

1. Record Nr.	UNINA9910787510803321
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Titolo	Delivering high performance : the third generation organisation // Douglas G. Long
Pubbl/distr/stampa	London : , : Routledge, , 2016
ISBN	1-315-57633-3 1-317-15334-0 1-317-15333-2 1-4724-1333-4
Descrizione fisica	1 online resource (182 p.)
Disciplina	658.4/06
Soggetti	Organizational effectiveness Leadership Organizational change Performance Employee motivation
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	"A Gower Book"--Cover. First published 2013 by Gower Publishing.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Contents; List of Figures and Tables; About the Author; Introduction; Case Study: A 15 Million Productivity Increase in Two Years; 1 Overview - Understanding the Full Performance Conundrum; Overall Organisational Performance; Unit/Department Performance; Team Performance; Individual Performance; Leading the High-performing Organisation; Chapter Summary; Taking the First Step to a High-performing Organisation; 2 Overall Organisational Performance; The Vision into Action Process; Linking with the Leadership for Performance Model; Chapter Summary Taking the Second Step to a High-performing Organisation3 Unit/Department Performance; The 'Mini' Organisation; Research and Diagnosis; Version of the Vision; Executive Responsibility; Mapping and Flow Charting; Cooperation with Other Units/Departments; Leading Change; Coaching for Performance; Chapter Summary; Taking the Third Step to a High-performing Organisation; 4 Team Performance; A

'Group' is Not a Team - So What is the Difference?; Teams are Not Always the Answer and Why; Teams do Not Automatically Perform; Developing a High-performing Team Can be Hard
There is a 'Death Valley' with TeamsChapter Summary; Taking the Fourth Step to a High-performing Organisation; 5 Individual Performance; Capability; Recruitment and Induction; Training, Education or Development?; Performance Appraisal; Chapter Summary; The Fifth Step to Obtaining a High-performing Organisation; 6 Leading the High-performing Organisation; The Leadership Environment; Popular Leadership Approaches; The Brain's Locus of Control; Chapter Summary; Taking the Next Step with a High-performing Organisation; Additional Resources; Index

Sommario/riassunto

Douglas Long's Third Generation Leadership and the Locus of Control focused on individuals' values, world views and the behaviours needed to facilitate leadership in the future. Here, in Delivering High Performance, he concentrates on the individual, unit and organisational performance tied to Third Generation Leadership. Leaders constantly seek high levels of performance and staff engagement; but achieving either depends on the competence and commitment of individuals or groups. Many people are competent to do things, but not prepared to do them. They lack the willingness, confidence or motiv
