Choosing 360 A Guide To Evaluating Multi Rater Feedback Instruments For Management Development

Feedback is a rare commodity in organizational life, but it is key to managerial effectiveness. One increasingly popular vehicle for getting feedback from one's boss, peers, and subordinates is the multiple-perspective, or 360-degree, feedback instrument. Use of such an instrument can enhance self-confidence by highlighting individual strengths and can facilitate greater self-awareness by pointing out areas in need of further development. Because of the availability of so many feedback instruments, finding the best instruments for an organization's needs is difficult. This book presents a step-by-step process that shows how to evaluate multiple-feedback instruments intended for management development. The steps take you through such issues as instrument development, validity and reliability, feedback display, scoring strategies, and cost.

Technological advances and rapid changes in workforce demographics pose extensive challenges to human resources program evaluators. But little has been done to document successful human resources program assessment and implementation strategies. The Human Resources Program-Evaluation Handbook is the first book to present state-of-the-art procedures for evaluating and improving human resources programs. Editors Jack E. Edwards, John C. Scott, and Nambury S. Raju provide a user-friendly yet scientifically rigorous "how to" guide to organizational program-evaluation. Integrating perspectives from a variety of human resources

and organizational behavior programs, a wide array of contributing professors, consultants, and governmental personnel successfully link scientific information to practical application. Offering authoritative guidance to both novice and experienced program evaluators, this unique guidebook includes New perspectives on organizational program-evaluation Methods to assess the efficiency of human resources programs Identification of potential pitfalls Real-life examples Additional references for program-evaluation best practices The Human Resources Program-Evaluation Handbook provide program-evaluation teams with content-specific guidance. Supplying useful and accurate evaluation techniques, the editors present a manual for enhancing the effectiveness and efficiency of most major types of human resources programs. Designed for academics and graduate students in industrial-organizational psychology, human resources management, and business, the handbook is also an essential resource for human resources professionals, consultants, and policy makers.

Annotation Brings together the prevailing thinking surrounding the issue of workforce reduction to help managers and executives ensure a successful transition to a more robust and effective organization. Articles and books reviewed were found in both practitioner-oriented sources such as magazines and popular books, as well as scholarly journals. Sources were selected for annotation based on their perceived relevance to the body of literature, their unique perspective, and their general interest. Entries are in-depth, with many a page or more in length. Annotations are organized in three sections on the organizational, the organization-individual relationship, and the individual perspectives. Section introductions summarize key themes. Hickok holds a Doctor of Public Administration degree from the University of Southern California, and is a consultant to

the US Defense Intelligence Agency. Annotation c. Book News, Inc., Portland, OR (booknews.com)

The globalized nature of work in the new millennium implies that human resource management, psychological theories of personnel and individual behaviour in the workplace have to change and evolve. This volume mainly focuses on theories, techniques and methods used by industrial and work psychologists. A set of internationally renowned authors summarize advances in core topics such as analysis of work, work design, job performance, performance appraisal and feedback, workplace counterproductivity, recruitment and personnel selection, work relevant individual difference variables (cognitive ability, personality), human-machine interactions, human errors, training, learning, individual development, socialization, methods, and measurement.

"The author shares his insider knowledge of housing options to help older adults make the best decision about their place of residence by evaluating factors such as financial budget, health, and family considerations. He provides a step-by-step approach to evaluating one's current living situation and then reviews the different options to consider, including aging in place, downsizing, community living, and more"--

This book serves as an easy to read and follow guide to the 360 or multi-rater feedback process. The brand or type of 360 available to you doesn't matter; this guide identifies the important commonalities and key points and will help you maximize the benefits of the process. The book includes useful, "just-in-time" information. For those who are actually participating in a 360, the book offers concrete suggestions about choosing raters and making the most of the information you receive. We hope that you will finish the book with several good ideas on how to use your 360 results.

Leveraging the Impact of 360-Degree Feedback is a hands-on guide for implementing and maintaining effective

360-degree feedback as part of learning and development initiatives. Written for professionals who work inside organizations and for consultants working with clients, the book draws on a proven ten-step program and lessons learned over the past twenty years of research and practice. The authors present step-by-step suggestions for the successful implementation of 360-degree feedback as well as a collection of best practices that the Center for Creative Leadership has observed and tested with their broad base of clients.

