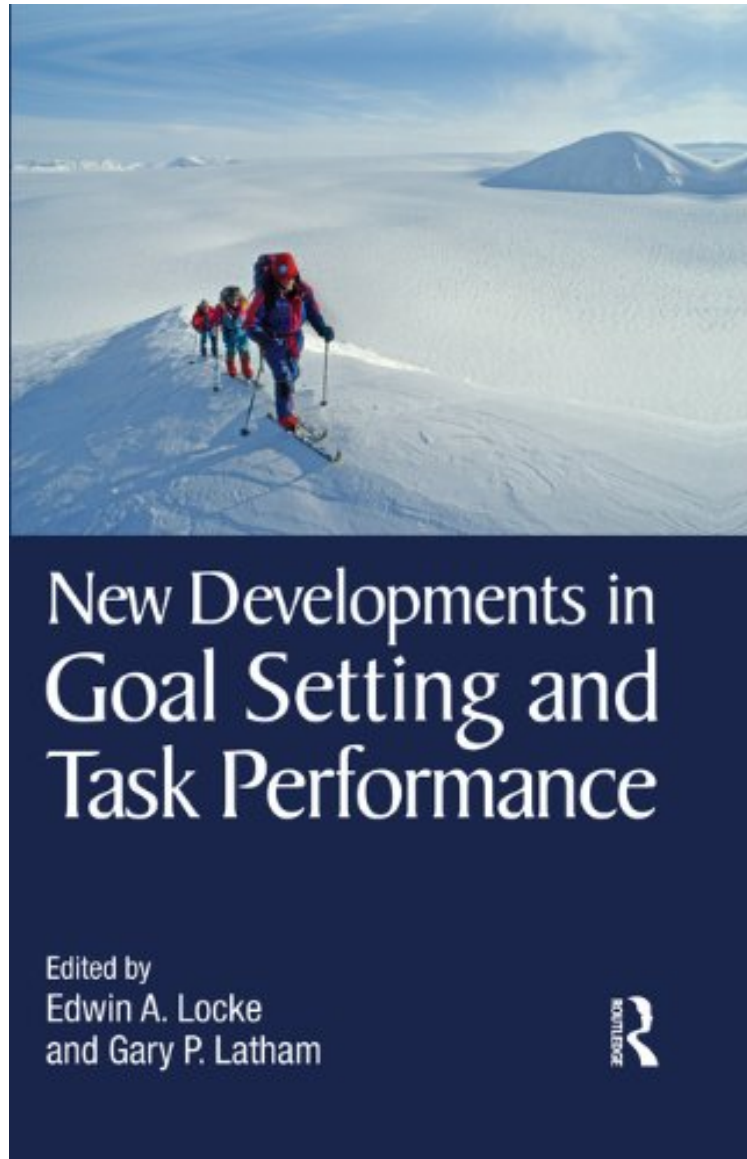


## New Developments in Goal Setting and Task Performance

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**From Routledge :** **New Developments in Goal Setting and Task Performance** before purchasing it in order to gauge whether or not it would be worth my time, and all praised New Developments in Goal Setting and Task Performance:

5 of 5 people found the following review helpful. Excellent  
By Robert Biswas-diener  
This edited collection is a must for academics working in the fields of goal setting and motivation. It is just as helpful for managers, HR directors and others who want to keep abreast of major trends in research and theory on goal setting. This takes you far beyond simplistic notions of stretch goals or SMART goals and helps, instead, to unpack the role that emotions and cognitive appraisals have in the endeavor of goal pursuits. Recommended.  
1 of 1 people found the following review helpful. I

