



## ***High Performance Development Model (HPDM) September 2004***

Constantine Kontoghiorghes, Nancy Bryant. "Exploring Employee Commitment in a Service Organization in the Health Care Insurance Industry." [Organization Development Journal](#) 22(3):59-73. Fall, 2004.

Charlotte D Shelton, John R Darling. "From Chaos to Order: Exploring New Frontiers in Conflict Management." [Organization Development Journal](#) 22(3):22-41. Fall, 2004.

Lyle Yorks. "Toward a Political Economy Model for Comparative Analysis of the Role of Strategic Human Resource Development Leadership." [Human Resource Development Review](#) 3(3):189 (20 pp). September, 2004.

Leigh Rivenbark. "TLC at Work." [Hrmagazine](#) 49(8):142-143. August, 2004.

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

Helen L Richardson. "Have new employee, will train." [Logisticstoday](#) 45(8):24,26, 27, 30. August, 2004

Esra Albayrak, Yasemin Claire Erensal. "Using analytic hierarchy process (AHP) to improve human performance: An application of multiple criteria decision making problem." [Journal Of Intelligent Manufacturing: Intelligent Manufacturing Systems: Vision for the Future](#) 15(4):491-503. August, 2004.

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. [PUBLICATION ABSTRACT]

DurmuS Karayel, S. Serdar Özkan, Rüstem Keles. "General framework for distributed knowledge management in mechatronic systems." Journal Of Intelligent Manufacturing: Intelligent Manufacturing Systems: Vision for the Future 15(4):511-515.

This paper is concerned with the application of knowledge management on the mechatronic system. First, data, information and knowledge terms have been explained according to their disparities and similarities. Then, knowledge management has been described in general. The Internet--based CNC machining center has been considered and its knowledge management model has been prepared. The model prepared has been analyzed for machining performance of the manufacturing system. [PUBLICATION ABSTRACT]

"Developing Managers in Europe." Management Services 48(8):16-18, 20. August, 2004. Enfield:Aug 2004. Vol. 48, Iss. 8, p. 16-18,20 (4 pp.)

"HR profession tells Industry – 'Spend more on Training.'" Management Services 48(8):4. August, 2004.

Ad de Jong, Ko de Ruyter. "Adaptive versus Proactive Behavior in Service Recovery: The Role of Self-Managing Teams." Decision Sciences 35(3):457-491. Summer, 2004.

Kathryn A Marley, David A Collier, Susan Meyer Goldstein. "The Role of Clinical and Process Quality in Achieving Patient Satisfaction in Hospitals." Decision Sciences 35(3):349-369. Summer, 2004.

Nancy R Aries. "Managing Diversity: The Differing Perceptions of Managers, Line Workers, and Patients." Health Care Management Review 29(3):172-80. July-September, 2004.

Sally A. Carless. "Does Psychological Empowerment Mediate the Relationship Between Psychological Climate and Job Satisfaction?" Journal Of Business And Psychology 18(4):405-425. Summer, 2004.

This study tested a model in which empowerment was hypothesised 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]

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

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]

Robert D Costigan, Richard C Insinga, Grazyna Kranas, Vladimir A Kureshov, Selim S Iltter. "Predictors of Employee Trust of Their CEO: A Three-country Study." Journal Of Managerial Issues 16(2):197-216. Summer, 2004.

Subhash C Kundu, Jay A Vora. "Creating a Talented Workforce for Delivering Service Quality." Hr. Human Resource Planning 27(2):40-51. 2004.

Service quality has become essential for the survival of service companies in the emerging world without borders. Effective delivery of quality services involves finding customers, identifying their needs, and meeting or exceeding their expectations. This article discusses challenges to delivering service quality. It proposes that employees are the key to delivering excellent quality services and suggests ways to create a talented and motivated workforce. HR strategies like attracting the right people, developing people, providing relevant support systems, and retaining the best people are discussed comprehensively as a means of creating a talented workforce. Finally, the article presents the major steps needed to implement a quality service program in order to gain a strategic competitive advantage.

Ed Gubman. "HR Strategy and Planning: From Birth to Business Results." Hr. Human Resource Planning 27(1):13-23. 2004.

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]

Fredric D Frank, Craig RTaylor. "Talent Management: Trends that Will Shape the Future." Hr. Human Resource Planning 27(1):33-41.

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.