Organizations looking to establish and maintain a proactive global presence have executive selection requirements that go beyond traditional leadership skills. These requirements also include cross-cultural experience in negotiating, developing, and maintaining partnerships with other businesses worldwide. Because the globalization of organizations is relatively new, little is known about how to identify and select executives who have the skills to operate effectively in a global environment. This book, for practitioners and human resources professionals, summarizes the most current informationabout the skills needed to successfully lead a global organization, and defines a framework for identifying executives who possess those skills.

The Comprehensive Resource for Designing and Implementing MSGProcesses As organizations strive to make the best possible decisions oncritical issues such as compensation, succession planning,staffing, and outplacement, they have increasingly turned tomultisource feedback (MSF) for answers. But while use of MSF (or360-degree) systems has proliferated rapidly, understanding of itscomplexities has not—and many companies are

moving forwardwith MSF amid a dangerous void of systematic research anddiscussion on this powerful process. The Handbook of Multisource Feedback provides themost comprehensive compendium available of current knowledge andpractice in MSF. The volume's diverse group ofcontributors—which includes renowned academics,practitioners, and applied researchers—represents theacknowledged thought leaders in the current and future practice ofMSF. Through their multiple perspectives, they identify bestpractices in the design and implementation of MSF processes andoffer key guidelines for decision making when using MSF The book offers solid grounding in the nuts and bolts of MSFdata collection and reporting, providing a process model that leadsthe reader step-by-step through each phase of an MSF system. Itdetails the developmental and decision-making uses of multisourcefeedback, describing MSF applications for improving executivedevelopment, organization development and change, teams,performance management, personnel decision, and more. And itaddresses the realities of system forces that influence MSFprocesses, including legal, ethical, and cross-cultural issues. The Handbook of Multisource Feedback will providean ideal one-stop reference for practitioners, researchers,consultants, and organizational clients who need to understand thechallenges of using multisource feedback. The

Editors David W. Bracken, is director of research consulting atMercer Delta Consulting group, LLC. His twenty-two years ofpractice have included multisource feedback systems, individual andorganizational assessments, performance management, and managementdevelopment. Carol W. Timmreck, is an organization developmentconsultant at Shell Oil Company. She is a cofounder of theMultisource Feedback Forum, a consortium of organizations withactive MSF processes. Allen H. Church, is a principal consultant in managementconsulting services at PricewaterhouseCoopers, specializing inmultisource feedback systems and organizational surveys. He is alsoan adjunct professor at Columbia University. The complete guide to MSF systems Handbook of Multisource Feedback offers acomprehensive, multiperspective look at the most current knowledgeand practice in multisource feedback (MSF) systems. Drawing fromextensive research and practice, a diverse group of distinguishedcontributors presents the "best practices" in the field and offerspragmatic guidelines for decision making at each step of design andimplementation of an MSF process. Contributors include: David Antonioni Leanne E. Atwater H. John Bernardin Scott A. Birkeland Walter C. Borman David W. Bracken Stephane Brutus W. Warner Burke Allan H. Church Jeanette N. Cleveland

Victoria B. Crawshaw Anthony T. Dalessio Maxine A. Dalton Mark R. Edwards Ann J. Ewen James L. Farr John W. Fleenor Marshall Goldsmith Glenn Hallam Michael M. Harris Sally F. Hartmann Jerry W. Hedge Laura Heft Mary Dee Hicks George P. Hollenbeck Robert A. Jako Richard Lepsinger Jean Brittain Leslie Manuel London Anntoinette D. Lucia Dana McDonald-Mann Carolyn J. Mohler Kevin R. Murphy Daniel A. Newman David B. Peterson Steven G. Rogelberg James W. Smither Jeffrey D. Stoner Lynn Summers Carol W. Timmreck Carol Paradise Tornow Walter W. Tornow Catherine L. Tyler Brian O. Underhill Ellen Van Velsor Nicholas L. Vasilopoulos Kiran Vendantam Janine Waclawski David A. Waldman Alan G. Walker Tom Wentworth Alicia J. Winckler David J. Woehr Francis J. Yammarino

Printbegrænsninger: Der kan printes kapitelvis.
"A review of leadership development best practices in for-profit organizations was conducted. Practices discussed in this report include formal development programs, 360-degree feedback, executive coaching, job assignments, mentoring, networks, reflection, action learning and outdoor challenges. Additionally, five organizations that are popularly recognized for their leadership development practices are highlighted in this report. Highlights include information regarding the organizational philosophy, values, and mission as well as

information on how various leadership development practices are implemented and integrated. Best practice principles are drawn from this research and implications for their use within the U.S. Army are discussed."--DTIC.

