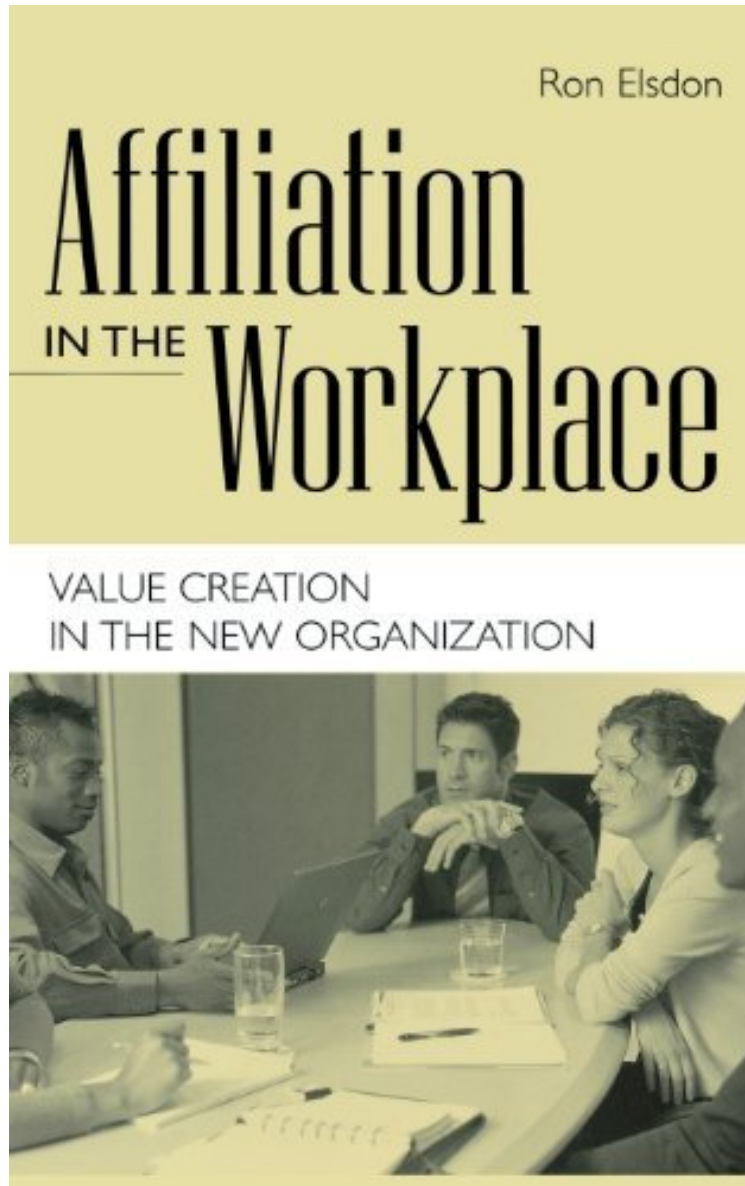


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Affiliation in the Workplace: Value Creation in the New Organization

Ron Elsdon

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Ron Elsdon : Affiliation in the Workplace: Value Creation in the New Organization before purchasing it in order to gage whether or not it would be worth my time, and all praised Affiliation in the Workplace: Value Creation in the New Organization:

7 of 7 people found the following review helpful. Better than the titleBy Jim GraberA friend saw this book, Affiliation

in the Workplace, on my desk, and commented to me, "That's not the kind of book I would expect you to be reading." That's true. The title conjures up a variety of visions. However, the book is not an irrelevant academic treatise, it isn't about dating people at work, and it isn't advocating a blind faith proposition that treating employees well will result in wonderful benefits for an organization. The secondary title, Value Creation in the New Organization, comes closer to expressing the focus of the book for me: Thoughtful approaches for strategizing and then maximizing the impact of people. In short, Elsdon makes a business case for the value of developing and retaining people. The book is targeted to leaders and senior HR strategists. You don't need to go to Chapter Six which is chock full of calculus and models to realize this is something different. Also, there are no overly simplistic answers provided, no silver bullets that any organization can employ. Elsdon clearly points out that many variables determine what solution is best, such as the type of business (people or capital intensive), the life stage of the organization (Early Growth or Maturity), etc. He tells you which approaches may be most appropriate, given the characteristics of your organization and workforce. Basically, the book suggests that organizations choose wisely when defining the relationship that they want to have with their employees. He points out that in many cases we are paying a large price for the "free agent" mentality that has been fueled by many recent organization practices, such as downsizing. However, we cannot in most cases go back to traditional, paternalistic relationships either. He argues for an energetic, inspiring work environment coupled with employee participation and strong support for focused employee development. This will in turn result in the broad-based creative and intellectual contributions that are required from employees today together with organization commitment and increased employee retention. It will help create what he describes as a "highly efficient internal job market." This really is an interesting book, and you can "get through it" relatively quickly. I recommend it to anyone charged with making the most of an organization's human resources. 4 of 4 people found the following review helpful. A Must Read for Leaders of Organizations By A Customer Leaders of successful organizations in the next century will need to understand and implement the principles contained in this outstanding book. The author sets forth concepts that challenge current thinking about how to lead successful and competitive organizations. But he does much more. What makes this a significant work is clear-cut demonstration of value. Implementation of these concepts will become increasingly important as baby boomers retire in the next few years; organizations that learn how to build workforce affiliation will attract and retain human assets and will be more successful. Dr. Ron Elsdon has already been awarded the Human Resource Planning Society's Walker Prize for advancing state-of-the-art thinking in human resources. This book clearly advances thinking about how to be successful in leading organizations in the next century.

