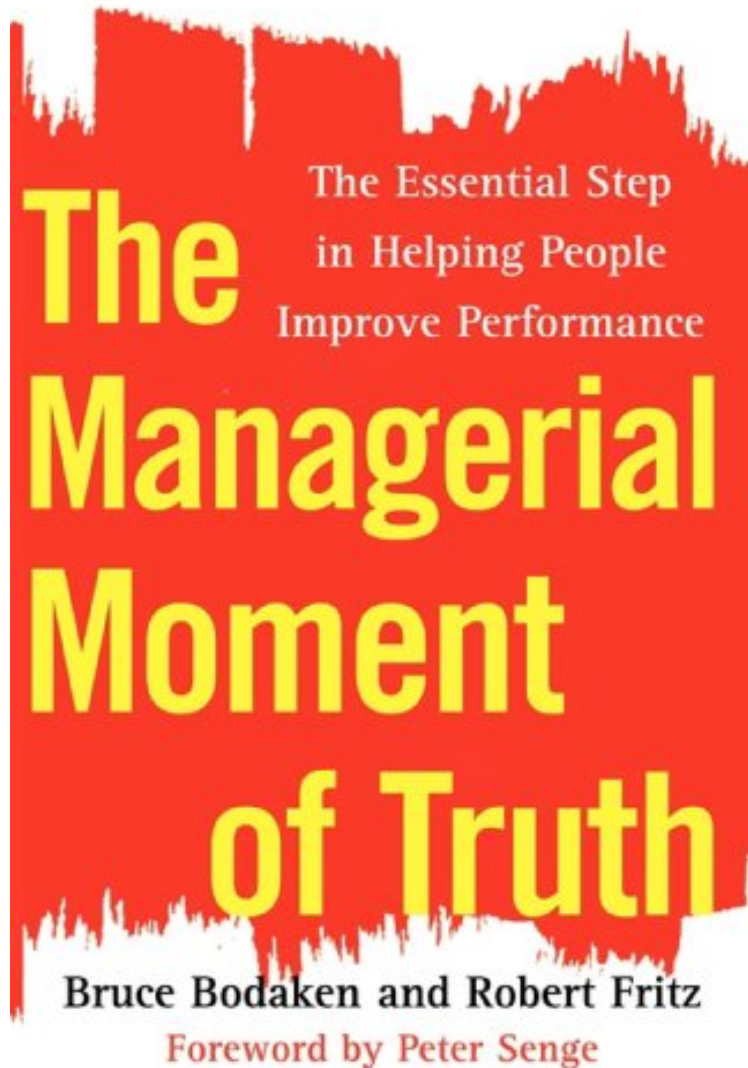


[FREE] The Managerial Moment of Truth: The Essential Step in Helping People Improve Performance

## The Managerial Moment of Truth: The Essential Step in Helping People Improve Performance

*Bruce Bodaken, Robert Fritz*

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**Bruce Bodaken, Robert Fritz : The Managerial Moment of Truth: The Essential Step in Helping People Improve Performance** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Managerial Moment of Truth: The Essential Step in Helping People Improve Performance:

0 of 0 people found the following review helpful. Great PrinciplesBy QualityUThe principles covered in this book can be implemented by executive leadership. Given political games, lack of responsibility and accountability and passive

aggressive behavior, employees long for authenticity and a forum to share ideas and concerns. This book serves as a resource to stop these behaviors and encourage alignment with institutional mission. Also in helping employees direct energy to more productive means of performance. While the examples provide support to the concepts outlined in the book, this content could be simplified, condensed or summarized for reinforcement and clarity (thus four stars rather than five). 4 of 4 people found the following review helpful. Good, straight-forward approach By Ken G. The approach outlined and exemplified many times throughout the book is a must for any manager or management team member. The approach can be used in just about any situation where changes must be made to behavior or decision-making to drive toward meeting expectations. It really drives toward asking many questions to gain better understanding. After seeing the talk by Bodaken on UCTV, I was curious enough to buy the book. I surely have gained some insight to better handle many situations in the workplace and outside the workplace. 0 of 0 people found the following review helpful. This is a must read for managers... .. By Diane Katona This is a must read for managers . . . how to deal with employees who don't do what was asked . . . simple simple simple AND it works!