In one comprehensive volume, The Center for Creative Leadership provides the accumulated expertise of its faculty cultivated over the past thirty years. This revised edition includes new chapters on leadership in teams, global leadership, and leading through transitions, as well as a new ancillary website that contains chapters that were removed from 2nd and 3rd edition as well as practical tools and resources. Written for HR consultants and leadership development professionals within and all types of organizations.

Based on the popular Developing Leadership Talent program offered by the acclaimed Center for Creative Leadership, this important resource offers a nuts-and-bolts framework for putting in place a leadership development system that will attract and retain the best and brightest talent. Step by step, the authors explain how alignment with strategic goals and organizational purpose and effective developmental experiences are the backbone of a successful leadership program. An authoritative and useful book, Developing Leadership Talent is an essential tool for any leadership program.

Effective feedback, whether it's meant for your boss,

your peers, or your direct reports, is built around three ideas. One, focus on the situation. Two, describe the other person's behavior you observed in that situation. And third, describe the impact that behavior had on you. The result is a message that is clear and that can inspire action and productive change

This guide provides over 300 pages of resources suggested by leadership educators in surveys, Center for Creative Leadership staff, and search of library resources. This eighth edition is half-new, including web sites and listserv discussion groups, and it places a stronger focus on meeting the needs of human resources professionals and corporate trainers. An annotated bibliography groups leadership materials in several broad categories: overview; in context; history, biography and literature; competencies; research, theories, and models; training and development; social, global, and diversity issues; team leadership; and organizational leadership (180 pages). Includes annotated lists of: journals and newsletters (9 pages); instruments (21 pages); exercises (41 pages); instrument and exercise vendors (5 pages); videos (29 pages); video distributors (4 pages); web sites (6 pages); organizations (21 pages); and conferences (9 pages). (Contains a 66-page index of all resources.) (TEJ)

The Center for Creative Leadership (CCL) is the

world's premier institution devoted exclusively to leadership research and education. For more than three decades, CCL has worked with hundreds of thousands of executives to create practical models, tools, and publications for the development of effective leaders and organizations. This important collection is drawn from CCL's long-running publication Leadership in Action. The guide examines the skills that you need to successfully give and receive feedback, make use of coaching, work with difference, deal with change, achieve work-life balance, and address the larger issue of expanding the leadership capacity of your organization.

GUIDE TO NETWORK DEFENSE AND COUNTERMEASURES provides a thorough guide to perimeter defense fundamentals, including intrusion detection and firewalls. This trusted text also covers more advanced topics such as security policies, network address translation (NAT), packet filtering and analysis, proxy servers, virtual private networks (VPN), and network traffic signatures. Thoroughly updated, the new third edition reflects the latest technology, trends, and techniques including virtualization, VMware, IPv6, and ICMPv6 structure, making it easier for current and aspiring professionals to stay on the cutting edge and one step ahead of potential security threats. A clear writing style and numerous screenshots and

illustrations make even complex technical material easier to understand, while tips, activities, and projects throughout the text allow you to hone your skills by applying what you learn. Perfect for students and professionals alike in this high-demand, fast-growing field, GUIDE TO NETWORK DEFENSE AND COUNTERMEASURES, Third Edition, is a must-have resource for success as a network security professional. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Promotes awareness of mind/body/spirit connection and provides techniques for healthier living.

Topics include such key leadership issues as risk taking, executive motivation, decision making, and corporate taboos, as well as general concerns such as father-son relationships, the perils of travel, intelligence testing, civic art, technology, health, cultural understanding, and, of course, creativity. In short, this collection records the wide-ranging interests of one of today's premier figures in leadership research.

