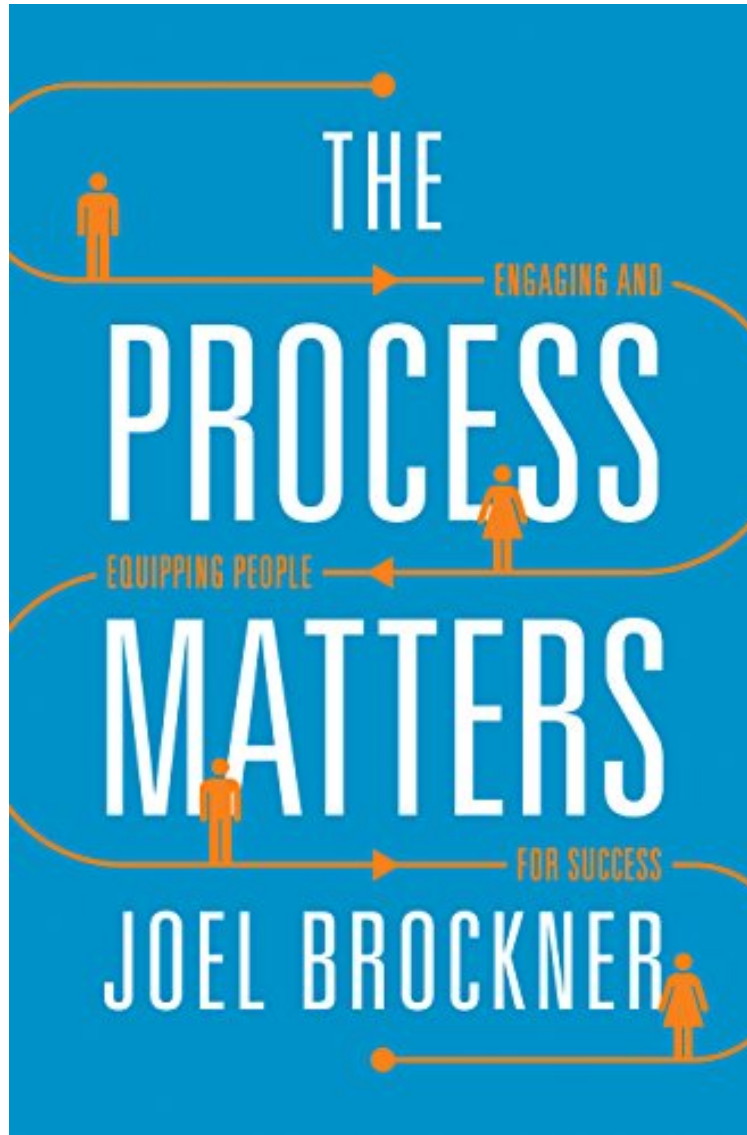


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The Process Matters: Engaging and Equipping People for Success

Joel Brockner

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Joel Brockner : The Process Matters: Engaging and Equipping People for Success before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Process Matters: Engaging and Equipping People for Success:

0 of 0 people found the following review helpful. Results (what) matters but the process (how) matters a lot too!!!By John-Paul MorganteResults are essential. However a good process helps to achieve repeatable results. This book tends to read a bit more on the academic side but it is not just theory. It provides valuable recommendations toward creating high quality processes.1 of 1 people found the following review helpful. The Power of the ProcessBy

