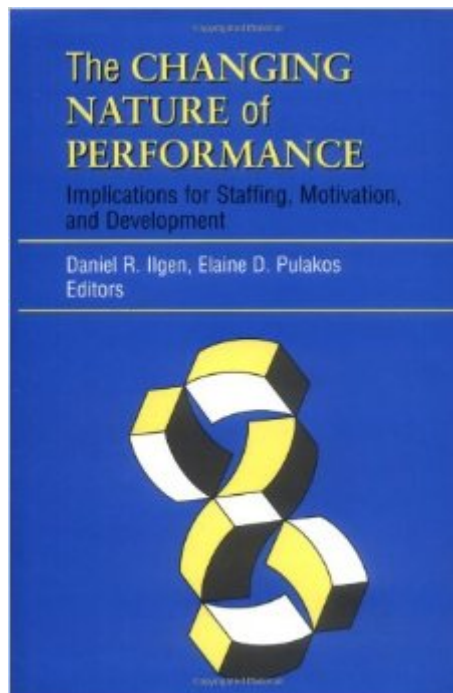


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The Changing Nature Of Performance: Implications For Staffing, Motivation, And Development



Synopsis

Radical changes in the workplace continue to impact the way we measure and manage employee performance, making the human resource professional's job more complex than ever. In *The Changing Nature of Performance*, a stellar group of contributors offers concrete suggestions on how the HR practitioner can cope. They examine seven major change factors that continue to influence individual performance--from the shift to team-based work to the interweaving of jobs with technology--and show readers how to develop effective HR policies and practices accordingly.

Book Information

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Customer Reviews

As stated by series editor Sheldon Zedek, "the general purpose of this volume is to provide a discussion of the relationship between the changing nature of work and the understanding, measurement, and influence of human performance. More specifically, the volume addresses how seven key changes in the nature of work--changes in technology, job design, type of workforce, training methodology, external control, leadership, and work structure--affect how job performance is viewed and measured. Three HR domains are emphasized: staffing, motivation, and training and development...The goal of the volume is not only to present greater understanding of the changing nature of performance but also to offer concrete ways in which to deal with the change." In this context, in Chapter Seven - 'Leadership and the Nature of Performance', Robert G. Lord and Wendy Gradwohl Smith argue that the relation between leadership and performance is likely to increase while at the same time exercising effective leadership may become more difficult because of: (1).

increased diversity in experience and technical training will reduce the degree to which organizational members share common performance standards, (2). greater ethnic, racial, and gender diversity will increase the potential tensions among team members due to less homogeneous values and beliefs. Thus, they argue that this increased diversity creates greater need for leaders to define performance and manage group conflict effectively, and hence they construct a leadership model. On the other side, they summarize some of the important trends noted by other authors of this book that will affect the relationship of leadership to performance as follows:

I. In the Past:

1. Work organization: (a). Map job onto employee, (b).

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