Coaching is vital to developing talent in organizations, and it is an essential capability of effective leaders. The CCL Handbook of Coaching is based on a philosophy of leadership development that the Center for Creative Leadership has honed over thirty years with rigorous research and with

long, rich experience in the practice of leadership coaching. The book uses a coaching framework to give a compass to leaders who are called to coach as a means of building sustainability and boosting performance in their organizations. The book explores the special considerations that leader coaches need to account for when coaching across differences and in special circumstances, describes advanced coaching techniques, and examines the systemic issues that arise when coaching moves from a one-to-one relationship to a developmental culture that embraces entire organizations. Develop outstanding organizations using 360? feedback! Use 360? feedback to achieve your organization's goals and enhance employee performance. This exceptional tool shows you what makes for a successful 360? feedback program and how it can benefit your company. You'll learn the step-by-step process to implement a successful 360? feedback program. You'll gain the skills to: * Promote cultural change * Maximize employee excellence * Foster extraordinary teamwork The Art and Science of 360? Feedback is the first and only single-volume guide to all the hows and whys of 360? feedback. It contains case studies and examples of major companies that have successfully implemented 360? feedback into their organizations. You'll learn the process for enlisting the support of and comittment to 360? feedback from others in your

organization--a key ingredient for success that is often overlooked. Guidelines are also included for making the process smooth and painless for everyone involved. 360? feedback has the potential to bring about real, measurable change in the behavior of your employees. This remarkable how-to guide shows you exactly how to get those results. Order your copy today!

Effective feedback, whether it's meant for your boss, your peers, or your direct reports, is built around three ideas. One, focus on the situation. Two, describe the other person's behavior you observed in that situation. And third, describe the impact that behavior had on you. The result is a message that is clear and that can inspire action and productive change.

The rapid expansion of globalization and multinational corporations means more and more managers work across the borders of multiple countries. Some of them are expatriates; most are not. And although many of these managers are not wrestling with the issues of relocating and adjusting to living in a different culture, they all find themselves dealing with cultural issues - defined in the broadest context - every time they pick up the phone, log onto their e-mail, or disembark from an airplane. What do these managers do? Is it different from the work they did when they managed in their own countries, and if it is different, how so? What does it take for them to

be effective when they manage across so many countries simultaneously? What do these managers need to know in order to be effective? What do organizations need to know and do in order to select and develop people who will manage and lead effectively in the global economy? This report addresses those questions as it documents the findings of a Center for Creative Leadership research study into what factors might predict managerial effectiveness in a global context.

Choosing 360: A Guide to Evaluating Multi-rater Feedback Instruments for Management DevelopmentCenter for Creative Leadership

This volume describes 24 publicly available multiple-perspective management-assessment instruments that relate self-view to the views of others on multiple management and leadership domains. Each instrument also includes an assessment-for-development focus that scales managers along a continuum of psychometric properties, and "best practices" for management development. The instruments reviewed are: (1) "Benchmarks"; (2) "Campbell Leadership Index" (CLI); (3) "COMPASS: The Managerial Practices Survey"; (4) "Executive Success Profile" (ESP); (5) "Survey of Executive Leadership" (EXEC); (6) "Leader Behavior Analysis II" (LBAII); (7) "The Visionary Leader: Leader Behavior Questionnaire" (LBQ); (8) "Leadership Effectiveness Analysis" (LEA); (9) "Acumen

Leadership Skills" LEADERSHIP SKILLS; (10) "Leadership/Impact" (L/I); (11) "Leadership Practices Inventory" (LPI); (12) "Life Styles Inventory" (LSI); (13) "MANAGER VIEW/360"; (14) "Matrix: The Influence Behavior Questionnaire" (MATRIX); (15) "Management Effectiveness Profile System" (MEPS); (16) "Multifactor Leadership Questionnaire" (MLQ); (17) "The PROFILER"; (18) "PROSPECTOR"; (19) "Survey of Leadership Practices" (SLP); (20) "The Survey of Management Practices" (SMP); (21) "System for the Multiple Level Observation of Groups" (SYMLOG); (22) "Types of Work Index" (TWI); (23) "VOICES"; and (24) "Acumen Leadership Work Styles" (WORKSTYLES). Three aspects are described for each instrument: (1) descriptive: author; vendor, copyright date, purpose, target audience, cost, scoring and certification procedures, duration, format, and raters; (2) research: origins, scales, scale definitions, samples, cautionary statement, and instrument reports; and (3) training: sample instrument, sample feedback report, and training materials. (RIB) This book offers practical advice to ensure you choose the right yacht for your sailing needs and budget. Potential buyers are guided through every stage of the process, from deciding on hull design and accommodation to deck layout and keel shape. There is information on construction materials and help in deciding what sort of craft would best suit

