Managing Motivation

A Manager's Guide to Diagnosing and Improving Motivation

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Preface

Before getting into the content of this book, we wanted to tell you a bit about ourselves and why we wrote it.

Bob Pritchard is Professor of Organizational Psychology and Management at the University of Central Florida. He received his bachelor's degree from UCLA and his PhD from the University of Minnesota. He has been on the faculty of Purdue University, the University of Houston, and Texas A&M University. He has worked in the area of motivation and performance in organizations for more than 35 years and has published 7 books and more than 90 articles on the subject. His award-winning research program has developed techniques for improving motivation and organizational effectiveness that have been used by many organizations in the United States and in other countries.

Elissa Ashwood provides the practitioner's viewpoint. She holds an MBA in finance and accounting from the University of Rochester, and has served as a vice-president of accounting, director of leadership programs, and director of training and development for three Fortune 100 companies. She has consulted with top consulting and service firms in the areas of executive effectiveness, compensation, and performance and is committed to developing organizational strategies that help people to do their best work.

The idea for this book first came about while Bob was working with the top management team of Personnel Decisions, International to develop an organizational measurement and feedback system. The CFO at the time was Peter Ramstad, and the more Bob and Pete talked about this motivation approach, the more Pete convinced Bob that this work contained some important insights that would be of practical use to managers.

Bob started the book and Elissa joined the effort to use her extensive experience in management training to help make the book more usable for managers. One of the most enjoyable parts of this collaboration was our very different backgrounds, which led to some highly positive synergy.

We also share a number of important values that guided this book. We believe that while there is some good work being done in the academic setting,

there are fewer attempts to translate that academic work into *practical* terms a manager can actually use. Without that translation, the academic work has less impact. We also believe that work done in management needs to be based on a strong conceptual foundation supported by good research. Most management books are either highly academic, and not particularly practical, or practically oriented but lack a strong conceptual and research foundation.

We decided that by working together, we could write a book on motivation that would both be scientifically sound and at the same time be highly practical. What you see is the result of that effort.

Finally, we want to acknowledge all the help we have received in putting this book together. Peter Ramstad helped greatly in thinking through the ideas in the early stage of the book's development. Bob's wife, Sandy, and his doctoral students read and commented on many different drafts, especially José David, Joel Philo, Dave McMonagle, Tori Youngcourt, Melissa Harrell, Dawn Safranek-Leonard, and Carol Thornston. Natalie Wright put the index together. Finally, students in Bob's Executive MBA classes shared excellent feedback that we incorporated throughout the text.

We hope that the concepts presented will be useful to you both professionally and personally.

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