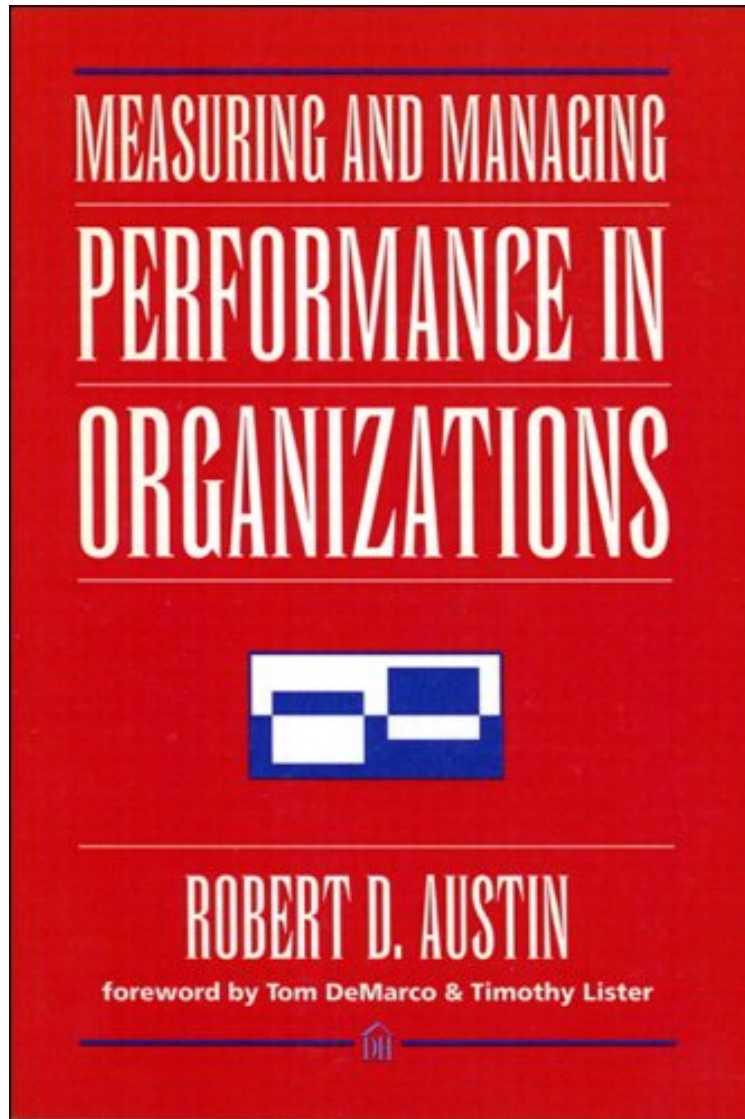


[Download pdf ebook] Measuring and Managing Performance in Organizations (Dorset House eBooks)

## Measuring and Managing Performance in Organizations (Dorset House eBooks)

*Von Robert D. Austin*

*DOC | \*audiobook | ebooks | Download PDF | ePub*



DOWNLOAD



+

READ ONLINE

Produktinformation -Verkaufsrank: #353066 in eBooksVerffentlicht am: 2013-07-15Erscheinungsdatum: 2013-07-15File Name: B00DY3KQX6 | File size: 29.Mb

**Von Robert D. Austin : Measuring and Managing Performance in Organizations (Dorset House eBooks)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Measuring and Managing Performance in Organizations (Dorset House eBooks):

KundenrezensionenHilfreichste Kundenrezensionen0 von 0 Kunden fanden die folgende Rezension hilfreich. Surprising content for administrators - confirmation for leadersVon Dirk HerrmannThe title of the book might give the

impression that the book is something like a cookbook, a howto. Not at all. The book is more or less a slap in the face of all those who believe or hope that managing organisations based on metrics is the way to go. Based on a simple model, Austin proves, that, except for in very rare circumstances, metric based organisation management is doomed to lead to undesirable results. And, all this under the assumption that the metrics in use are not by themselves flawed or badly designed - which is often enough the case in the real world. The book is easy to read and follow, with the exception of some parts of chapters four and five, where the economics literature is discussed and the models in use are explained. It's not all too difficult, though. If you are a believer in leadership rather than in administration, this book will provide you with proof of what you have been knowing already. Otherwise, you will be disappointed - maybe mostly by the fact that in the foreword Tom DeMarco (whom you administrators keep quoting frequently with "you can't control what you can't measure") once more gives up on these former positions.

