



# Performance Management: Changing Behavior that Drives Organizational Effectiveness

By Aubrey C. Daniels, James E. Daniels

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## Performance Management: Changing Behavior that Drives Organizational Effectiveness By Aubrey C. Daniels, James E. Daniels

The "R+ Book", Fourth Edition: More than a revision – An evolution!

The definitive text on Performance Management (PM) will always be a work in progress because science is a work in progress. Performance Management offers strategies gained through ongoing research and successful PM applications in businesses and industries around the world.

Since the 1989 publication of the third edition of this book, both scientists and practitioners have made continual advances in behavior-based performance enhancement. Dr. Aubrey C. Daniels and James E. Daniels now share those innovations and insights in a reorganized and expanded text. The upgraded material – conveniently divided into the two sections of Theory and Application – includes new chapters aimed specifically at addressing workplace performance issues:

The Science of Behavior in Business  
Being a Proactive Manager  
Separating Behavior from Non-Behavior  
Evaluating Performance Change  
Finding and Creating Reinforcers  
Delivering Reinforcers

### Learn to:

Recognize the observable effects of positive and negative reinforcement, punishment, and penalty in the work environment.

Optimally employ positive consequences to inspire discretionary effort™ from any member of your organization.

Design training, verbal instruction, and other antecedents to clearly communicate required and desired workplace behaviors.

Eliminate negative evaluation processes after reading "The 10 Top Reasons Why

Traditional Performance Appraisals Produce Little Value to Organizations."

If you've read a previous edition of this book, here are some of the updates you can expect in this new version.

**Performance Management, 4th edition;**

is updated in terms of research and practice over the last twenty years.

is organized into three helpful sections; Theory, Application and Implementation.

has several new chapters. The most notable are two in the Theory Section on Behavior. There are also new chapters on evaluating performance change and planning reinforcement.

has twice as many references, reflecting the additional research included.

has more cartoons to add more R+ to your reading! is generally updated in examples and language.

The basic concepts in this book are the same as in previous editions, although some concepts have been added (i.e. Establishing Operations) and the terminology has been updated to be more consistent with current research.

Though focused on the needs of employees and employers alike, this technology also applies to parents, partners, athletes, or artists. If you want to improve performance of ANY kind with the latest proven methods, add the Fourth Edition of the R+ book to your library, today! *Over 500,000 copies in print.*

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### **Editorial Review**

About the Author

#### **Aubrey C. Daniels, Ph.D.**

**Business:** Founder of Aubrey Daniels International, Dr. Daniels and his staff advise companies on management and human performance issues such as leadership, coaching and mentoring, selection and retention, quality, productivity, compensation and rewards, morale and culture, performance systems, employee skill mastery, and change management.

**Publications:** Dr. Daniels is the author of the award-winning books *Bringing Out the Best in People: How To Apply The Astonishing Power of Positive Reinforcement*, and *Other People's Habits*, published by McGraw-Hill. His first book, *Performance Management*, is now in its fourth edition and is a standard text in many universities and business schools.

Dr. Daniels has authored and co-authored many articles for business magazines and professional journals, is the consulting editor for the *Journal of Organizational Behavior Modification*, and is the founder and publisher of the quarterly, *Performance Management Online E-Zine*. He has been featured in numerous local and national publications and has been interviewed by *The Wall Street Journal*, *The New York Times*, *Fortune*, *Entrepreneur*, *Continental Airlines Magazine*, *Sky Magazine*, *Biznet*, *CNN*, *CNBC* and *CBS radio* and has written a monthly column for *Entrepreneur.com*.

**Academic:** Dr. Daniels is on the Board of Trustees of the Cambridge Center for Behavioral Studies, is an Associate of Harvard University's John F. Kennedy School of Government, is a member of the Advisory Board of Furman University, a faculty member of the College of Health Professions at the University of Florida and a visiting professor at Florida State, North Texas State and Western Michigan Universities. He has also taught at Georgia State University, Emory University and Atlanta Universities and makes frequent presentations at Oxford University in England. His numerous awards include the Lifetime Achievement Award from the Organizational Behavior Modification Network for outstanding work in the behavior analysis field. In 1997, he received an Outstanding Service Award from the International Association for Behavior Analysis. On June 13, 2002, Dr. Daniels appeared on Pat Summerall's *Champions of Business* series on the FOX News Channel.

**Education:** Dr. Daniels received his doctorate from the University of Florida, where he also earned his masters degree and was a member of Phi Beta Kappa. He received his undergraduate degree in psychology from Furman University where he presently serves on the Alumni Board.

#### **James E. Daniels, M.A.**

**Business:** As a consultant in the field of Performance Management since 1974, Jamie Daniels has developed productivity and quality improvement systems with major corporations in the U.S., Australia, Brazil, Canada, England and Italy. He is a Vice President and Senior Consultant with Aubrey Daniels International.

Jamie is the author of numerous articles, former editor of *Performance Management Magazine* and co-author of *Performance Management*, 4th Edition.

Jamie attended U.S. Military Academy, West Point, B.S.M.E. and received his M.A. from the University of

Florida.

**Representative Consulting:** Service: customer service functions, product distribution and delivery, newspaper reporting, product quality (artwork and photography), food service and housekeeping, sales and sales support

Manufacturing: union and non-union environments, supervisory and management performance systems, productivity, quality, cost, schedule attainment and cycle time improvements, support quality programs such as Six Sigma

Engineering: project performance improvement, measuring individual and group performance, quality improvement processes, continuous improvement processes Management: leadership effectiveness development coaching, communications processes, coaching for managing cross-functions, interface effectiveness, developing implementation

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#### **Martin Hanson:**

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**Odelia Dennis:**

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