



High Performance Development Model November 2003

1. Ahmed, A. M., J. B. Yang, et al. (2003). "Self-assessment methodology: The route to business excellence." The Quality Management Journal **10**(1): 43.

In recent years, there has been an increasing interest in the area of organizational self-assessment and an increasing number of companies have used the European Foundation for Quality Management (EFQM) business excellence model as the template for testing different business strategies as well as for measuring performance. There is little evidence of any methodology, however, that can help organizations link the areas for improvement identified from the assessment to their business' action plans at strategic, tactical, and operational levels. This article discusses these problems and puts forward a solution by describing the use of multiple criteria decision-making (MCDM) and the evidential reasoning approach (ER) in the self-assessment process. It is argued that the intelligent decision system (IDS) being developed can be used to improve how the self-assessment process is carried out and provide accurate and fast scoring for a company.

2. Andrew Park in Round Rock, T., with Peter Burrows in San Mateo, Calif., and bureau reports "WHAT YOU DON'T KNOW ABOUT DELL A LOOK AT THE MANAGEMENT SECRETS OF THE BEST-RUN COMPANY IN TECHNOLOGY." Business Week(3856): 76.

In 2001, internal interviews at Dell revealed that subordinates thought CEO Michael S. Dell was impersonal and emotionally detached, while President Kevin B. Rollins was seen as autocratic and antagonistic. Fearing an exodus of talent, the two execs focused on the gripes. To some, the way Michael Dell handled sagging morale might seem like another tale of feel-good management. But to those inside the company, it epitomizes how this computer maker has transformed itself from a no-name PC player into a powerhouse brand. The combination of reaching for the heights of perfection while burrowing down into every last data point has not been imitated by rivals. For Michael Dell, inventing the Next Big Thing is not the goal. His mission is to build the Current Big Thing better than anyone else. Rollins is the day-to-day general. He and Dell sit in adjoining offices separated by only a glass wall.

3. Anonymous "The workplace survey 2003." Management Services **47**(10): 8.

4. Athanassiou, N., J. M. McNett, et al. "Critical thinking in the management classroom: Bloom's taxonomy as a learning tool." Journal of Management Education **27**(5): 533.

5. Beer, M. and N. Katz (2003). "Do incentives work? The perceptions of a worldwide sample of senior executives." HR. Human Resource Planning **26**(3): 30.

6. Charon, L. d. "A transformational leadership development program: Jungian psychological types in dynamic flux." Organization Development Journal **21**(3): 9.
7. Eigeles, D. (2003). "Facilitating shared vision in the organization." Journal of European Industrial Training **27**(5): 208.
The current paper presents a structured method helping organizational facilitators to work efficiently with their clients. Through this method it is possible to motivate and encourage top executive teams efficiently to willingly generate true vision and mission and implement these in the organization for achieving both improved performance and harmony.
8. Engen, J., M. d. Paula, et al. "Power." USBanker **113**(10): 22.
9. Evans, J. R. and E. P. Jack (2003). "Validating key results linkages in the Baldrige Performance Excellence Model." The Quality Management Journal **10**(2): 7.
The Malcolm Baldrige National Quality Award Criteria for Performance Excellence represent a framework for high-performance management systems. Although the criteria have evolved based on the collective wisdom of quality experts and management practitioners throughout the US, little empirical research has been performed to validate the criteria and its core concepts and values. One of the key linkages in the criteria is the relationship between external results and internal performance metrics, which reflect the processes and management systems that drive results in an organization. A large empirical data set is used to explore these linkages and apply canonical correlation to uncover significant relationships between employee satisfaction and process performance. These results: 1. validate some of the key linkages, 2. support long-standing beliefs and anecdotal evidence by practitioners of the relationships among endogenous and exogenous results for business performance, and 3. lend credibility to causal hypotheses that improving internal management practises lead to improvements in external results.
10. Friel, B. "The big picture." Government Executive **35**(15): 38.
11. Giacalone, R. A., C. L. Jurkiewicz, et al. "Exit surveys as assessments of organizational ethicality." Public Personnel Management **32**(3): 397.
12. III, E. E. L. and S. A. Mohrman (2003). "HR as a strategic partner: What does it take to make it happen?" HR. Human Resource Planning **26**(3): 15.
13. Kickul, J. and M. A. Liao-Troth "The meaning behind the message: Climate perceptions and the psychological contract." Mid - American Journal of Business **18**(2): 23.
14. Levinson, M. "One Tough Job How To Find, Fix Or Fire Your Poor Performers ; Bad employees drain your IT organization and the company. Forced ranking can help you get tough-but at what cost?" CIO: 1.
15. MacSweeney, G. "Successful CIOs work hard, but know how to delegate." Insurance & Technology **28**(12): 45.
16. May, E. L. "Mentoring: Why it should be your personal and professional priority." Healthcare Executive **18**(6): 6.
17. McCaughrin, W. C., M. Mattammal, et al. "Perfect storm: Organizational management of patient care under natural disaster conditions / Practitioner application." Journal of Healthcare Management **48**(5): 295.