This book draws on studies that quantify the link between individual development and organizational value creation. Strengthening this link is key to building a strong sense of affiliation and a more productive workforce. The author provides frameworks for characterizing the workforce, listening to the organization, using inclusion as a key differentiator, and applying mathematical modeling techniques to explore and quantify related areas. We are entering an era when it makes sense to move away from mere retention strategies of control and toward more mutually beneficial strategies of affiliation. This trend can be traced to the recognition of the knowledge worker's influence and the value of human capital in today's economy. To succeed in this emerging work world, organizational leaders and human resource professionals must create new relationships with individuals built around the concept of affiliation. This will mean changed roles and behaviors that respect mutual interests, and will require a culture of inclusion expressed internally through workforce diversity, externally through workforce partnerships, at a community level through philanthropy, and globally through the pursuit of a greater good.

"Affiliation In the Workplace provides some hope for the practitioner charged with moving an organization toward enhancement and away from disenchantment....Elsdon builds a series of equations that allows him to map the relationships between organizational value creation, individual fulfillment, leadership's ability to create a sense of individual fulfillment, and the length of time an employee intends to remain with the organization."-Journal of Diversity Praxis "A refreshing perspective for anyone interested in the application of career development in business and industry."-Harvard Business School "Academics will find the book's rich examples and practical outlook helpful to gain a very micro-oriented perspective. The author's observations may also stimulate ideas for research."-Journal of Asian Economics "A refreshing perspective for anyone interested in the application of career development in business and industry."-Harvard Business School "Academics will find the book's rich examples and practical outlook helpful to gain a very micro-oriented perspective. The author's observations may also stimulate ideas for research."-Journal of Asian Economics "Affiliation In the Workplace provides some hope for the practitioner charged with moving an organization toward enhancement and away from disenchantment....Elsdon builds a series of equations that allows him to map the relationships between organizational value creation, individual fulfillment, leadership's ability to create a sense of individual fulfillment, and the length of time an employee intends to remain with the organization."-Journal of Diversity Praxis "This book is thoughtful and thorough. Written by an experienced organizational career consultant, the book addresses how industry leaders and human resource executives can create a work environment that

strengthens and inspires individuals and as a result enhances growth and productivity of organizations."-Betsy Collard Director, Office of Alumni Volunteer Relations Stanford University Alumni Association"Not only a timely book, it is an important work in developing a better understanding of the relationship of individuals with their organization. It provides a framework for identifying ways to establish healthy and more productive relationships for individuals and their companies. It is about fundamentals and will be as relevant ten years from now as it is today."-Steve Leven, Senior Vice President Texas Instruments"This book offers a critical analysis tempered by a humanistic approach, of the most significant element in our workplace today. The heart and soul of the workplace are the people who come to work each day hoping for much more than a paycheck. The author captures the science and the art of affiliation with documentation, case studies, introspection and insight. Not only is this book filled with hope for the future of our organizations; it should be required reading for the leaders of tomorrow's organizations."-Sue Aiken, MA, NCC, NCCC Chair, Career Development Graduate Program John F. Kennedy University, Orinda, California"This book is filled with concrete ideas on how an organization can adapt to the changing workforce demographics and enhance the relationship between individuals and organizations. It is guaranteed to inspire, challenge, and help you create an environment to support individual development and strengthen your organization's ability to survive and thrive today, as well as in the future. It provides plenty of ideas and challenges as we focus on recruitment and retention matters that loom ahead. This is a must-read for leaders of any organization!"-Dorothy M. Moser Vice President, Human Resources Training and Barbara J. Lewis Assistant Vice President, Training Staff Development Easter Seals Inc."This book may surprise many readers who, from the title, might expect one more contribution to the field of human resource development. Instead the book delivers a potent challenge to all of us who manage complex organizations that we must uncompromisingly build the value of our organizations on the only value system that matters, the development of our people. By combining stories of organizations that have dared to do it differently with strong quantitative analysis of how they measured their success, the author moves beyond merely issuing this challenge to equipping us for the battle. This book is a must read for all of us who continue to battle for the hearts and minds of our people while simultaneously justifying the bottom-line impact of our efforts."-Pearl Sims Director, Leadership Development Center Peabody College of Vanderbilt University

About the Author
RON ELSDON, PhD, is a founder of organizations that specialize in career and workforce development for organizations and individuals. He has also been active in speaking, writing about and promoting a range of social causes. Ron has more than twenty-five years of leadership experience at diverse organizations in a broad range of sectors, and has been an adjunct faculty member at, or affiliated with, several universities. He has authored numerous publications and has spoken regularly at national and regional events. With his co-author, Ron was awarded the Walker Prize by the Human Resource Planning Society for the paper that best advances state-of-the-art thinking or practices in human resources. He holds a PhD in chemical engineering from Cambridge University, a master's degree in career development from John F. Kennedy University, and a first class honors degree in chemical engineering from Leeds University.