



## High Performance Development Model (HPDM) February, 2003

1. Rad, Parviz F.

### **A model to quantify the success of projects**

AACE International Transactions, 2002, pg CS51, 4p

The professional literature contains many examples of cases where there is an ongoing debate as to whether, or to what extent, a particular project was successful. The pronouncement of success or failure may not be unanimous among client personnel or among a project team. The reason for these seemingly odd pronouncements is that people related issues subtly modify the interpretation of quantitative indices of project performance. These issues include items such as trust, team spirit, morale, responsiveness, punctuality, customer focus, communications, teamwork, conflict resolution, trust, integrity, honesty, sociability, and flexibility. A project selection model is, or should be, very organization-specific, and as such it should utilize a customized combination of situation-specific indices toward the project selection objective of the organization. The metrics that would best serve the organization must be identified, customized, and standardized. Since models depend on numeric input, even subjective indices ultimately will have to be quantified.

2. Grote, Dick

### **Forced ranking: Behind the scenes**

Across the Board, Nov/Dec 2002, Vol. 39, Issue 6, pg 40, 6p

Forced ranking is a management practice that requires supervisors to assign employees into different categories based on both past performance and leadership potential. The benefits of forced ranking, intelligently and ethically conducted, are numerous. More than almost any other process, the system creates and sustains a high-performance, high-talent culture. The great value of using a forced-ranking process does not result merely from plunking people into the different buckets: The payoff comes from the action that is taken with each person following the assessment sessions. Identified top performers (A players) are subject to aggressive development, grooming, and rapid promotion. This ensures that the company has the highest-performing executive talent pool leading it, both now and in the future. Managers placed in the lowest category (C players) are typically removed from the position or from the organization altogether. This separation process frees the organization of relatively lesser-performing contributors and allows these individuals to achieve a higher probability of career success by finding jobs and/or organizations that are more congruent with their skills.

3. Scott, Gail

**Coach, challenge, lead: Developing an indispensable management team**

Healthcare Executive, Nov/Dec 2002, Vol. 17, Issue 6, pg 16, 5p

Being a leader in the healthcare management field today has become far more demanding than any healthcare executive could have anticipated. Complicated by fierce competition, ever-changing regulations, unprecedented growth in technology, rising costs, an increasingly suspicious public and a frustrated workforce, the environment is both volatile and dynamic. Many healthcare organizations are recognizing the need to support their leaders. Unfortunately, many of these efforts are focused on training alone as the solution. To foster an environment that supports the more complex professional development needs of their management team, healthcare executives must adopt several key attitudes. Steps healthcare executives can take to build an indispensable management team include: 1) Commit to change. 2) Identify areas of change. 3) Coach your team through change. 4) Sustain change. A case study involving a healthcare executive's efforts to bring about change at a hospital is presented.

4. Mumford, Michael D.; Scott, Ginamarie M.; Gaddis, Blaine; Strange, Jill M.

**Leading creative people: Orchestrating expertise and relationships**

Leadership Quarterly, Dec 2002, Vol. 13, Issue 6, pg. 705

Global competition, new production techniques, and rapid technological change have placed a premium on creativity and innovation. Although many variables influence creativity and innovation in organizational settings, there is reason to suspect that leaders and their behavior represent a particularly powerful influence. This article, reviews the available literature examining leadership behaviors contributing to creativity and innovation in organizational settings. Based on the findings obtained in these studies, it is argued that the leadership of creative people requires expertise. Moreover, the successful leader must employ a number of direct and indirect influence tactics – tactics consistent with the needs of creative people working in an organizational environment. The implications of these observations for theory and practice are discussed.

