

MANAGING THE WORKPLACE SURVIVORS

Organizational Downsizing and the Commitment Gap

*Marvin R. Gottlieb
Lori Conkling*

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R Sandford



Managing The Workplace Survivors Organizational Downsizing And The Commitment Gap:

Managing the Workplace Survivors Marvin R. Gottlieb, Lori Conkling, 1995-09-14 Managing the Workplace Survivors Organizational Downsizing and the Commitment Gap is written for managers and other staff professionals who are charged with the responsibility of realigning the corporate culture and revitalizing survivor employees The book helps managers and other organizational leaders understand the critical role they play in today's organization and identifies specific strategies for increasing quality productivity and bottom line profitability among survivor employees Organization leaders are challenged to construct dynamic strategies to empower retain and create incentive for the survivor employees and to facilitate effective strategies to assure the entire organization's survival The book is divided into two major parts Gaining a Perspective and Developing a Survivor Strategy Gaining a Perspective places more emphasis on who the survivors are where they come from and what is happening to them It introduces the Survivor Management Model which outlines an approach used successfully by the authors to help companies recommit and realign their survivors Developing a Survivor Strategy shifts more emphasis to recommendations about what to do with them The Appendices are a Manager's Toolkit that contain several instruments and exercises that have proved effective in implementing the Survivor Management Model The Matrix Organization

Reloaded Marvin R. Gottlieb Ph.D., 2007-08-30 Matrix management was introduced in the 1970s in the context of competition from Japanese manufacturers computerization of many technical and administrative tasks and a recognition among business leaders that cross functional teams comprised of people from different departments and specialties were necessary to create and produce complex products rapidly Ideally this approach in which people are assigned to projects rather than department managers encourages collaboration flexibility and knowledge sharing but in reality it can often cause confusion friction and excessive bureaucracy It fell out of fashion in the 1990s but has resurfaced in a much wider array of companies today as the pressure to innovate on ever faster schedules encourages experimentation in organizational design Marvin Gottlieb who has studied and applied the principles of matrix management for over 25 years takes us on a tour of this phenomenon its evolution current practices and future applications He argues that most organizations are taking on characteristics of matrix structure with fluid teams and dotted line reporting relationships across departments and divisions Featuring case studies of successes and failures he shows readers how to harness the power of the matrix structure while minimizing the conflict disorientation and resistance that often accompany the approach In an environment where every company large or small entrepreneurial or established is wrestling with the question of how to organize for maximum performance in a harshly competitive world this book will give leaders and managers valuable insights and tools for promoting cultures that reward creativity and teamwork while maintaining strong leadership and accountability Breaking the Mold Lotte Bailyn, 2016-10-01 In Breaking the Mold Lotte Bailyn argues that society's separation of work and family is no longer a tenable model for employees or the organizations that employ them Unless American business is willing to radically rethink

some of its basic assumptions about work career paths and time both employee and employer will suffer in today's intensely competitive business environment. Bailyn's message was bold when this book was originally published in 1993. Now thoroughly updated to reflect the latest developments in the organization of work, the demography of the workforce and attitudes toward the integration of work and personal life, this second edition is even more compelling. Bailyn finds that implementation of policies designed to allow flexibility is rarely smooth and often results in gender inequity. Using real life cases to illustrate the problems employees encounter in coordinating work and private life, she details how corporations generally handle these problems and suggests models for innovation. Throughout she shows how the structure and culture of corporate life could be changed to integrate employees' other obligations and interests and in the process help organizations become more effective. Drawing on international comparisons as well as many years of working with organizations of various kinds, Bailyn emphasizes the need to redesign work itself. **Breaking the Mold** allows us to rethink the connections between organizational processes and personal concerns. Implementation of Bailyn's suggestions could help employees to become more effective in all realms of their complicated lives and allow employing organizations to engage their full productive potential.

Justice in the Workplace Russell Cropanzano, 2012-10-12 *Justice in the Workplace* acts as a central reference point for application of organizational justice and helps human resource managers relate the importance of justice to their work environments. Forming much of this book's content, outcomes, processes and interpersonal treatment are three powerful tools for building and maintaining workplace justice. In Part I these books are discussed at a theoretical level. Part II applies these theories to several issues important to both human resource management and society. And Part III looks at organizational justice in the years ahead. Compared to the first volume, this book will appeal to practitioners and researchers in such applied areas as human resource management, industrial organizational psychology and management.

Motivation Marvin R. Gottlieb Ph.D., 2017-10-27 This book shows managers how to identify opportunities for increasing productivity by enhancing commitment and provides tools for building a high performing team. More than ever, senior and frontline managers are tasked with the development and maintenance of highly productive teams, a formidable challenge in all situations. Organizational directives for lean, highly responsive, change adaptive workforces have created an environment in which every aspect of productivity must be examined and improved in the quest to meet increasingly competitive global goals. About 30 percent of productivity is lost from knowledge workers who withhold undetected discretionary effort because managers fail to tap into motivation dynamics that impact the level of individual and team commitment. This book gives managers the tools they need to motivate their teams to deliver significantly better results. Readers of *Motivation: The Manager's Key to Closing the Commitment Gap* will gain a foundational understanding of motivation from theoretical, experimental and anecdotal perspectives and identify key areas of potential untapped productivity. The book explores the changing workforce, values, economic pressures and the revised compact between employers and employees that create the commitment gap that results