0 von 0 Kunden fanden die folgende Rezension hilfreich. Required reading not only for managers

Von Michael I can only recommend to read this book. Even if it is now 16 years old, the mistakes mentioned in the book continue to be part of the management practice at least in the organizations I have been part of. Especially the ideas of Peter Drucker, particularly MBO, are still enthusiastically applied in managing staff. Annual reviews of SMART goals take place in nearly every company bigger than 100 people. The results of the review are linked to salaries, known as pay for performance, pay for results or other terms. Austin shows that this will mostly not deliver the desired results but rather cause malfunction. It seems that in the meantime several management experts like Tom DeMarco begin to turn away from the described measurement practices. This book provides a good background, why coupling payment on measured targets will not work in most situations. Along with other ideas such as those described in Sprengers book "The Myth of motivation" (Mythos Motivation) it can only be concluded that a new management style should be propagated in organizations that differs from the one that is most often used in bigger companies these days.

2 von 3 Kunden fanden die folgende Rezension hilfreich. Why measuring goes bad. Defines a model, then uses it.

Von Ein Kunde This book is not - a light read - long - mathematical - about software specific issues and the arcana of that discipline - a cookbook for deciding what to measure, how to measure, how to analyze, how to report

This book describes - the uses of measurement, informational vs motivational - a (increasingly elaborated) measurement model - an objective definition of dysfunction and how it arises because of measurement - a model of "supervision" and how measurement supports (or interferes with) various kinds of supervision - a suggestion about organizational incentives - some strengths weaknesses of well known assessment systems; e.g., ISO, SEI - the interview method and answers applying the model with 8 well-known writers on software and software management issues.

The messages I got - setting up measurement systems is not easy. There are many pitfalls - picking the goal(s) that the measures will support is critical - picking the measures. Some things are too expensive to measure - deciding how much to spend - deciding what to report to whom - (to my own chagrin) that I had personally and fully encountered most pitfalls - it's easy for those measured to subvert the measuring - partial measurement may make things worse - informational measurement (measuring and results stay with those measured) is less likely to be subverted - purely economic models are not fully adequate explanations of employee-employer relationships.

**Kurzbeschreibung** This is the digital version of the printed book (Copyright 1996). Based on an award-winning doctoral thesis at Carnegie Mellon University, *Measuring and Managing Performance in Organizations* presents a captivating analysis of the perils of performance measurement systems. In the book's foreword, Peopleware authors Tom DeMarco and Timothy Lister rave, "We believe this is a book that needs to be on the desk of just about anyone who manages anything. Because people often react with unanticipated sophistication when they are being measured, measurement-based management systems can become dysfunctional, interfering with achievement of intended results. Fortunately, as the author shows, measurement dysfunction follows a pattern that can be identified and avoided. The authors' findings are bolstered by interviews with eight recognized experts in the use of measurement to manage computer software development: David N. Card, of Software Productivity Solutions; Tom DeMarco, of the Atlantic Systems Guild; Capers Jones, of Software Productivity Research; John Musa, of ATT Bell Laboratories; Daniel J. Paulish, of Siemens Corporate Research; Lawrence H. Putnam, of Quantitative Software Management; E. O. Tilford, Sr., of Fissure; plus the anonymous Expert X. A practical model for analyzing measurement projects solidifies the text.

don't start without it!