



The Art of Waking People Up: Cultivating Awareness and Authenticity at Work

By *Kenneth Cloke, Joan Goldsmith*

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In *The Art of Waking People Up* authors Kenneth Cloke and Joan Goldsmith draw on more than thirty years of practical experience with hundreds of organizations-- from Fortune 500 companies to government agencies, schools, and nonprofits-- to reveal new ways of giving and receiving feedback that maximize personal and organizational change and foster lifelong learning. They show how organizations can develop the systems, processes, techniques, and relationships that affirm, rather than undermine, the intelligence and humanity of their employees. This important resource is filled with the necessary tools, interventions, and strategies managers can use to encourage their employees to speak, hear, absorb, and use the information they need to improve the way they work.

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Editorial Review

Review

"Inspiring, coaxing, guiding, and mentoring, Cloke and Goldsmith take us through a systemic approach of waking up organizations and employees. This is a book for everyone, guiding us to what good management and worker goals should be and can be when they are one. By stressing equally the goals of management and the needs of employees, they have found the road to long-term productivity." —Piedad Robertson, president, Santa Monica College, and former Secretary of Education, Commonwealth of Massachusetts

"This book evokes the "aha" phenomenon. You will recognize immediately the somnolent state of many workers whom Cloke and Goldsmith describe. In a wonderfully written book, these incredibly wise and humane organizational experts approach the problem of workers' apathy with the keen eye of the clinician, the clear-mindedness of the theoretician, and the empathic heart of the gifted therapist. *The Art of Waking People Up* is a real gem!" —Jean Lipman-Blumen, Thornton F. Bradshaw Professor of Public Policy and Organizational Behavior, Peter F. Drucker Graduate School of Management, Claremont Graduate University; author, *Connective Leadership: Managing in a Changing World*

"Cloke and Goldsmith bring a basic tenet of civics to business organizations: personal responsibility and involvement. Their notion of a democratic corporation is both inspired and critically necessary. The principles of leadership and citizenship replace hierarchical management doctrine, establishing a collaborative process that promotes both organizational and personal growth." —Terry Fitzpatrick, senior vice president, business operations, Sesame Workshop

"A greatly needed and practical wake-up call to companies and individuals for transforming suffocating environments into dynamic, democratic, and personally fulfilling organizations." —James E. Austin, McLean Professor of Business Administration, Harvard Business School

From the Inside Flap

The overwhelming challenges created by today's new work requirements — endless technological innovation and increasingly complex organizational issues— cry out for feedback, mentoring, and coaching processes that promote self-reflection, self-corrections, and improved performance.

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Unlike other authors who describe a discreet mentoring process or coaching technique, Cloke and Goldsmith provide managers with a new paradigm for workplace feedback and ways of giving and receiving information that maximizes personal and organizational change. *The Art of Waking People Up* includes information on how to

- Create work relationships that are more honest, open, respectful, and effective

- Analyze the structures, systems, processes, and cultural practices that limit personal and organizational growth
- Identify the behaviors that suppress awareness, creativity, and initiative
- Target the information to pass along that will help develop creativity, flexibility, leadership, and responsiveness
- Implement strategies for encouraging the development of democratic organizations

In addition, this book contains value-added tools, interventions, and solid strategies that will go a long way toward "waking up" people up in any organization.

About the Author

Kenneth Cloke is director of the Center for Dispute Resolution and a mediator, arbitrator, consultant, and trainer. Joan Goldsmith is an organizational consultant, coach, and educator specializing in leadership development and organizational change. Cloke and Goldsmith are coauthors of five previous books, including *The End of Management and the Rise of Organizational Democracy* and *Resolving Conflicts at Work: A Complete Guide for Everyone on the Job*, both published by Jossey-Bass.

Users Review

From reader reviews:

Michael Mazzariello:

This *The Art of Waking People Up: Cultivating Awareness and Authenticity at Work* is great e-book for you because the content and that is full of information for you who else always deal with world and have to make decision every minute. This specific book reveal it information accurately using great coordinate word or we can claim no rambling sentences in it. So if you are read it hurriedly you can have whole data in it. Doesn't mean it only provides you with straight forward sentences but tricky core information with splendid delivering sentences. Having *The Art of Waking People Up: Cultivating Awareness and Authenticity at Work* in your hand like having the world in your arm, info in it is not ridiculous one. We can say that no reserve that offer you world with ten or fifteen minute right but this reserve already do that. So , this is certainly good reading book. Hey there Mr. and Mrs. occupied do you still doubt that will?

Mary Bolinger:

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Carl Melton:

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real their passion. They just do what the instructor want, like asked to the library. They go to presently there but nothing reading critically. Any students feel that reading through is not important, boring and can't see colorful images on there. Yeah, it is for being complicated. Book is very important for yourself. As we know that on this era, many ways to get whatever you want. Likewise word says, many ways to reach Chinese's country. Therefore , this The Art of Waking People Up: Cultivating Awareness and Authenticity at Work can make you feel more interested to read.

Mary Varnum:

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