The Managerial Moment of Truth explains a powerful new concept that can dramatically improve performance and increase productivity, at no cost, in virtually any company or organization. Developed by organizational consultant and bestselling author Robert Fritz and proven in practice by coauthor Bruce Bodaken, the chairman, president, and CEO of Blue Shield of California, the book provides a dynamic technique to help people face up to reality and confront the truth in order to correct mistakes, learn from past performance, and adjust processes to build a more successful organization. Given human nature, most managers, when faced with the harsh facts of substandard performance, tend to soften the truth with their direct reports, so as not to offend or upset them. They tend to avoid mentioning mistakes, missed dates, an incomplete project, unacceptable quality of work, and the like. Then, if the problem becomes egregious, the manager may suddenly overreact with a contentious confrontation that results in little long-term behavior change. Or else the manager will try to work around the substandard performance, shifting the workload to top performers on the team rather than addressing reality directly with the person concerned. Bodaken and Fritz provide a step-by-step approach for continuous improvement, in which managers deal with performance issues early on, to help employees face the truth without being made to feel denigrated, inept, or incompetent -- which would only defeat the desired goal of improvement. Moreover, this approach also greatly enhances the manager's own career success. When managers understand and use this practice, they can produce more top performers and add from 25 to 40 percent more actual capacity to their organization. At Blue Shield of California, for example, more than one thousand managers have been trained in this approach, with impressive, measurable results, helping the company become one of the fastest-growing health care plans in the state. Other companies, all at the top of their industries, are now using MMOT with great success. As widely acclaimed author Peter Senge notes in his foreword, "This is not a book with just a bunch of 'good ideas.' It is a call to a simple but transformative practice, vital to building an organization truly worthy of people's highest achievement."

From Publishers Weekly The inherent awkwardness of evaluating an employee's or team's performance may cause managers to avoid confrontation altogether, resulting in work not done right, tension between employees and unnecessary strain on high performers. In this guide, Bodaken, CEO of Blue Shield of California, and Fritz (Corporate Tides) delineate a methodology of "truth telling" in order to curb bad habits early on and institutionalize good behaviors. A proper approach to "managerial moments of truth" (MMOTs) — which the authors define as a manager's awareness of her unmet expectations, followed by the decision about how to handle them — will add capacity without cost, Bodaken and Fritz claim. Their four-step technique first requires manager and employee to "acknowledge the truth" or agree on what happened. Then they analyze together how the situation occurred, establish an action plan and finally put a feedback system in place. The book provides a variety of case studies, which show how to provide individual feedback and team evaluations, plus how to deal with repeat offenders or an employee/team mismatch. With dozens of sample conversations throughout, the authors present an action-oriented communication technique they believe will improve the managerial process and thus a company's "performance, productivity, and creativity." (May 2) Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. From Booklist The truth, or so the maxim goes, will set you free. Blue Shield of California CEO Bodaken and author (The Path as Least Resistance, 1999, among others) Fritz take that statement quite a few steps further, emphasizing that only fact-based conversations about issues — among individuals, teams, leadership, and organizations — with three follow-up actions will change substandard or wrong performances. In fact, for CFO types, they point to truth as a competitive advantage; with Blue Shield as the Managerial Moment of Truth (MMOT) guinea pig, the results added anywhere from 25 to 40 percent to organizational capacity. Three case studies in dialogue format and very explicit directions throughout provide good models to adapt; furthermore, Bodaken and Fritz anticipate possible resistance — "I have no time" or "The behavior wasn't bad enough" (add your own here) — and demonstrate practical, realistic responses. From this and other newly added books to the business shelf, the trend in thought leadership seems to be moving from the obscure and jargon filled to simple, straight, and comprehensive. Barbara Jacobs Copyright

copy; American Library Association. All rights reserved "The Managerial Moment of Truth is very simply about how managers must have the discipline to tell the truth and help their employees to confront reality. At a time when people have lost trust in many of the basic institutions of our society, this book will benefit managers and employees alike and support integrity within the organization." -- Hon. Leon E. Panetta, Director, Panetta Institute for Public Policy, former Chief of Staff to President Clinton