



High Performance Development Model (HPDM) July 2004

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

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.

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

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.

Equality and diversity

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

Journalist David Batstone here explores workplace balance, diversity, and equality--one of his principles for deciding whether an organization is as credible, trustworthy, and soluble as it seems. He 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. © 2003 David Batstone

Institutional Isomorphism and Public Sector Organizations

Peter Frumkin. Journal Of Public Administration Research And Theory Lawrence: Jul 1, 2004. Vol. 14, Iss. 3, p. 283

Although public sector organizations have long been seen as driving the institutionalization of business firms and nonprofit organizations, government agencies themselves have only occasionally been studied as subjects of institutional pressures. This research examines whether public sector organizations, when compared with organizations in the business and nonprofit sectors, are more or less as susceptible to mimetic, normative, and coercive pressures. Using data from the National Organizations Study, we discover that governmental organizations are in fact more vulnerable to all three types of institutional forces than other organizations, whereas the effect of institutional variables on for-profits and nonprofits is more sporadic. The susceptibility of public sector organizations to institutional pressures raises important questions for the field of public administration and has consequences for nonprofits and business firms, which are funded and regulated by government.

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.)

Motivational Master

Betsy Cummings. Sales And Marketing Management New York: Jul 2004. Vol. 156, Iss. 7, p. 32-35

Customized Education

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

Quality workplace key to recruiting, retaining employees

Erica Duecy. Nation's Restaurant News New York: Jun 14, 2004. Vol. 38, Iss. 24, p. 92,94 (2 pp.)

Paying attention to quality of life, corporate culture and professional development are some of the best practices for recruiting and retaining top employees, according to a panel of past Winning Workforce Award honorees during the Winning Workforce Ideas Workshop at the National Restaurant Association Restaurant, Hotel-Motel Show in Chicago. Ira Blumenthal, executive director of the Resource Center for Workforce Solutions, moderated the panel. Rick Barbrick of Bertucci's Brick Oven Pizzeria offered up tips from his company's experience with linking brand and culture. Patricia Bando of Boston College Dining Services provided insight on retaining employees at a large foodservice operation.

Q&A: The Art of Disciplined Leadership

Anonymous. Chief Executive New York: Jun 2004. Iss. 199, p. 32-33 (2 pp.)

Are You Coachable?

Howard M Guttman. Executive Excellence Provo: Jun 2004. Vol. 21, Iss. 6, p. 11-12 (2 pp.)

Social Exchanges Within Organizations and Work Outcomes: The Importance of Local and Global Relationships

Pamela Brandes, Ravi Dharwadkar, Kathleen Wheatley. *Group & Organization Management* Thousand Oaks:Jun 2004. Vol. 29, Iss. 3, p. 276-301 (26 pp.)

The Impact of Demographic Heterogeneity and Team Leader-Team Member Demographic Fit on Team Empowerment and Effectiveness

Bradley L Kirkman, Paul E Tesluk, Benson Rosen. *Group & Organization Management* Thousand Oaks:Jun 2004. Vol. 29, Iss. 3, p. 334-368 (35 pp.)

The Glass Ceiling: Domestic and International Perspectives

Nancy Lockwood. *Hrmagazine Alexandria*:Jun 2004. Vol. 49, Iss. 6, p. R2-R9 (8 pp.)

A Model of Levels of Involvement and Strategic Roles of Human Resource Development (HRD) Professionals as Facilitators of Due Diligence and the Integration Process

Tammy L McIntyre. *Human Resource Development Review* Thousand Oaks:Jun 2004. Vol. 3, Iss. 2, p. 173 (10 pp.)

Teaching with Mission: Personal Development, Team Building, and Social Responsibility

Mary Ann Hazen, Gerald F Cavanagh, Larry Bossman. *Journal Of Business Ethics Dordrecht*:Jun 2004. Vol. 51, Iss. 4, p. 373

Mentoring in the 21st Centry: Using the Internet to Build Skills and Networks

Vicki R Whiting, Suzanne C de Janasz. *Journal Of Management Education* Thousand Oaks:Jun 2004. Vol. 28, Iss. 3, p. 275-293 (19 pp.)

Mentoring has transformed from traditional master-apprentice relationships into multiple development relationships that extend beyond functional, organizational, and geographic boundaries. The Internet provides one mechanism for proteges to identify mentors to help navigate career opportunities. The online mentor activity presented here requires students to identify successful business leaders who serve as mentors and assist in developing needed skills. Student-proteges utilize mentoring relationships to ask questions and develop networks, while increasing the connection between course concepts and "the real world." Often students maintain their relationships after the course, and some supplement this relationship with face-to-face contact. Activity mechanics, variations, and benefits are covered.