your needs, including clever ways to 'try before you buy'. Expert guidance will help you decide whether to buy a new or used yacht, and both buying processes are carefully explained to ensure your investment is protected. Hidden costs are revealed and there are tips on conducting your own boat test and initial survey. Sections on registration, VAT and insurance will help you cut through the red tape. Don't buy a yacht without reading this first! Matches popular college majors with possible careers in the arts, business, science, social science, and the service industry, giving an overview of what degree and skills are necessary and projected earnings and growth in the area. The conference proceedings contain the following papers: "Hard Organizational Development" (Anthony); "Positive Impact of Humor in the Workplace or TQM (Total Quality Mirth) in Organizations" (Collier); "Introducing the Integrated Programme for the Creative Training of Leaders" (Diaz-Carrera); "Vision of Quality versus the Quality Vision" (Green); "Flying High" (Musselwhite); "COMM=Unity" (Rose); "Seven Levels of Change Model" (Smith); "Creative Community Development" (Chwedorowicz); "Managing Diversity in Communication and Problem Solving with Effective Levels of Abstraction" (Murdock); "Entrepreneurs" (Rosenfeld et al.); "Learnings from Selection" (Tassoul); "Fire This Time" (Barnes); "Creating

Breakthroughs in Organizations" (Collier); "Process Explorations with Cyberquest" (Dickey, DiDomizio); "Hypermedia System for Discovery and Innovation Support" (Dickey et al.); "Teaching Creativity by Distance Learning Methods" (Jones); "Change as a Creative Catalyst" (Miguez); "Learning to Create Shared Vision" (Musselwhite, De Ciantis); "'What I Tell Two Times Is True'" (Cimino); "Touchstone" (De Ciantis); "Art and Discipline of Debriefing" (Lunken); "Leadership Development Theory and a Model for Intervention in the Development of Leaders" (Palus, Drath); "Risk-taking and Innovation Performance" (Prather); "Work Environment Differences between High Creativity and Low Creativity Projects" (Amabile et al.); "Discovering the Unseen Leader" (Burkhart, Horth); "Introducing a Creativity Improvement Program for the Federal Express I.S. Organization" (Couger et al.);"Creativity in Project Work" (Ekvall); "MBTI [Myers-Briggs Type Indicator] and KAI [Kirton Adaption-Innovation Inventory] Bias on Creativity Courses" (Henry); "Inquiry into Cross-cultural Creativity Training" (Isaksen, Dorval); "Dynamic Nature of Creative Problem Solving" (Isaksen et al.); "Profiling Creativity" (Isaksen, Puccio); "New Insights into Different Styles of Creativity" (Jones); "Managing Creative People at Work" (McWhinney); "World of Ideas" (Morgan); "Bridging Theory and Practice" (Murdock et al.); "Critical Thinking" (Novelli, Taylor); "Creating Together" (Possne); "Relationship

between the KAI and the MBTI Creativity Index" (Taylor); "Creativity East and West" (Wonder); "Creativity Research at the Delft Institute of Technology" (Buijs, Nauta); "On Becoming a Facilitator" (Buijs, Nauta); "Innovation in the U.S. Military" (Clauson); "Creating an Innovation Course in a Large Corporation" (Jimenez); "Promoting Targeted Innovation in Japan through R&D [Research and Development] Division Liaison between Different Industries" (Kurebayashi); "Developing Creativity in Japanese Companies" (Nakazono); and "Innovative and Creative Change" (Tanner). (KC)

Feedback is a rare commodity in day-to-day organizational life, but it is a key to ongoing effectiveness.One popular vehicle for getting feedback from one's boss, peers, subordinates, and customers is the multiple-perspective or 360-degree-feedback instrument. Whether part of a management-development course or used alone, this kind of instrument can enhance self-awareness by highlighting a leader's strengths and areas in need of further development.Selecting the right instrument from among the dozens that are available can be difficult, however.This new edition of Feedback to Managers, the fourth, updates and expands the popular 1998 edition.It guides the selection process with an in-depth analysis of 32 publicly available instruments that relate self-view to the views of

others on multiple management or leadership domains. Each of the instrument reports includes descriptive information, a look at the research behind the instrument, and descriptions of support materials.

