming and taking undue credit spread negativity like a contagion which infects the culture. Dr. Dattner's positive and actionable book is an invaluable guide to shift leaders' mindset from focusing on problems to co-creating a happy and prosperous workplace that ignites rather than diminishes people's spirit. Enlightened leaders build innovative organizations where relationships are based on honesty, trust and respect for everyone's rightful contribution.

Dr. Maynard Brusman Consulting Psychologist and Executive Coach

1 of 1 people found the following review helpful. If you work, read this book By J. Rhinewine Dattner's review of the research literature related to credit and blame, in the workplace and elsewhere, is a surprisingly fun and useful read. Drawing on social psychology and evolutionary psychobiology in addition to industrial-organizational psychology, Dattner makes a persuasive, entertaining and scholarly argument for paying careful attention to our own biases regarding credit and blame in the workplace. Particularly useful are descriptions of problem personality types and how they function in the workplace, and how best to deal with them. Dattner wisely couches such descriptions and recommendations with caveats about labeling and categorizing people. Like all good psychology books, *The Blame Game* is sensitive to context and to the pitfalls of misapplication of research.

For better or for worse, the dynamics of credit and blame are at the heart of every team and organization and make or break every career. Unfortunately, credit and blame are rarely assigned in an objective or fair manner, and individual psychology, team dynamics, and corporate culture all influence, and are influenced by, how credit and blame are given and received. Too often, people and organizations get caught up in "the blame game" and the wrong people get blamed for the wrong reasons at the wrong time. The result can be that people are demotivated and demoralized, focus more on organizational politics than on getting the job done, and are too afraid to speak up or experiment with new approaches. In this book, we consider academic research and theory, as well as real world examples, that illuminate how human evolution, our own life histories, and our personalities impact how we assign credit and blame to ourselves and others, as well as how we react to the credit and blame we receive from others. Credit and blame are also at the

heart of workplace relationships, and are critical in determining how teams will develop and interact with each other. We'll explore the situations in which we can all be susceptible to "the blame game" and will present recommendations for how we can win in our careers by refusing to play. By taking a more mindful approach to credit and blame, individuals, teams and organizations can overcome the "blame game" and successfully adapt to new challenges instead of remaining stuck in the past.

From Booklist Dattner and Dahl explore the critical issue of how credit and blame are allocated in an organization. Blaming the wrong people at the wrong time not only can lead to frustration, anger, and ultimately disengagement from the tasks at hand but also can cause individuals not to speak up and take the right action when they should, for fear of retribution. This includes allocation of credit where it is not deserved. In our current difficult, uncertain economy, collaboration and new approaches are critical for success, and the mishandling of credit and blame can devastate the workplace. This is a handbook for CEOs and other leaders as they create cultures in which the dynamics of credit and blame either dramatically enhance organizational learning or they tragically constrain it. It also aims to help the reader avoid the trap of falling into the blame game personally by successfully engaging with credit grabbers and finger pointers in the workplace. An excellent, thought-provoking book; a must read. --Mary Whaley

"The Blame Game is a modern management masterpiece; one of the most well-crafted business books I have ever read. It is useful, timeless, and often counter-intuitive. This compelling gem weaves together rigorous research and commonsense to show how the wisest, most humane, and most effective leaders get ahead -- and enable their teams and organizations to succeed -- in surprising ways." --Robert I. Sutton, Stanford Professor and author of Good Boss, Bad Boss

"Packed full of intriguing, all-too-familiar stories, and based on a foundation of well established theories and research, The Blame Game is an excellent resource for developing greater self awareness about the dangerous allure, and greater social awareness about the contagious effects, of blame. Ben Dattner provides us with sound practical advice about how to stop playing the blame game, and how to instead create and maintain relationships and organizations based on honesty, trust and respect." --Annie McKee, co-author of Primal Leadership and founder, Teleos Leadership Institute

"Blame and credit constitute a hidden economy that, if not managed properly, can undermine even the most promising organizations and derail even the most promising careers. This book is an encyclopedia of blame in the workplace that anyone, at any level of their company and at any stage of their career, can benefit from reading." --Keith McFarland, #1 Best Selling Author of The Breakthrough Company and Bounce.

"We've all suffered from the blame game, whether we are the one getting unfairly blamed, or the one yielding to the temptation to unproductively blame others. Through the lens of organizational psychology, Ben Dattner explains why blame is so prevalent in the workplace and presents so many challenges in our careers. Then he shares practical advice for how to break free from the blame game by taking appropriate responsibility for our actions, learning from our mistakes, and giving others the credit they are due." --Susan Nolen-Hoeksema, author of Women Who Think Too Much and The Power of Women

"Through a wealth of stories and research, The Blame Game presents a compelling case that individuals, groups and organizations can benefit greatly by focusing less on blame and more on problem solving and collaboration. Leaders at any level of any organization will find practical guidance for how they can make this shift and also lead others in a better direction." --Pamela Meyer, author, From Workplace to Playspace: Innovating, Learning and Changing Through Dynamic Engagement

"Ben Dattner has authored a brilliant and timely book. Unfortunately, the blame game is alive and all too well in business today. In The Blame Game the author offers us insights as to how to change the game and create healthy and productive companies." --Doug Lennick, author, Moral Intelligence

"A handbook for CEOs and other leaders...An excellent, thought-provoking book; a must read." --Booklist

From the Author For more information about the book, please visit: creditandblame.com