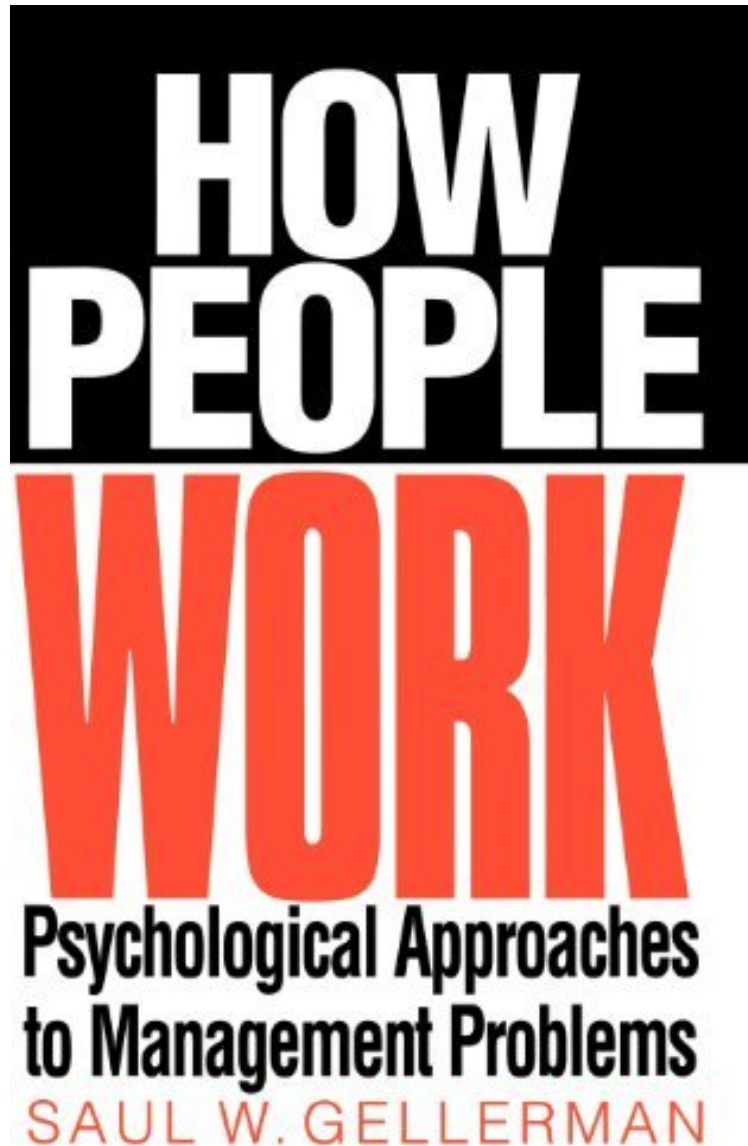


(Free read ebook) How People Work: Psychological Approaches to Management Problems

How People Work: Psychological Approaches to Management Problems

Patricia Gellerman

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0 of 0 people found the following review helpful. Great Insight into How to Resolve Management ProblemsBy Bomb

Man58Dr. Saul Gellerman's book is well written and provides excellent examples of various problems encountered by management in work places. The first ten chapters of his book look at various cases he has been asked to consult upon. My favourites were: Chapter Two-about how IBM wanted to pin-point young potential future executives and fast-track them through everything the company was involved in to give a broad range manager capable of dealing with anything and Chapter Nine, where the CEO of a prominent organisation, who has strongly held ideas on what his manager's should be like, engage Dr Gellerman. After the author has conducted his research, he has to confront management with advice. Throughout this book, Dr. Gellerman patiently outlines how systems can be improved and problems resolved. In his last chapter, he gives sound advice on how to resolve and find new ideas, by the simple art of listening. The book also illustrates how some management problems are best examined by someone who does not have some emotional attachment to one side of a dispute. I found this book very insightful and a great reference for some studies I am currently undertaking on management systems and how to look at change in those systems. The book is written in an easy style and captures the reader's interest from the outset. Well done, Dr. Gellerman!

4 of 5 people found the following review helpful. A real insider's look at some thorny management dilemmas. By A Customer

In *How People Work*, Psychological Approaches to Management Issues, University of Dallas Professor of Management and longtime management consultant Gellerman opens his personal files to reveal an intriguing cross-section of cases on which he has consulted over the years. Devoting one chapter to each of ten unique workplace dilemmas, he takes us inside a variety of enterprises, from corporate titans like IBM to a small German firm selling fasteners exclusively to import automobile repair shops. Gellerman's style is highly engaging and readable, even folksy at times. Yet his analysis of the dynamics of human behavior and interaction in the workplace is sophisticated and sage, leaving little doubt in the reader's mind as to why the companies profiled here called upon him to diagnose and remedy their most intractable business problems. The greatest strength of Gellerman's book is the exceptionally keen insight he provides into the psychological pitfalls of operations in complex, contemporary business organizations. The one weakness in his otherwise thorough discussion is his frequent failure to identify the time periods during which some of the cases occurred. Some indication of the dates connected with these stories would permit the reader to place the events described into a larger contextual framework. I found myself wondering whether the situations I was reading about had played out against a backdrop of eighties' corporate belt-tightening and downsizing, or during the unprecedented stock market boom of the nineties. No dry or lofty treatise on the psychology of imponderable business issues, *How People Work* is actually quite a page-turner with appeal for a broad audience. Gellerman's analysis of what drives us all to act as we do in the workplace has wider implications for other arenas in life. Nearly everyone will find something of a personal nature to relate to in this book. I heartily recommend it for all those interested in gaining a better understanding of how people work.

