



High Performance Development Model (HPDM) August 2004

Using analytic hierarchy process (AHP) to improve human performance: An application of multiple criteria decision making problem
Esra Albayrak, Yasemin Claire Erensal. [Journal Of Intelligent Manufacturing: Intelligent Manufacturing Systems](#): Vision for the Future London: Aug 2004. Vol. 15, Iss. 4, p. 491

In the global economy, the modern commercial and industrial organization needs to develop better methods of assessing the performance of the human resource than simply using performance measures such as efficiency or effectiveness. As organizations seek more aggressive ways to cut costs and to increase global competitiveness, the importance of establishing and sustaining high levels of employee performance increases. The main purpose of this paper is to solve the human performance improvement problem by employing Analytic Hierarchy Process (AHP) method. Decision makers (DMs) often deal with problems that involve multiple criteria. At given moments in time, companies will display characteristics that make certain factors; key factors in their competences. In this paper, we present a model, which illustrates the relations and importance between human performance improvement and the style of management. In using the AHP to model this problem, we developed a hierarchic structure to represent the problem of human performance management and made pairwise comparisons. In this paper, the AHP is suggested as a tool for implementing a multiple criteria performance improvement scheme. The AHP was used for the purpose of structuring and clarifying the relations and importance between human performance improvement and the style of management. The study found that in terms of company culture, participation, human capability, and attitudes the best management style in improving human performance is management by values.

Mind Map Marketing: A Creative Approach in Developing Marketing Skills
Lars Torsten Eriksson, Amie M Hauer. [Journal Of Marketing Education](#) Boulder: Aug 2004. Vol. 26, Iss. 2, p. 174-187

Riding the Tiger of Culture Change
Patricia Carr. [T + D Alexandria](#): Aug 2004. Vol. 58, Iss. 8, p. 32-41 (10 pp.)

Leading From the Top
Natasha Spring. [Communication World](#) San Francisco: Jul/Aug 2004. Vol. 21, Iss. 4, p. 36-39,56 (5 pp.)

Adaptive versus Proactive Behavior in Service Recovery: The Role of Self-Managing Teams

Ad de Jong, Ko de Ruyter. Decision Sciences Atlanta: Summer 2004. Vol. 35, Iss. 3, p. 457-491 (35 pp.)

The Role of Clinical and Process Quality in Achieving Patient Satisfaction in Hospitals

Kathryn A Marley, David A Collier, Susan Meyer Goldstein. Decision Sciences Atlanta: Summer 2004. Vol. 35, Iss. 3, p. 349-369 (21 pp.)

What's New at Corporate U?

Ken Shelton. Executive Excellence Provo: Jul 2004. Vol. 21, Iss. 7, p. 2

Starting a Corporate College

Stephen S Mills, Patricia Woods. Healthcare Executive Chicago: Jul/Aug 2004. Vol. 19, Iss. 4, p. 42-43 (2 pp.)

Managing Diversity: The Differing Perceptions of Managers, Line Workers, and Patients

Nancy R Aries. Health Care Management Review Frederick: Jul-Sep 2004. Vol. 29, Iss. 3, p. 172-180 (9 pp.)

Great Places, Inspired Employees

Ann Pomeroy, Leon Rubis, Adrienne Fox, Patrick Mirza, et al. Hrmagazine Alexandria: Jul 2004. Vol. 49, Iss. 7, p. 46-55

While each company on the list of the Best Small & Medium Companies to Work for in America is different and possesses its own unique business needs and issues, many have in common a certain special quality. These companies inspire employees to actively participate in the operation of the business. Johnsonville Sausage LLC has a clearly defined culture that emphasizes employee involvement in the business. Another organization with highly engaged employees is the Hospice of Marion County Healthcare Alliance. At Mitretek Systems, tapping the collective insights of employees through effective teamwork is a key part of the business. Genencor International has a nonhierarchical culture that plays to employee strengths. Encouraging employees to be actively involved in the business brings with it the responsibility of providing timely, honest feedback so they can tell if their efforts are meeting expectations. A common element among many of the companies on this year's list of Best Small & Medium Companies to Work for in America is a responsiveness to the needs of their own particular employees.