love it By Juan Sebastián Celis Maya Even though it's a purely technical book, it has value for individuals who are looking for a proven goal setting and attainment framework. IMHO It's worth the effort put into translating the conclusions into action steps. 2 of 3 people found the following review helpful. Excellent - By Loyd Eskildson At least 1,000 studies have been done in the area of goal-setting, across a wide range of settings. This book focuses mainly on studies in industrial organization, plus psychology and organizational behavior. Core findings from research up to 1990 are: 1) There is a linear relationship between the degree of goal difficulty and performance, except when participants reach the limit of their ability. 2) Specific, difficult goals lead to higher performance than no goals as well as vague, abstract goals such as 'do your best.' The rate of performance improvement is 8.4% to 16%. The problem with a do-best goal is its ambiguity as to what constitutes effectiveness - it is defined subjectively. Mechanisms by which a specific, high goal leads to high performance are fourfold. First, a specific, high goal orients an individual's attention and effort toward goal-relevant activities and away from those irrelevant. Second, they activate the knowledge and skills a person possesses necessary to attain the goal - eg. modifying trucks to facilitate more accurate estimates of weights, therefore increasing the average load. Effort is mobilized and expended in proportion to the difficulty of the goal. Third, a specific, high goal leads people to work longer at a task than a vague or easy goal. On the other hand, when tasks are complex for an individual, a do-best goal is often best. Feedback allows people to decide if more effort or a different strategy is needed to attain their goal. When performance feedback is withheld, goal setting is ineffective for increasing performance. Goal commitment also moderates the goal-performance relationship. A goal that a person is not really trying for is not really a goal and cannot have much effect. Factors affecting an individual's desire to attain a specific, high goal include authority, peers, making the goal public, incentives (pay for goal progress should be used when goals are very difficult), internal rewards, and punishment (one study found greater commitment if it was stated that no one would be punished for failure). Assigned goals are as effective as those participatively set if both were at the same level of difficulty and the rationale explained as opposed to assigning curtly; participatively-set goals may be significantly higher than those assigned by a supervisor. Sustained commitment generally declines with increasingly difficult goals. People can systematically pursue multiple goals because they can prioritize. Most organizational goals are influenced primarily by past goals, past performance, and past performance of other 'comparable' organizations. Stretch goals did not attract widespread attention until adoption by Jack Welch. Welch saw stretch goals as a means to stimulate creativity, a longer-term focus, and sense of daring to make fundamental changes and reinvent how work is done. Toyota and Commonwealth Health Corporation have also used. To avoid over-focus on whether stretch goals have been accomplished, G.E. managers were asked to consider a) has meaningful progress been made towards the stretch goal, b) how well are we doing in that area compared to competitors, and c) how does performance compare to what it would have been had we not established a stretch goal in that area? Stretch goals have also been criticized for failing to recognize employee/department interdependence. G.E.'s experience was that once these problems surface, resolution was fairly straightforward

This book concentrates on the last twenty years of research in the area of goal setting and performance at work. The editors and contributors believe goals affect action, and this volume has a lineup of international contributors who look at the recent theories and implications in this area for IO psychologists and human resource management academics and graduate students.

"Locke and Latham have enlarged the context of goal-setting theory, offering readers a deeper, richer understanding of new discoveries in many different areas since 1990. Contributions from more than 70 authors and co-authors offer convincing evidence that goal setting is one of the best established findings in behavioral science." - Wayne F. Cascio, Robert H. Reynolds Distinguished Chair in Global Leadership, University of Colorado; Senior Editor, Journal of World Business "This hugely important book brings together the wisdom of the leading researchers in goal setting. Goal setting is key to effective performance in work and organizations yet is neglected both by researchers and practitioners. This new volume is both hugely exciting and invaluable in advancing understanding of one of the (if not the) most important breakthroughs in the psychology of workplace behaviour; and it is edited by the scholars who made that breakthrough. This is truly a 'must read.'" - Michael West, Lancaster University Management School, Lancaster University, UK "Goal setting theory has been one of the most applied theories in guiding management practice. Its effectiveness is largely due to the fact that it is an inductively based theory for which new discoveries have been and will continue to be made, leading to qualifications and additions to the theory. In this volume, Locke and Latham assemble the discoveries relevant to goal setting theory since 1990, and show how they have enlarged the context of the theory. This volume is of eminent importance for all who are interested in understanding and studying motivation and self-regulation. It also caters to an international readership from scholars to practitioners from a wide variety of disciplinary backgrounds." - Mo Wang, Co-Director of Human Resource Research Center, Warrington College of Business Administration, University of Florida "Drawing upon 50 years of goal setting research and practice, this indispensable volume assimilates fresh discoveries and applications across an exceptionally broad range of disciplines. This remarkable work significantly advances goal setting theory and is essential reading for

practitioners, researchers, students and anyone who is concerned with effective goal setting. The coverage is broad, deep and highly accessible." - John C. Scott, Co-founder and COO, APTMetrics, Inc. "Professors Edwin Locke and Gary Latham are individually and collectively the two most important scientists to contribute to the Western literature about, and our understanding of, work motivation. Along with their seminal and recent reviews of goal setting research and theory, this compendium comprises original papers by international scholars who explore the most micro as well as the most macro aspects of work motivation. They take goal setting broad-band, over many levels of natural systems. It will be a classic." - Craig C. Pinder, Ph.D., FCHRP, Distinguished Professor of Organization Behavior, Peter B. Gustavson School of Business, University of Victoria, Canada

About the Author Edwin A. Locke is Dean's Professor of Leadership and Motivation (Emeritus) at the R.H. Smith School of Business at the University of Maryland, College Park. He received his BA from Harvard in 1960 and his Ph.D. in Industrial Psychology from Cornell University in 1964 Gary P. Latham is the Secretary of State Professor of Organizational Effectiveness in the Rotman School of Management at the University of Toronto where he has cross appointments in Industrial Relations, School of Nursing and the Department of Psychology. His previous positions include staff psychologist at the American Pulpwood Association and the Weyerhaeuser Company and Ford Motor Professor in and Chair of the Management and Organization Department of the University of Washington.