[PUBLICATION ABSTRACT]

Does method of acquisition affect the quality of expert judgment? A comparison of education with on-the-job learning

Barbara Summers, Trevor Williamson, Daniel Read. *Journal Of Occupational And Organizational Psychology* Leicester:Jun 2004. Vol. 77, Part 2 p. 237-258

Career communities: a preliminary exploration of member-defined career support structures

Polly Parker, Michael B Arthur, Kerr Inkson. *Journal Of Organizational Behavior* Chichester:Jun 2004. Vol. 25, Iss. 4, p. 489

The Design and Evaluation of a Leadership Programme for Experienced Chief Executives from the Public Sector

Frank Blackler, Andy Kennedy. *Management Learning* Thousand Oaks:Jun 2004. Vol. 35, Iss. 2, p. 181-203 (23 pp.)

The Use of 360 Degree Feedback Technique in the Evaluation of Management Development

Shaun Tyson, Peter Ward. Management Learning Thousand Oaks:Jun 2004. Vol. 35, Iss. 2, p. 205-223 (19 pp.)

Developing a Knowledge Sharing Culture

Olivia Kyriakidou. Management Services Enfield:Jun 2004. Vol. 48, Iss. 6, p. 22-23 (2 pp.)

High-Quality Employee Output

W H Weiss. Supervision Burlington:Jun 2004. Vol. 65, Iss. 6, p. 13-15 (3 pp.)

To ensure that employees' output is of high quality, management should provide written guidelines specifying the standard of quality required. Management must make sure employees know and understand these guidelines. By getting employees involved in the decision-making process, you can get higher productivity from them. Once involved in the process, employees' productivity can be further increased by measuring both individual and team performance against several objectives on a regular basis. Supervisors primary responsibility to employees is to furnish the right tools for the job and an environment conducive to doing the job right every time. Training cannot be left to chance or to another employee who may be doing the job but is not trained to instruct a new hire.

Succession Planning in the Closely Held Business

Larry Rosenfeld, Harry Friedman. Compensation And Benefits Review Saranac Lake:May/Jun 2004. Vol. 36, Iss. 3, p. 63-66 (4 pp.)

Promise and Peril in Implementing Pay-For-Performance

Michael Beer, Mark D Cannon, James N Baron, Patrick R Dailey, et al. Human Resource Management Hoboken:Spring 2004. Vol. 43, Iss. 1, p. 3

Organizational Readiness for Successful Knowledge Sharing: Challenges for Public Sector Managers

W A Taylor, G H Wright. Information Resources Management Journal Hershey:Apr-Jun 2004. Vol. 17, Iss. 2, p. 22-37 (16 pp.)

Knowledge sharing in public services has not yet received much attention in the research literature. This paper investigates knowledge sharing in one public service context and identifies factors that influence the readiness of an organization to share knowledge effectively. Using participant observation, document analysis, interviews (n=30) and a survey (n=132), data are presented to highlight antecedents to effective knowledge sharing in Healthcare service delivery. Through factor analysis and regression modeling, we have isolated six factors that are significant predictors of effective knowledge sharing. Our research is broadly consistent with previous findings that an innovative culture, a capacity to learn from failure and good information quality are strong predictors of successful knowledge sharing. However, we also identify factors associated with change management, and a predisposition to confront performance indicators, that significantly influence the knowledge sharing process. While we argue that our six-factor model may be equally relevant to private sector firms, we suggest that the peculiar nature of the public sector environment poses unique challenges for healthcare managers who seek to develop a knowledge sharing capability.[PUBLICATION ABSTRACT]

Managing for Value: Developing a Performance Measurement System Integrating Economic Value Added and the Balanced Scorecard in Strategic Planning

Harold D Fletcher, Darlene Brannigan Smith. Journal Of Business Strategies Huntsville:Spring 2004. Vol. 21, Iss. 1, p. 1-17 (17 pp.)

Individual Assessment: As Practiced in Industry and Consulting
Anthony R Montebello, Mark Rieke. Personnel Psychology Durham:Spring 2004.
Vol. 57, Iss. 1, p. 217-220 (4 pp.)

Individual Assessment: As Practiced in Industry and Consulting, by Erich P. Prien, Jeffrey S. Schippmann, and Kristin O. Prien, is reviewed.

Creativity and Productivity: Resolving the Conflict

J Benjamin Forbes, Donald R Domm. S.a.m. Advanced Management Journal Cincinnati:Spring 2004. Vol. 69, Iss. 2, p. 4-11+ (9 pp.)

In today's knowledge-based economy, creativity is crucial to successful competition, but productivity remains central to profitability. They don't always go hand-in-hand, but they can if conditions are right. Many of the needed conditions were discussed in Tracy Kidder's *The Soul of a New Machine*, including intrinsic motivation, talented and committed employees who "sign on" for the project, intense but hands-off management, and competitive challenge. The Data Central team entered a state of "flow," as described by Csikszentmihalyi. The authors' survey of 145 engineers and scientists sheds further light on the key factors that unite creativity, especially mental involvement and intrinsic motivation in challenging situations. [PUBLICATION ABSTRACT]

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]