Does Psychological Empowerment Mediate the Relationship Between Psychological Climate and Job Satisfaction?

Sally A. Carless. Journal Of Business And Psychology New York: Summer 2004. Vol. 18, Iss. 4, p. 405-425

This study tested a model in which empowerment was hypothesized to mediate the relationship between psychological climate and job satisfaction. Individual levels of negative affectivity were controlled for. The sample consisted of 174 customer service employees (59% female and 39% male). Support was found for a model in which empowerment mediated the relationship between climate and job satisfaction,

the dimensions of meaning and competence were largely responsible for the mediating effects of empowerment. Theoretical and practical implications of the findings were explored. [PUBLICATION ABSTRACT]

Straight Talking: The Nature of Effective Career Discussion at Work
Jennifer M. Kidd, Wendy Hirsh, Charles Jackson. Journal Of Career Development
New York: Summer 2004. Vol. 30, Iss. 4, p. 231-245

Many employees need help from others in managing their careers, and it is likely that much of this help will be given in the context of a face-to-face discussion, either in a formal setting or more informally. Drawing on the accounts of 104 UK employees who had participated in helpful career discussions, this paper examines with whom and in what settings effective career discussions took place, and the skills and personal qualities displayed by givers and receivers of support. A wide range of individuals provided this form of support. The most important skills and qualities shown by givers of support were: the personal qualities of interest, commitment and trustworthiness; challenging and facilitative skills; giving honest feedback; and providing information. [PUBLICATION ABSTRACT]

Cross-Cultural Conflict Resolution in the Schools: Some Practical Intervention Strategies for Counselors

Jesse A Brinson, Jeffrey A Kottler, Teresa A Fisher. Journal Of Counseling And Development : Jcd Alexandria: Summer 2004. Vol. 82, Iss. 3, p. 294-301 (8 pp.)

The authors present a context for understanding the increase in school violence as a function of poor conflict resolution skills. They provide counselors with selected cross-cultural approaches for conflict resolution and problem solving. They also discuss how the methods could be implemented in a school setting. A case study is used to demonstrate the approaches in action. [PUBLICATION ABSTRACT]

Doctor-Manager Relationships in the United States and the United Kingdom

Thomas G Rundall, Huw T O Davies, Claire-Louise Hodges, Martin Diamond.
Journal Of Healthcare Management Chicago: Jul/Aug 2004. Vol. 49, Iss. 4, p. 251-270 (20 pp.)

Equality and diversity

David Batstone. Journal Of Organizational Excellence Hoboken: Summer 2004. Vol. 23, Iss. 3, p. 61-71 (11 pp.)

Companies with comprehensive diversity programs face less worker conflict, far fewer grievances, and fewer expensive lawsuits. This article profiles five companies and their successful approaches for building a balanced workforce, nurturing a tolerant culture, and reaching out to underrepresented groups in their customer and supplier bases. The Charles Schwab Corp. exemplifies a vibrant program for introducing diversity into the corporate culture. Xerox provides the road map for underrepresented groups finding meaningful channels for voicing their concerns and mechanisms for bringing about change. B&Q, one of the largest retailers in the UK, can attest to the benefit of casting a wide net. Safeco is a prime example of a company that takes the time to understand distinct neighborhoods and create the right path to develop new markets. SBC Communications is a firm that invests in a balanced workforce, reflecting its customer base.

Importance of Personality and Job-Specific Affect for Predicting Job Attitudes and Withdrawal Behavior

James M LeBreton, John F Binning, Anthony J Adorno, Kathleen M Melcher. Organizational Research Methods Thousand Oaks:Jul 2004. Vol. 7, Iss. 3, p. 300-325 (26 pp.)

