



High Performance Development Model (HPDM) February 2004

Dixon J, Dogan R, Kouzmin A. The Dilemma of Privatized Public Services: Philosophical Frames in Understanding Failure and Managing Partnership Terminations. *Public Organization Review* 2004 Mar;4(1):25.

ABSTRACT: This paper uses social theory to explicate the competing perspectives on the on-going and, increasing, privatization of public services in the U.K. It suggests that if business ignores these perspectives then political imperatives will come into play that will inevitably turn privatization initiatives commercially sour. Contrary to political rhetoric, public/private partnerships (PPPs) constitute a more strategic form and process of out-sourcing, demanding that wherever public funding flows, private "rent-seeking" opportunities be created for the private sector. Seen in these terms, managerial elites will need to understand and anticipate conditions under which the state would seek to terminate lucrative partnering arrangements in the public interest. Political-administrative dialogue on partnerships can involve an unresponsive discourse or a dialogue of the deaf, both constituting a threat to business through the imposition of undefined community service obligations or hostile and unprofitable terminations by the state. Performance required of PPPs goes beyond market success and requires co-optation of strategic stakeholders, raising significant issues about corporate governance directions. Business leaders will need to develop communicative rationalities that build pluralized decision structures and implementation capacities. The paper concludes by outlining design features of more effective regulatory regimes to avoid hostile and unprofitable terminations of increasingly contested PPPs. The conclusion is less sanguine about the ability, or even the wish, of governments to do so.

Kahai SS, Sosik JJ, Avolio BJ. Effects of Participative and Directive Leadership in Electronic Groups. *Group & Organization Management* 2004 Feb;29(1):67.

Latham G, Latham SD, Whyte G. Fostering Integrative Thinking: Adapting the Executive Education Model to the Mba Program. *Journal of Management Education* 2004 Feb;28(1):3.

Hunt JM, Weintraub JR. Learning Developmental Coaching. *Journal of Management Education* 2004 Feb;28(1):39.

Kreiner GE, Ashforth BE. Evidence toward an expanded model of organizational identification. *Journal of Organizational Behavior* 2004 Feb;25(1):1.

Ramsey RD. managing workplace anger: your employees', your customers' and your own. *SuperVision* 2004 Feb;65(2):8.

Cates DC, Costelloe AM. The New Landscape: A Fresh Look at Long-Term Incentives for Corporate America. *Benefits Quarterly* 2004 First Quarter;20(1):7.

Petersen GS. Best Practices and Customer Relationship Management (CRM). *Business Credit* 2004 Jan;106(1):48.

Howard LW, Dougherty TW. Alternative Reward Strategies and Employee Reactions. *Compensation and Benefits Review* 2004 Jan/Feb;36(1):41.

Karreman D, Alvesson M. Cages in Tandem: Management Control, Social Identity, and Identification in a Knowledge-Intensive Firm. *Organization* 2004 Jan;11(1):149.

Hirt MJK. Capacity Building: The Self-Reflective Leader. *PM. Public Management* 2004 Jan/Feb;86(1):12.

ABSTRACT: Hirt presents a method for local government professionals to use in building their leadership capacity through self-reflection and experiential learning. Although getting started may require that program planners and facilitators create an atmosphere of support and encouragement for those who have never been involved

in an interactive process of self-reflection and role playing, their efforts will be more than rewarded by the outcomes.

Weldron K. Performance Assessment of Public Sector Scientists. Public Money & Management 2004 Jan;24(1):57.

Joyce L. Six Sigma "Add-ons" Help Companies Make the Leap. R & D 2004 Jan;46(1):36.

Cooper RG, Edgett SJ, Kleinschmidt EJ. Benchmarking Best Npd Practices-1. Research Technology Management 2004 Jan/Feb;47(1):31.

Cummings B. Managing Ego Maniacs. Sales and Marketing Management 2004 Jan;156(1):46.

Warren L. A systemic approach to entrepreneurial learning: an exploration using storytelling. Systems Research and Behavioral Science 2004 Jan/Feb;21(1):3.

ABSTRACT: The promotion of entrepreneurial activity is high on the educational agenda, reflecting economic and political interest and support. However, the study of entrepreneurial learning is characterized by a diffuse and fragmented literature which spans policy, individual learning and business development, with conclusions based on a plethora of methodological approaches. In this paper, a systemic schema is modified and developed to provide a frame of reference for the study of entrepreneurial learning. The paper is based on a study of women's narratives of their experience as small/micro-enterprise owner/managers in the UK. Theoretical developments concerning the potential usefulness of the schema are discussed; practical implications for the design of entrepreneurship development programmes are also presented. Copyright (C) 2004 John Wiley & Sons, Ltd.