



High Performance Development Model December 2003

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.

Anonymous "Building a better work environment." Graphic Arts Monthly: S6.

Anonymous "Fixing these mistakes will improve your training value." HR Focus **80**(12): 7.

Barclay, J. and K. Smith "Business ethics and the transitional economy: A tale of two modernities." Journal of Business Ethics **47**(4): 315.

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.

Bijlsma, K. M. (2003). "Antecedents of trust in managers: A "bottom up" approach." Personnel Review **32**(5): 638.

Bontis, N., M. Fearson, et al. (2003). "The e-flow audit: An evaluation of knowledge flow within and outside a high-tech firm." Journal of Knowledge Management **7**(1): 6.

E-mail is the communication medium of choice of most businesses and can therefore be construed as a proxy for codified knowledge flow in organizations. A comparison is made between inter- and intra-departmental knowledge flows in organizations. Furthermore, knowledge flows within functional departments as well as knowledge flows to and from the external environment are examined. Data were collected from 15,500 e-mails logged over five random days in a high-tech organization of 480 employees. These data were then mapped on to the organizational chart and compared with the perceptual responses of survey

administration. Quantitative results were then triangulated with qualitative data gathered during focus groups. The research results yielded two important findings: 1. Individuals showed an interesting bias towards over-estimating their perceived knowledge flow throughout the organization. 2. The e-flow audit is an insightful managerial tool which provides a snapshot for knowledge management evaluation.

Charon, L. d. "A transformational leadership development program: Jungian psychological types in dynamic flux." Organization Development Journal **21**(3): 9.

This article synthesizes the lore of Jungian theory with the contemporary principles of transformational leadership. Based on this theoretical alignment, individuals are inherently prepared to meet only half of the requirements for effective leadership. The other half should be attained through leader training. [PUBLICATION ABSTRACT]

COTTRILL, K. Waging war on inefficiency. Journal of Commerce: 1.

The new order will rely heavily on a strategic partnership between Transcom and the Defense Logistics Agency. The logistics agency will still manage inventory control points, and Transcom will still manage airlift assets, but the lines between the two will blur, [Patricia M. Young] said.

Cross, L. "Motivating a company's best assets." Graphic Arts Monthly **75**(11): 38.

D'Abate, C. P., E. R. Eddy, et al. "What's in a Name? A Literature-Based Approach to Understanding Mentoring, Coaching, and Other Constructs That Describe Developmental Interactions." Human Resource Development Review **2**(4): 360.

Daniels, S. (2003). "Employee training: A strategic approach to better return on investment." The Journal of Business Strategy **24**(5): 39.

Duff, A. "Do your employees trust you?" Director **57**(4): 36.

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.

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.

Frese, M., S. Beimeel, et al. "Action training for charismatic leadership: Two evaluations of studies of a commercial training module on inspirational communication of a vision." Personnel Psychology **56**(3): 671.

Giacalone, R. A., C. L. Jurkiewicz, et al. "Exit surveys as assessments of organizational ethicality." Public Personnel Management **32**(3): 397.

Grover, R. A. and H. F. Walker (2003). "Changing from production to quality: Application of the situational leadership transtheoretical change models." The Quality Management Journal **10**(3): 8.

This article addresses the problem of how to diffuse responsibility for quality throughout the organization. Central to this challenge is the need to shift the employee mindset and behavior away from exclusive focus on production or service delivery toward a mindset that integrates concern and responsibility for quality. The authors suggest that two approaches in particular provide promising tools for managers attempting to diffuse a focus on quality throughout their organizations. The Transtheoretical Model of Change provides a model for understanding the stages that people go through when attempting change. The Situational Leadership Model provides a useful approach to leading this important organizational transformation. The authors apply the Situational Leadership Model to prescribe what actions leaders should perform when working to bring about a change in follower orientation from production to quality. They believe that the Situational Leadership Model is an appropriate choice of leadership models given the degree to which it fits the stages of change at the follower level of analysis described by the Transtheoretical Model of Change. [PUBLICATION ABSTRACT]

Gumbus, A., D. E. Bellhouse, et al. "A three year journey to organizational and financial health using the Balanced Scorecard: A case study at a Yale New Haven Health System Hospital." The Journal of Business and Economic Studies **9**(2): 54.

III, A. T. "The Americanization of Toyota." Fortune **148**(12): 165.