5. Zeisler, Steven

**From quality to breakthrough: New heights in innovation**

Quality Congress. ASQ's ... Annual Quality Congress Proceedings, 2002, pg. 543, 5p

The road to becoming an innovative organization is strewn with the wreckage of best intentions - in part because while most people want innovation, they are not really sure how to achieve it. The good news is that some leading organizations understand what it takes to unlock the door to innovation. Their leaders - at all levels of the organization - have learned what must be done to ignite the creativity of their people and unleash breakthrough innovations in products, processes, services and solutions. This paper outlines five essential lessons from breakthrough organizations: 1) greenhouse climate, 2) stability = death, 3) nudge and disturb, 4) probe and learn, and 5) speed.

6. Batalden, Paul; Splaine, Mark

**What will it take to lead the continual improvement and innovation of health care in the twenty-first century?**

Quality Management in Health Care, Fall 2002, Vol. 11, Issue 1, pg. 45, 10p

The health care field has seen the separation of the care for an individual patient and the concern for the health of a population. At the dawn of the 21st century, there exists the need to reconnect these concerns. This paper offers background to seminal

work during the 20th century that set the foundation for the improvement of health care. It then describes 2 major challenges for the continual improvement of health care that lie ahead. It also suggests an approach that leaders might use to address major challenges. A set of knowledge domains is offered that outlines the knowledge and skills that leaders of the improvement of health care will need. The combination of these ideas can provide a framework for knowledge building, action taking and reflection needed by health care leaders in the 21st century.

7. Melum, Mara

**Developing high-performance leaders**

Quality Management in Health Care, Fall 2002, Vol. 11, Issue 1, pg. 55, 14p

While there is widespread recognition that strong leadership is key in today's healthcare environment, many companies provide only the tip of the iceberg of leadership development support. This paper provides a resource for high-powered leadership development systems that will have an impact on performance. The 4 topics discussed include: 1) models, 2) investment and results, 3) critical success factors, and 4) case studies of how the 3M Co. and HealthPartners develop high-performance leaders. Studies that quantify the effect of leadership development on performance are examined, and examples from leadership development benchmark organizations, such as GE and Reell Precision Manufacturing, are discussed.

8. Finnie, William; Early, Stewart

**Results-based leadership: An interview with Dave Ulrich**

Strategy & Leadership, 2002, Vol. 30, Issue 6; pg. 23, 7p

Dave Ulrich, professor of business administration at the University of Michigan, is interviewed regarding business organizations. Business leaders can add to their bottom line by being more attentive to "soft" organization factors. Results-based leadership is the key source of increasing this intangible value. The selection and development of leaders in the organization should begin with the question, "What is it we need to deliver for the company?" Next determine the behaviors the leaders need to deliver those results. Too many companies do the reverse. Four attributes of leadership are suggested: 1) setting direction for where the organization is headed, 2) demonstrating personal character, 3) mobilizing individual employee commitment, and 4) engendering the organization's capability. Linking these attributes to results, there are four steps offered that will help build results-based leaders: 1) believe that leadership matters, 2) develop a leadership brand, 3) assess leaders and find their gaps, and 4) invest in leadership. A four by four matrix tool is offered as an aid to promote the linkage between capabilities and results. Empowerment becomes easy when the four levers are taken across the four boundaries of every company. A succinct example: most firms move authority vertically from top to bottom but fail when they keep information, competence and rewards at the top.

9. Caudron, Shari

**Where have all the leaders gone?**

Workforce, Dec 2002, Vol. 81, Issue 13, pg. 28, 5p

Corporate heroes are retiring and disappearing in disgrace. The nature of leadership is changing. And HR is helping to fill the vacuum with a galaxy of new stars. Some common themes about contemporary leadership have emerged. The primary one is that in today's fast-moving, highly decentralized global organizations, the notion that one person can set strategy and make all the important decisions is painfully outmoded. More employees could - and would - become leaders in their companies if the culture supported their efforts. To build good leaders, HR professionals must first determine what the characteristics are of successful leaders in their own organization. Once the traits have been identified, HR people can determine what kind of environment is necessary to support the traits and the management processes that make that environment possible.