18. McCoy-Tomlin, L. "Sound strategy? Outsourcing in today's economy." Customer Inter@ction Solutions **22**(4): 56.

19. Merritt, J. "THE EDUCATION EDGE After several bleak years, companies are jumping back into executive programs-but they want them their way." Business Week(3854): 86.

Flexibility and impact thrust Harvard into the No. 1 spot for executive education again this year, a perch it has held since 1997. Since then, the school has increased the number of open enrollment programs it offers from 56 to 80 and continues to wow the corporate world's most senior managers with its Advanced Management Program, a sort of mini-MBA. Harvard also has remained a powerhouse in leadership, strategy, and general management, according to the companies that rated executive education providers for BusinessWeek's biennial ranking, which for the first time ranks open-enrollment and customized programs separately. Next on the executive list is the University of Pennsylvania's Wharton School, ranked No. 2 in open enrollment. The school's partnership with INSEAD (No. 5) has strengthened its position with global companies and its longstanding reputation as a finance powerhouse continues to woo managers to its Philadelphia campus.

20. Moreau, G. "What the military can teach corporate-governance reformers." Across the Board **40**(5): 28.

21. Reilly, P. "New approaches in reward: Their relevance to the public sector." Public Money & Management **23**(4): 245.

22. Rosenberg, R. "Match your change strategy to your organization's maturity." Nonprofit World **21**(5): 19.

23. Sebastianelli, R. and N. Tamimi (2003). "Understanding the obstacles to TQM success." The Quality Management Journal **10**(3): 45.

Data were gathered from a national survey of quality managers to examine the obstacles associated with managing a successful quality transformation. Factor analysis on managers' ratings of frequently cited barriers to TQM revealed five underlying constructs: 1) inadequate human resources development and management; 2) lack of planning for quality; 3) lack of leadership for quality; 4) inadequate resources for TQM; and 5) lack of customer focus. Moreover, these empirically derived obstacles were found to be significantly related, in varying degrees, to specific potential outcomes that can be used to measure TQM success (or failure). The potential outcomes considered were frequent turnover of employees, frequent turnover of management, the high cost-benefit ratio of implementing TQM, and quality improvement results rarely meeting expectations. This provides a useful framework for evaluating the relative significance of management-related obstacles to TQM success, and, consequently, for providing direction and guidance in developing strategies for an effective quality transformation. [PUBLICATION ABSTRACT]

24. Smith, S. "It's a "people" thing." The Canadian Manager **28**(3): 23.

[Mike Salveta]: Well, it's funny, companies get all excited about M/A's and in some cases are prodded on by their bankers. But the fact is, after all the euphoria and hype, only about 50% of deals end up working out. This isn't just our own observations, but based on findings by some big firms like KPMG, Towers Perrin, PwC and AT Kearney. Some studies even put the failure rate as high as 80%. Salveta: Well, what the due diligence allows the buyer to do is get a full picture of the situation. Even if the buyer uncovers some pretty nasty stuff, it doesn't mean they

won't move ahead with the acquisition. But now, with more information at hand, they're in a much better negotiating position. It enables the buyer to substantiate a discounted offer, to keep the seller's management honest, to avoid costly surprises and ensure you don't get blindsided. Salveta: One of the reasons that many firms don't do human capital due diligence is because their HR departments don't have a strategic role. In a recent study of 132 executives worldwide, only 21% felt that "HR was fully capable in relation to M&A activity". Only about half of the executives thought HR "understood half of the issues".

25. Strupp, J. "No more glass ceiling?" Editor & Publisher **136**(39): 9.

26. Szachowicz-Sempruch, J. "Faking it. Notes on the margins of power theory: Fortune-telling, deconstruction, and organization development." Organization Development Journal **21**(3): 70.

27. Taylor, C. "Recession survivors: Training to the rescue." T + D **57**(10): 28.

28. Yauch, C. A. and H. J. Steudel "Complementary use of qualitative and quantitative cultural assessment methods." Organizational Research Methods **6**(4): 465.