



Motivation, Beliefs, and Organizational Transformation

Raymond T. Butkus, Thad B. Green

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Why does management encounter people problems whenever organizations attempt to change? Green and Butkus say this occurs because organizations overlook one of the most critical problems of change: how employees react to it emotionally. Change is not about work processes or information systems alone. It is also about what people believe and feel?emotions such as anger, anxiety, confusion, and fear. Yet managers are usually unaware of these things, and those who are aware usually lack skills to manage these emotions effectively. They tend to rely on traditional incentive systems, which usually do not work. What does work? The one approach that has been applied consistently with positive results is Green's belief system of motivation and performance.

Green and Butkus show how the belief system helps to bring negative feelings and convictions to the surface. They provide ways to identify the underlying emotional problems and find effective solutions. The belief system works, say the authors, because it goes directly to the source of the problem?employees themselves?to discover why motivation and performance problems occur and what can be done to solve them. This book describes applications of the belief system in a variety of work situations, including a recent effort at organizational transformation with AT&T's Business Communications Services (BCS) Division. It outlines in detail the process that BCS used to implement the belief system, starting at the highest management levels and cascading down to the organization's front lines. With a clear exposition of the belief system's theoretical underpinnings and nuts-and-bolts methods, Green and Butkus provide executive decision makers and planners throughout the organization with critical insights into the pitfalls in the implementation process and workable guidance on how to avoid them.

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