in untapped productivity Managers will see how to go through a diagnostic and relationship building process that creates powerful and productive dialogues resolves conflict and pinpoints behaviors and identifies tools to build a fully committed high performing team *The Impact of an Organizational Downsizing Effort on Survivors' Communication Network Relationships and Attitudes* Alex Michael Susskind,1996 Job Insecurity, Union Involvement and Union Activism Hans De Witte,2017-11-30 This volume contains empirical analyses of European psychologists and sociologists on the impact of job insecurity on trade union membership activism and upon the attitudes of individual workers towards unions Little is currently known about the impact of job insecurity on the union participation of workers which is significant given the importance of trade unions in European collective bargaining systems This volume reports innovative and pioneering research on this research gap It answers questions such as do workers more easily join unions because of job insecurity or does it make them leave the union Does it influence participation in work s council elections or affect the intention to become a union activist And are workers less satisfied and less committed to their unions when they experience job insecurity The book contains recommendations for policy makers social partners and practitioners in the field of work and organizations **Responding to Crisis** Dan Pyle Millar,Robert L. Heath,2003-12-08 In recent years researchers and practitioners have explored the nature theory and best practices that are required for effective and ethical crisis preparation and response The consequences of being unprepared to respond quickly appropriately and ethically to a crisis are dramatic and well documented For this reason crisis consulting and the development of crisis response plans and protocols have become more than a cottage industry Taking a rhetorical view of crisis events and utterances this book is devoted to adding new insights to the discussion and to describing a rhetorical approach to crisis communication To help set the tone for that description the opening chapter reviews a rhetorical perspective on organizational crisis As such it raises questions and provokes issues more than it addresses and answers them definitively The other chapters can be viewed as a series of experts participating in a panel discussion The challenge to each of the authors is to add depth and breadth of understanding to the analysis of the rhetorical implications of a crisis as well as to the strategies that can be used ethically and responsibly Central to this analysis is the theoretic perspective that crisis response requires rhetorically tailored statements that satisfactorily address the narratives surrounding the crisis which are used by interested parties to define and judge it This volume will be of value to scholars and students interested in crisis communication and is certain to influence future work and research on responding to crises

Building Leadership Character Amy Newman,2018-03-28 Using a storytelling approach and real world cases to explore different dimensions of leadership character this text encourages the reader to think critically helping them to develop their character emotional intelligence and leadership skills *California Management Review* ,1995 Layoffs and Survivors' Career Motivation Kevin G. Fowke,1998 Examines the effects of redundancies on those who remain in the downsized organization **FIU Hospitality Review** ,1997 **The Current State of Business Disciplines** Shri Bhagwan

Dahiya,2000 Dispensation von Humanressourcen Daniel Ebert,2007-12-20 Vor dem Hintergrund des Dynamic Capability Ansatzes entwickelt Daniel Ebert konkrete Stellhebel zur Flexibilisierung der HR Dispensation auf Ressourcen und Prozessebene Darüber hinaus präsentiert er Ansätze zur effektiven und effizienten Steuerung und Nutzung einer flexiblen HR Architektur Besonderen Wert legt er auf die Etablierung einer fairen Dispensationskultur *The Academy of Management Review* Academy of Management,1997 Industrial Relations ,1996 *Corporate Communication* Michael B. Goodman,Peter B. Hirsch,2010 The chief communication officer at a Fortune 500 multinational corporation today faces the challenges of a rapidly changing global economy a revolution in communications channels fueled by the Internet and a substantially transformed understanding of what a 21st century corporation stands for This book provides an accessible framework for describing these forces and the specific communication challenges that they have thrown at the global corporation The text reviews the evolution of society's response to the development of the modern company and the corporate communication practices that grew up in response to it as well as examining the impact of globalization Web 2.0 and the networked enterprise on current corporate relationships with key stakeholders such as customers employees shareholders communities and regulators In examining these forces and how they are interwoven the authors offer insights and strategies for deploying effective communication as a strategic business asset in today's global economy Designed for the advanced student of corporate communication the book contains updated guidelines for the management of investor relations community relations and other corporate relationships in the age of social media Specific recommendations for how to organize and execute effective communication for the contemporary practitioner working in the communication field are also provided The 2002 Training and Performance Yearbook John Woods,James Cortada,Senior Research Fellow James W Cortada,2001 This seventh annual edition contains all the best articles and reference information of the past year for the training industry Designed to save trainers the trouble of reading dozens of trade periodicals the Yearbook provides all the contemporary thinking and the latest changes in their field in a single annual book The book includes articles of the past year from leading training periodicals as well as chapters from current books and original articles by the consulting editors Articles cover issues on the planning delivery and evaluation of training programmes as well as performance improvement This comprehensive reference also provides a large directory of contact information for key organizations conferences and periodicals in the training industry **The Southern Business & Economic Journal** ,1996 **PM Network** ,1996

Reviewing **Managing The Workplace Survivors Organizational Downsizing And The Commitment Gap**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is actually astonishing. Within the pages of "**Managing The Workplace Survivors Organizational Downsizing And The Commitment Gap**," an enthralling opus penned by a very acclaimed wordsmith, readers embark on an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve in to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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