strategy+business Asking Badaraccorsquo;s five questions suggests that even when managers get the final answer wrong, the processthat they follow can be a source of solace and redemption in and of itself. The idea that how we do things can be as important as what we do mdash; a concept popular in psychology circles mdash; is supported strongly in *The Process Matters: Engaging and Equipping People for Success*, by Columbia Business School professor Joel Brockner. Process plays a much more significant role in corporate performance than is commonly understood, according to Brockner. But unlike most business process engineers, he isn't interested in cycle time, volume, and quality. Instead, he focuses on how employees perceive processes mdash; and how by constructing processes in certain ways, managers can bolster the success rate of change initiatives, enhance employee productivity and morale, and promote ethical behavior. That perception is rooted in the concept of fairness. "Process fairness has a huge impact on how well employees react to a wide array of organizational events and decisions," writes Brockner. "Whether you are trying to gain support from many people or even a single person for a particular decision, you better make sure that they believe the process is fair." Brockner finds evidence for this assertion in numerous studies, including a study of expats, which he conducted with Ron Garonzik of the Korn Ferry Hay Group and Phyllis Siegel of Rutgers Business School. It found that expats who were having trouble adjusting to their new surroundings mdash; for family and other reasons mdash; were less likely to return home prematurely "if their employers allowed them to have input into decisions and if they felt that their employers generally treated them with dignity and respect." The real payoff for process fairness comes when outcomes head south. Brockner finds that employees are far more willing to accept negative outcomes when they feel that the process was fair. Conversely, if outcomes are negative and the process is seen as unfair, it adds insult to injury. For instance, Brockner's own research into the reactions of employees who remained on the job after layoffs found that their productivity and morale suffered when they felt that the layoff process was unfair to their former colleagues. Moreover, it revealed that process fairness could compensate for smaller severance packages in the estimation of the remaining employees. "Survivors responded about the same when they believed the package was moderately generous and the process was handled fairly as they did when they believed the package was highly generous and the process handled not so fairly," writes Brockner. *The Process Matters* also explains the instrumental role of process in the ethical behavior of employees. "First, those on the receiving end of high process fairness behave more ethically. Not only do they steal less, but they also show their ethicality by behaving with greater process fairness toward others," says Brockner. "Secondhellip;the more that the process causes people to see themselves as having esteem, identity, or control [that is, global self-integrity], the more ethically they behave." The business school professor casts a wide net into a seemingly bottomless pool of research to help managers design better processes. Occasionally, the net gets tangled, and *The Process Matters* drifts into the weeds. But most of the time, he hauls in a promising catch. "Doing the process well often entails simple things like involving people in decisions, showing respect, and doing things transparently. Not exactly rocket science," Brockner writes. "Furthermore, doing the process well may not require much in the way of tangible resources." 0 of 0 people found the following review helpful. Highly Recommended! By Harriet S Mosatche As an executive coach who works with many managers, I found *The Process Matters* to be an invaluable resource and will be recommending it to my clients. What sets this book apart from other academic and business resources is the way Brockner combines solid research findings with fascinating real-life examples. The message mdash; itsquo;s not just what we do but how we do it mdash; applies not only to the world of work but to how we relate to others in every sphere of life.

We do business in a results-oriented world. Our focus on growth is laudable for its clarity, but one of its downsides is that firms can lose sight of the process: how business gets done and the individuals or employees through whom results are achieved. This leads to compromised decisions and unethical behavior. It is not just what we accomplish that matters but also how we accomplish it. In *The Process Matters*, Joel Brockner shows that managers have to do more than just meet targets and goals. They have to reach those ends in the right ways mdash; with input, consistency, and accountability mdash; if they want to effectively lead and manage in their organizations. Brockner discusses what goes into the right process, how it leads to better outcomes, why it is easier said than done, and how to overcome obstacles along the way. Brockner demonstrates that a high-quality process often costs little and may not even require a great deal of time. In light of these facts, he considers the puzzling question of why good business practice doesn't happen more often. Brockner draws from various real-life workplace examples mdash; from Jay Leno's departure (twice) from his TV show, to the improvement of shooting accuracy in the U.S. Navy, to the surprising results of layoffs in Canada. He also factors in a wide swath of studies to examine such issues as the importance of perceived fairness in the process, the management of organizational change, and the encouragement of a strong sense of self in those involved in decisions mdash; in short, the ways that managers can bring out the best in their people. Relevant to anyone who is in a managerial position mdash; from the CEO on down mdash; *The Process Matters* proves that seemingly simple differences in process can go a long way.

One of the Strategy+Business Best Business Books 2016 in Management Winner of the 2016 Bronze Medal in

Operations Management / Lean / Continuous Improvement, Axiom Business Book Awards Honorable Mention for the 2016 PROSE Award in Business, Finance Management, Association of American Publishers" [In *The Process Matters*, Brockner] suggests ways managers can include employees in the process while maintaining trust--and keeping the best workers."--BizEd Magazine" [The Process Matters] is packed with examples from organizational settings. . . but, as Brockner contends, it is also relevant to anyone in an authority position, including parents, educators and politicians."--NationalFrom the Back Cover" One of the world's leading experts on organizational life shows us how to promote fairness and make change happen. With rigorous data and real examples, *The Process Matters* delivers insights that are both accessible and actionable."--Adam Grant, Wharton School, University of Pennsylvania and author of *Give and Take*" This book makes an important contribution on the role of process. Managers should read this valuable work."--Max H. Bazerman, Harvard Business School and author of *The Power of Noticing*" Drawing from the social psychology of fairness and justice, and the author's own leading research in this area, *The Process Matters* articulates the importance of process in managers' effective implementation of organizational decisions and policies, including successful organizational change. Engaging and authoritative, as well as rich in illustrative examples, this book will become the leading reference for years to come."--Roderick Kramer, Graduate School of Business, Stanford University" The title tells it all: process matters. In this book, Brockner weaves together theories in new ways that provide both theoretical and practical insights. Made to be read by those who manage, this book's research is rock solid and applicable to the workplace and beyond."--Arthur Brief, David Eccles School of Business, University of Utah

About the Author Joel Brockner is the Phillip Hettleman Professor of Business at Columbia Business School.