This book is a complete guide to the Sony Cyber-shot DSC-HX80 and HX90V cameras, two highly versatile, and pocketable, superzoom models, which offer a 30x optical zoom range from 24mm to 720mm. With this book, author Alexander White provides users of these two very similar models with a manual covering all aspects of the cameras' operation. Using a tutorial-like approach, the book shows beginning and intermediate photographers how to take still images and record video with the HX80 and HX90V, and explains when and why to use the cameras' many features. The book provides details about the cameras' automatic and advanced shooting modes as well as their menu options for shooting, playback, setup, and using Wi-Fi connections with in-camera apps. The book has more than 400 color photographs that illustrate the cameras' controls, display screens, and menus. The images also provide examples of photographs taken using the cameras' Scene mode, with settings optimized for subjects such as landscapes, sunsets, portraits, and action shots; and the Creative Style and Picture Effect menu options, with settings that alter the appearance of images. The book also

provides introductions to topics such as street photography, macro photography, and getting the most benefit from the superzoom lens. The book includes a full discussion of the video features of the HX80 and HX90V, which can shoot HD movies, and which offer manual control of exposure during movie recording. In three appendices, the book discusses accessories for both models, including cases, power sources, and remote controls, and includes a list of websites and other resources for further information. The book includes an appendix with "quick tips" on how to take advantage of the cameras' features in the most efficient ways possible.

Uncovers the bull in bullet points! Reveals the hidden meanings and truths in the jargon of the new corporate lingo - and then the secret of rising above it!

Geographically dispersed teams are work groups with members separated by time and distance. Essential to the success of organizations in a global marketplace, these teams create unique challenges to effective task performance. This report summarizes what the important literature on GDTs has to say about how they should be formed, developed, and led. It is primarily for individuals charged with creating or leading GDTs, for designers who provide the technology for these teams, for trainers who are expected to help these teams develop and operate, and for organizational

consultants called in to assist.

This is the first edition of this title. A revised edition has now been released (9781604919219). Effective feedback, whether it's meant for your boss, your peers, or your direct reports, is built around three ideas. One, focus on the situation. Two, describe the other person's behavior you observed in that situation. And third, describe the impact that behavior had on you. The result is a message that is clear and that can inspire action and productive change

With the first edition of this text, Peltier drew on his extensive experience in both the clinical and business worlds to create a comprehensive resource that brought psychological and coaching concepts together. It quickly became a practical and invaluable guide for both mental health practitioners looking to expand their practice into coaching and business professionals interested in improving their own coaching skills. In this updated edition, topics reflect the latest developments in the field of executive coaching. Peltier describes several important psychological theories and how to effectively translate them into coaching strategies; essential business lessons in leadership, marketing, and the corporate viewpoint along with vocabulary for the therapist; the challenges women face as managers and executives and effective coaching methods for working with them; and lessons from

successful athletic coaches that can be integrated into consulting skills. This edition includes four new chapters, one describing psychopathology likely to be encountered by coaches. Another describes and evaluates emotional intelligence, a third summarizes adult developmental theory for coaches, and a fourth sorts out the popular and scientific literature on leadership and leader development.

From the Center for Creative Leadership (CCL), this essential guide is updated with new insights, tips, and tools to help organizations get the most out of 360-degree feedback. This is a hands-on guide for implementing effective 360-degree feedback systems as part of leadership development initiatives in organizations. Written for professionals who work inside organizations and external consultants working with clients, the book draws on over twenty years of research and practice by the Center for Creative Leadership (CCL). The book provides step-by-step guidelines for successful 360-degree feedback as well as best practices observed and tested with CCL's broad base of clients. The second edition is updated with advances in the field over the past ten years and features new chapters on ensuring validity, why the process can fail, and the future of leadership development. The book includes worksheets, checklists, and other tools to use or adapt with a 360-degree process in any organization. Center for Creative Leadership (CCL)

is a top-ranked, global provider of programs that develop better leaders through its exclusive focus on leadership education and research.

Leadership is separate from, but integral to, management. This companion volume to The Next Library Leadership (2002) offers a deeper exploration of the leading issues and concerns of library directors today.

Organizations often channel workflow around key business processes in order to enhance their productivity. Those that succeed are referred to as high-performance work organizations (HIPOs). Yet, little is known about the systems that drive high performance or even what defines a HIPO. This book, for both practicing managers and scholars, addresses that knowledge gap. It provides the field's and the authors' definitions of HIPOs, and it contains 168 annotations of recent and informative journal articles, books, and book chapters by those who have studied and worked withsuch organizations.

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