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Nota di contenuto	Cover; Evidence-Based Productivity Improvement: A Practical Guide to the ProductivityMeasurement and Enhancement System (ProMES); Copyright; Contents; Series Foreword; Preface; Authors; I THE PRODUCTIVITY MEASUREMENT AND ENHANCEMENT SYSTEM (ProMES): AN INTRODUCTION AND BACKGROUND; Chapter 1 The Value of Productivity Measurement; Productivity: Why So Important?; The Effects of Productivity Growth; The Importance of Measuring Productivity; General Reasons for the Importance of Productivity Measurement; Advantages Occurring Through the Process of Developing Productivity Measures Beneficial Uses of the Resulting Productivity MeasurementChapter 2 Organizational Productivity: A Definition and Description; Purposes in Measuring Productivity; The Purpose Influences the Measurement System; The Intent of ProMES; Chapter 3 Criteria for an Optimal Productivity Measurement and Feedback System; Chapter 4 The ProMES Approach: An overview; Steps in the Development of ProMES; Step 1: Form the Design Team; Step 2: Identify Objectives; Step 3: Develop

Indicators; Step 4: Develop Contingencies; Step 5: Develop Feedback Reports; Step 6: Conduct Feedback Meetings
Step 7: Monitoring the Project Over Time
Chapter 5 Theoretical Background Behind ProMES; Theory; Connections; Motivational Force and Behavioral Intentions; The Theory and Organizational Systems; Implications From the Theory and How ProMES Incorporates Them; Other Conceptual Foundations of ProMES; Feedback; Participation in Decision Making; Roles, Role Ambiguity, and Role Conflict; Goal Setting and Task Strategy; Teams; Chapter 6 Comparison of ProMES to the Desirable Characteristics; Chapter 7 Research Evidence Supporting ProMES; The Initial ProMES Study; Productivity Results; Attitude Results
Hawthorne Effects
Later ProMES Research Questions; Can ProMES Be Developed in Different Settings?; Does ProMES Improve Productivity?; Magnitude of ProMES Effects; Effects of Removing ProMES; Cost-Benefits of ProMES; Effects During ProMES Development; Comparison Groups; Do Improvements Last Over Time?; What Factors Are Important in Making ProMES Successful?; Other Research on ProMES Success Factors; What Are Other Effects of ProMES?; Effects on Attitudes; Negative Reactions; Conflict; Interdependencies; Effects on Financial Outcomes; What Have We Learned About Why ProMES Works? Other Motivational Issues
ProMES Improvement Priorities; The Effects of Participation; ProMES and Team Climate; Contingencies and Policy; Indicator Types; How Long Does It Take to Do ProMES?; Calendar Time to Do ProMES; What Improvements in the ProMES Process Have Been Developed?; Introduction of the System; Seeing ProMES as a Continuous Process; Using Graphics in Feedback; Improvements in Developing Contingencies; Conjoint Analysis and Contingencies; What Do We Still Need to Know: Future Research on ProMES; Psychological Processes in ProMES; Effects on Financial Outcomes
Streamlining ProMES Development

Sommario/riassunto

This new book explains the Productivity Measurement and Enhancement system (ProMES) and how it meets the criteria for an optimal measurement and feedback system. It summarizes all the research that has been done on productivity, mentioning other measurement systems, and gives detailed information on how to implement this one in organizations. This book will be of interest to behavioral science researchers and professionals who wish to learn more about the practical methods of measuring and improving organizational productivity.