Jones, N. B., R. T. Herschel, et al. (2003). "Using "knowledge champions" to facilitate knowledge management." Journal of Knowledge Management **7**(1): 49.

Executives and strategists have long recognized the value of knowledge as a primary driving source for a firm's sustainable competitive advantage - hence the creation by many firms of a position called the chief knowledge officer (CKO). However, many people have proposed differing perspectives and models relating to the concept of knowledge management. In this paper differing knowledge management viewpoints are examined, by examining and integrating theories relating to the diffusion of innovations and change agents. The roles of change agents, innovators, and opinion leaders, such as CKOs, are explored in terms of effective knowledge management strategies and techniques. A model and strategies are proposed that can serve as a framework for CKOs and other knowledge management change agents to effectively facilitate the acquisition and use of knowledge in the firm by effectively using an organizational memory system. [PUBLICATION ABSTRACT]

Kernaghan, K. "Integrating values into public service: The values statement as centerpiece." Public Administration Review **63**(6): 711.

MacSweeney, G. "Successful CIOs work hard, but know how to delegate." Insurance & Technology **28**(12): 45.

May, E. L. "Mentoring: Why it should be your personal and professional priority." Healthcare Executive **18**(6): 6.

Meybodi, M. Z. (2003). "Using principles of just-in-time to improve new product development process." Advances in Competitiveness Research **11**(1): 116.

Orr, T. B. "Selling yourself to a prospective employer." Career World **32**(3): 26.
Orr discusses several ways to practice and prepare for job interviews. Practicing one's answers with a friend or family member will help in spotting mistakes and problems, and may provide some valuable feedback on how to do an even better job. A list of basic do's and don'ts during job interviews is presented.

Orshesky, C. M. (2003). "Beyond technology - the human factor in business systems." The Journal of Business Strategy **24**(4): 43.

Patel, C. (2003). "Some cross-cultural evidence on whistle-blowing as an internal control mechanism." Journal of International Accounting Research **2**: 69.

Rivenbark, L. "The Engaging Leader." HRMagazine **48**(11): 137.

Salopek, J. J. "A healthy dose of learning." T + D **57**(11): 38.

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]

Sharkie, R. (2003). "Knowledge creation and its place in the development of sustainable competitive advantage." Journal of Knowledge Management **7**(1): 20.

Organizations operate in all areas through people and it is their contribution which determines success and it is their skills and knowledge which need to be cultivated and then leveraged to create competitive advantage. Sustainability of this competitive advantage comes from the development of tightly coordinated and complimentary activities and directed towards producing a strategy of differentiation and making a unique offering to customers. A consistency in strategic direction is essential and this will necessitate the exercise of choice to develop a unique strategy. The development of sustainable competitive advantage is a vital management function and an important requirement is the nurturing of a knowledge creating environment to enable the organization to exploit and develop resources better than rivals and create sufficient knowledge to address the industry's future success factors. Knowledge can be re-used and new knowledge can be integrated

with current knowledge to develop even more valuable knowledge and strategically valuable new insights to improve performance.

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

Cultural or collective consciousness is crucial in analyzing organizational development, and I propose to view such cultural phenomenon as fortune-telling as one of its aspects that significantly contributes to the transformation of individuals within groups and organizations. This study offers an insight into the archetypes of Tarot, one of the most popular systems of fortune-telling in Western culture and a sophisticated, albeit overlooked, instrument of (pop)-psychological empowering.
[PUBLICATION ABSTRACT]

Waddill, D. D. and M. Marquardt "Adult Learning Orientations and Action Learning." Human Resource Development Review **2**(4): 406.

West, E. A. "Performance through people awards." Potentials **36**(11): 8.

Young, P. C. and J. Hood "Risk and the outsourcing of risk management services: The case of claims management." Public Budgeting & Finance **23**(3): 109.

Outsourcing of risk management activities is a well-established practice, involving a range of services from actuarial audits to loss control training to risk financing management to claims administration services. Surprisingly, little work has been done to examine the risks associated with outsourcing risk management activities. This article examines the outsourcing of claims management services by reviewing the research on outsourcing risks and by interviewing leading practitioners. In doing so, the authors draw some provisional observations about risks and risk costs associated with outsourcing claims risk management services - observations that seem generalizable to all risk management outsourcing.
[PUBLICATION ABSTRACT]