Psychologist, professor, consultant, Gellerman shows the remarkable range of managerial problems that can be looked at—and often solved—using the psychologist's unique viewpoint and special training. He reports 10 cases in his personal files, mostly from Fortune 500 and large international companies, and lets readers watch as he questions managers and other employees to develop insights into dynamics that drive their working relationships. Each case is presented to the reader as it was presented to Gellerman—as a management problem—by executives who suspected, correctly, that it had psychological implications. The result is a candid, up-close examination of what really goes on in organizations and how solving tough organizational problems may require counter-intuitive strategies that only a trained, experienced psychologist can muster. An engaging first-person book with wise and helpful things to say to anyone in management, or who aspire to management, and for others in the academic community who want to learn more about managers and what they actually do. Gellerman presents examples of psychological approaches to organization design, labor relations, shop-floor supervision, sales tactics, and other problems in organizational management that are not ordinarily thought of as psychological at all. Several of these cases required the author to uncover unrealistic assumptions about human nature that were the basis of corporate policies and proposed legislation. In other cases, he deduced the unwritten rules for effective decision-making used at both ends of the management hierarchy: in one case, the decision rules used by a company's top executives; and in another case, a quite different set of decision rules used by another company's shop-floor supervisors. He also traced the origins of a disastrous strike back to its ultimate cause, and helped management change its tactics so a repetition could be avoided. In the only one of these cases which resembles conventional psychological work, he helped a vice presidential bad boss achieve lasting changes in his supervisory style. The cases demonstrate the remarkable range of different managerial problems to which the special training of the psychologist can be usefully applied.

"Saul Gellerman's thoughtful highly readable book, based on actual consultancy experience, is not a 'How to do it' book but a 'How to think about it' book. As such it is valuable not only to the tyro but also to the experienced practitioner." -Business Executive of London

"Discusses, in depth, a range of managerial problems. Fascinating material for anyone concerned with, or researching, these issues." -Long Range Planning?

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Planning?Saul Gellerman's thoughtful highly readable book, based on actual consultancy experience, is not a 'How to do it' book but a 'How to think about it' book. As such it is valuable not only to the tyro but also to the experienced practitioner.?-Business Executive of London"Right on target.... I couldn't keep from smiling throughout the entire first chapter because someone had finally addressed the frustrating problem with such clear logic. The 'spook psychology' in Chapter 11 is often a potent threat in the business place. Books like this replace it with real insight."-Charles Kight Executive Vice President Dataplex Corporation"Dr. Gellerman has written another superb and highly readable book. His in-depth case studies clearly show that evidence-based psychology, effectively applied to business problems, can really make a difference.... The book's real-life examples, alone, are worth many times the price of the book."-Thomas F. Lysaught Vice President, Marketing GTE Service Corporation"Dr. Gellerman's book is make-sense reading for any business leader. He takes theories out of the Boardroom and onto the shop floor, factory, or building site, ...where supervisors and foremen can make a huge difference in the attitude and productivity of your workforce. This is important reading for managers who want to get the most out of their most important asset: their people."-Michael Fergus President and CEO Allied Van Lines"This fascinating book reports real-life management cases, authored by one of the country's leading consultants in industrial psychology. I found the cases, and especially the author's comments on them, to be extremely interesting, illuminating, and above all, insightful. Managers, and even other psychologists, can learn a lot from this book."-Lyman Porter Professor of Management University of California, Irvine Past President, Academy of Management"Dr. Gellerman has offered a fine, wide-ranging set of personal histories which deal with the day-to-day challenges of management at all levels in an organization. In addition, his strong assessments...of the timeless targets for working with people have been rifled into the ten cases. I particularly liked his insights on performance appraisal, one of management's most discussed and least satisfactory preoccupations."-Jay F. Hundley Senior Vice President Director of Personnel J. C. Penney Company, Inc.About the AuthorSAUL GELLERMAN is a Management Consultant and Professor of Management at the University of Dallas. His long, distinguished career as a consulting industrial psychologist has taken him into corporations and management associations in 35 countries and provided him with material for nine previous books and numerous articles. He holds a doctorate in clinical and industrial psychology from the University of Pennsylvania and is a Diplomate in Industrial and Organizational Psychology from the American Board of Professional Psychology. An earlier book, *Motivation and Productivity* (1963) was awarded the McKinsey Foundation Prize by the Academy of Management. He also is also the producer of 29 management training films.