UNDERSTANDING SELF-OTHER AGREEMENT: A LOOK AT RATER AND RATEE CHARACTERISTICS, CONTEXT, AND OUTCOMES

Cheri Ostroff, Leanne E Atwater, Barbara J Feinberg. Personnel Psychology Durham:Summer 2004. Vol. 57, Iss. 2, p. 333-375 (43 pp.)

This study investigated (a) the relative importance of a number of biographic (e.g., age, race, gender) and contextual (e.g., span of control, functional area) variables and their interactions on self-other agreement and (b) the relationship between self-other agreement and outcome variables such as performance and compensation. Usable data were collected from 3,217 managers and their multisource raters in 527 organizations. Multivariate regression procedures (as opposed to categorization procedures) were used to determine the sources of rating disagreement. Results indicated that a significant portion of variance in self-other ratings was accounted for by the set of background/context variables. Self-other agreement was also related to performance, compensation, and organizational level, though rating patterns differed. [PUBLICATION ABSTRACT]

Power Management for Talent Retention

Anonymous. T + D Alexandria:Jul 2004. Vol. 58, Iss. 7, p. 68-69

A commitment to leader development and employee retention led Brown & Williamson Tobacco Corporation to seek an automated solution that would change and improve its business processes, while strengthening its commitment to employees. Brown & Williamson's HR administrators feel strongly that there's no substitute for an enterprise performance management solution that maximizes employee performance. Brown & Williamson Tobacco, the third largest cigarette manufacturer in the United States - whose brands include Kool, Lucky Strike, and Pall Mall-for many years prioritized initiatives on employee development and retention for 2600 salaried U.S. employees within its total employee population of 4400.

Customized Education

Anonymous. The American Salesman Burlington:Jul 2004. Vol. 49, Iss. 7, p. 25-30 (6 pp.)

Creating a Talented Workforce for Delivering Service Quality

Subhash C Kundu, Jay A Vora. Hr. Human Resource Planning New York:2004. Vol. 27, Iss. 2, p. 40-51

Talent Management: Trends that Will Shape the Future

Fredric D Frank, Craig RTaylor. Hr. Human Resource Planning New York:2004. Vol. 27, Iss. 1, p. 33-41 (9 pp.)

Talent management practices have developed and adapted throughout the years in response to many changes in the workplace, from the industrial revolution and the rise of labor unions, to affirmative action, globalization, and outsourcing, to name just a few. The 1990s ended with a call-to-arms to fight "the war for talent." While the war for talent clearly has cooled in the early stages of the 21st century, dampened by economic doldrums and concerns with global security, the real battle to attract, develop, motivate, and retain talent is going to heat up considerably. A

looming demographic time bomb will make talent management a top priority for organizations. This article covers a number of the trends that have shaped our current practices as well as those that will contribute to future strategies.
[PUBLICATION ABSTRACT]

HR Strategy and Planning: From Birth to Business Results

Ed Gubman. Hr. Human Resource Planning New York: 2004. Vol. 27, Iss. 1, p. 13-23 (11 pp.)

Human resource strategy and planning has changed and grown significantly during the last 25 years. We can track these developments from functional strategies in the 1980s to capabilities strategies in the 1990s to results strategies today. Strategic shifts in HR mirror the business and labor market conditions of the times and follow influential breakthroughs in business thinking, from the 7-S model to competing on core competencies to the current rise of operating models and execution. Longer-term changes in the employment relationship, from relational to transactional employment, and the current emerging three-part workforce of elites, profit makers, and costs, provide another important context for HR strategy and a way to view the future. Looking ahead we can see differentiated, results-based strategies and plans for different workforce segments. We can also envision the need for more vital contributions from HR in HR and business strategy and ethical and cultural leadership. [PUBLICATION ABSTRACT]

Entrepreneurial Dynamic Leadership: In between Venus and Mars

Js Gilberto Concepcion G. Quality Congress. Asq's ... Annual Quality Congress Proceedings Milwaukee: 2004. Vol. 58, p. 533-543 (11 pp.)