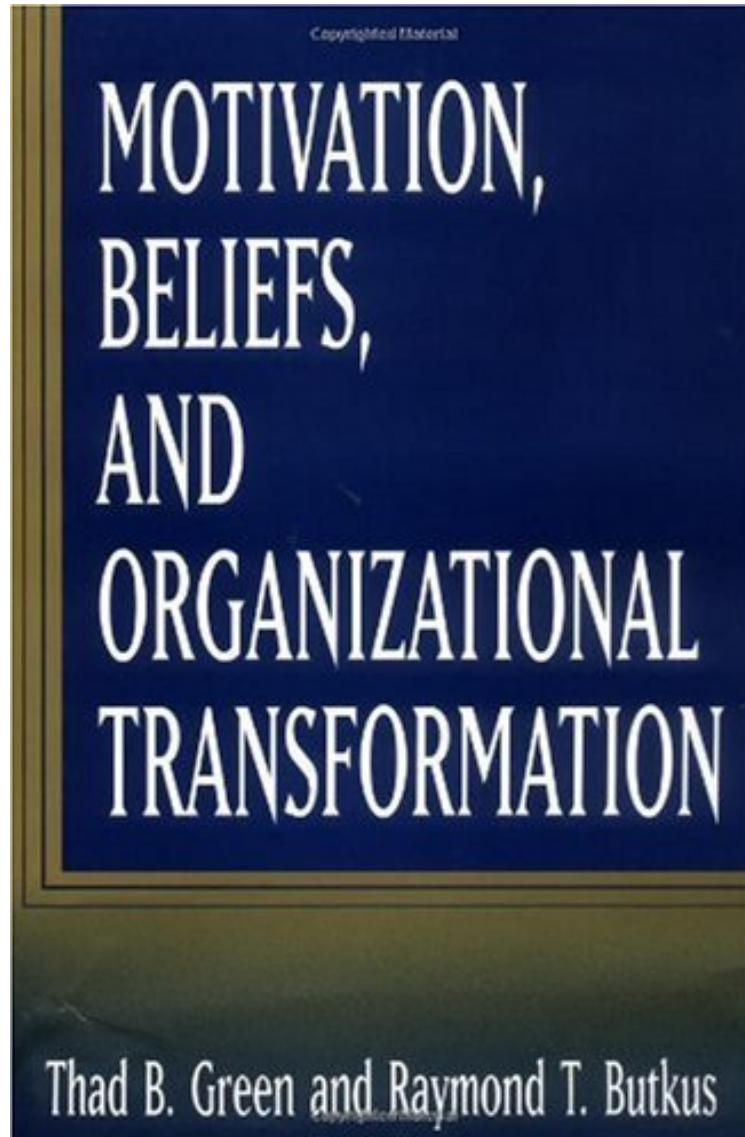


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Motivation, Beliefs, and Organizational Transformation

Raymond T. Butkus, Thad B. Green

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Raymond T. Butkus, Thad B. Green : Motivation, Beliefs, and Organizational Transformation before purchasing it in order to gage whether or not it would be worth my time, and all praised Motivation, Beliefs, and Organizational Transformation:

4 of 4 people found the following review helpful. ZEROS IN ON THE DRIVING FORCE UNDERLYING CHANGE.By Gerry SternThis book explains the belief system of motivation and performance, based on the expectancy model, and shows how it can be implemented to create organizational change. The authors explain how the belief system helps to bring negative feelings to the surface. Using the belief system approach, they provide ways to

identify underlying emotional problems and find solutions. A formula for managing change is presented, founded on five principles relating to individual understanding of the imperative to change, an understanding of what is expected of the person, and the individual and the manager's motivations to change. The book describes applications of the belief system in a variety of work situations, including an organizational change initiative in ATT's Business Communication Services. The author lays out twelve tips for implementing change. This is an insightful and useful contribution to the field of change management. Its focus on motivation is right on target, spotlighting what many writers skim over. Recommended! Reviewed by Gerry Stern and Yvette Borcia, editors of Stern's Management Review, founders, Stern Associates and the HR Knowledge Network, authors of Stern's Sourcefinder: The Master Directory to HR and Business Management Information Resources, Stern's CyberSpace SourceFinder, and Stern's Compensation and Benefits SourceFinder.

Why does management encounter people problems whenever organizations attempt to change? Green and Butkus say this occurs because organizations overlook one of the most critical problems of change: how employees react it emotionally. Change is not about work processes or information systems alone. It is also about what people believe and feel emotions such as anger, anxiety, confusion, and fear. Yet managers are usually unaware of these things, and those who are aware usually lack skills to manage these emotions effectively. They tend to rely on traditional incentive systems, which usually do not work. What does work? The one approach that has been applied consistently with positive results is Green's belief system of motivation and performance. Green and Butkus show how the belief system helps to bring negative feelings and convictions to the surface. They provide ways to identify the underlying emotional problems and find effective solutions. The belief system works, say the authors, because it goes directly to the source of the problem employees themselves to discover why motivation and performance problems occur and what can be done to solve them. This book describes applications of the belief system in a variety of work situations, including a recent effort at organizational transformation with ATT's Business Communications Services (BCS) Division. It outlines in detail the process that BCS used to implement the belief system, starting at the highest management levels and cascading down to the organization's front lines. With a clear exposition of the belief system's theoretical underpinnings and nuts-and-bolts methods, Green and Butkus provide executive decision makers and planners throughout the organization with critical insights into the pitfalls in the implementation process and workable guidance on how to avoid them.

"Green and Burkus are true to the theory and clearly know how to apply it to practical situations. They describe it in a straight forward and highly understandable manner. Their writing is so clear, the book could easily be digested by operations managers in addition to HR professionals, organizational consultants, and scholars....The authors offer some helpful hints on how to support these instructors in their teaching adventure....most useful to sales managers or human resources professionals who need to diagnose motivational issues in the work place."-Personnel Psychology
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About the Author
THAD B. GREEN is a management consultant specializing in the people problems associated with organizational change. Founder and principal of The Belief System Institute, a center for the advancement of motivation and performance based in Atlanta, Georgia, Dr. Green has taught management at the University of Georgia, Auburn University, Mississippi State University, and Emory University. Among his present and former clients are corporations such as ATT, Lucent Technologies, and Metropolitan Life Insurance. He is author or coauthor of more than 11 books, including three published by Quorum: Performance and Motivation Strategies for Today's Workforce (1992), Developing and Leading the Sales Organization (1998), and Breaking the Barrier to Upward Communications (1999, with Jay T. Knippen).
RAYMOND T. BUTKUS worked for ATT for many years in various management and executive positions. In his most recent assignment he served as Sales Vice President in ATT's Business Communications Services Division where he led a 1000-member group selling communications services to middle-market companies throughout the Northeast. He is author of numerous articles on sales management, telecommunications, and marketing and is currently Vice President and General Manager for Intelliquest, a New York City consulting firm.