# The characteristics of a
High Performance Organisation

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Contents

1. The Age of Extreme Competition

Here are some facts from the business world you might not be aware of.

- More shareholder value has been destroyed in the last five years as a result of mismanagement, wrong decisions, and bad execution of strategy than was lost through all the recent compliance scandals combined. In a recent Booz Allen Hamilton survey among 1,200 large companies, it turned out that at the 360 worst performers 87 percent of the value destroyed was caused by strategic missteps and operational ineffectiveness. Only 14 percent could be attributed to compliance failures or poor oversight of the company's corporate boards.[1]

- The average time a CEO or managing director spends in the top-position is continually decreasing, from an average of more than ten years two decades ago to two and a half years nowadays.[2]

- More than 50 percent of managers take decisions based on their gut feeling not on hard facts, and 36 percent has black boxes in the organisation of which they know hardly anything.[3]

- Despite the widespread conviction that employee satisfaction and employee loyalty increase customer satisfaction and loyalty, and thereby increase turnover and profitability of the company, four out of every ten organizations do not actively work on increasing employee loyalty.[4]

- The rate in which companies lose their leadership positions in their industry, the so-called topple rate, has doubled in the last two decades. The rate in which new companies enter the Standard & Poor 500 and old respectable firms fall out of this list has almost doubled in the last half a century. At the same time, the average life span of an organization, irrespective of its size, is now 12½ years.[5]

- Seventy percent of the population considers government to be not very effective and therefore is loosing trust in this authority, almost as many civil service officials themselves are of the same opinion(!). Trust of the public in profit companies has declined from 60 percent in 1980 to 40 percent in 2000, while only 28 percent of the population trusts business leaders to tell the truth (which is still 10 percent higher than the trust in politicians).[6]

- Return rates and warranty costs are dramatically rising while at the same time customer satisfaction levels are steadily decreasing, a strong indication of the deteriorating quality of products.[7]

- Of recent mergers and acquisitions, only 17 percent is reported to add value to the combined company, 30 percent produced no discernible difference, and 53 percent actually destroyed value.[8]
- The majority of companies which get into a crisis find themselves in this situation because of internal factors, of which dysfunctional management (48 percent of the cases) and inadequate management information systems (42 percent) are the most common causes.[9]

What do all these facts have in common? They are indications that organisations, both profit and non-profit, are starting to come apart at the seams under the continuing pressure of increasing demands of all stakeholders. It is said that this is the age of *extreme competition* in which the combined forces of global competition, technology, interconnectivity, and economic liberalization make life tougher than ever before for companies.[10] Ever since the eighties business writers have been claiming that the world was getting more dynamic, turbulent, unpredictable and competitive. Jack Welch, former CEO of General Electric, apparently once said that the 1980s would be a 'white-knuckle' decade of intensifying competition and that the 1990s would be tougher still. As it turned out, in retrospect the 1990s were 'a piece of cake' compared to what is happening now in the world at large and the business world in particular. Many trends and developments are fundamentally reshaping the global business economy. The most important ones are listed underneath.

- *Globalization*. In the so-called borderless economy competition can literally come from every corner of the world. The globalization of companies and brands make it difficult to determine the home country and home market of many corporations. Companies have to be able to do business in many different countries with many different cultures. Cultural differences increasingly cause problems in doing business and marketing on a world-wide scale. Global mergers create corporations that are more powerful and have a greater value than many countries, which often causes tension between those companies and these countries because the latter see the former as 'invaders'. Concurrently, regional economic power blocs, like the growing European Union, NAFTA and ASEAN, create strong economic bases around the world. Manufacturing capacity keeps on shifting from Western economies to nations with cheaper labour.[11]
- *Impact of new technology.* Increased connectivity, caused by de rapidly decreasing costs of telecommunications and the stormy growth in internet use - which creates a virtually unlimited supply of information anyplace anytime - has created what is known by the

phrase 'the death of distance'. The working day becomes more blurry because everybody is reachable twenty-four hours a day. At any time of the day it is possible to do business somewhere on the planet. A side-effect is that this makes it difficult to discern traditional consumer groups in specific countries, people can order products from any place they want to ship it to any place they want. At the same time, the interconnectivity causes identity problems because people find it increasingly difficult to feel they belong to a group. The rate at which new technology is invented and put to use seems to be still accelerating, giving rise to new possibilities and at the same time new unforeseen threats. The only way for many companies to pay for this is to merge or forge strong bonds with former competitors and suppliers. New materials and new manufacturing techniques, like nano-technology have the potential to disrupt complete industries.[12]

- *Rebound of Asian markets and ascension of China.* The hardworking nature of people in these parts of the world, their strong social and family relations and their raising education level is a strong foundation for their economies. The already existing industrial overcapacity will increase even more, while at the same time making the struggle for raw materials like steel even more fierce. China is set to become the largest economy of the world in this century.[13]

- *Gap between have and have-nots.* This gap both within and between affluent and deprived people in many countries keeps widening, as is the gap between rich and poor nations. This increasingly causes tension between large groups of people and between nations, eventually resulting in ethnic conflicts, wars and the raise of terrorism, resulting in potential worldwide disruptive effects.[14]

- *Environment.* Global warming and other pollutions will accelerate, creating economic and political conflicts between countries and fights for scarce resources like water.[15]

- *Demography.* The population in developed countries is rapidly becoming older while at the same time the people live longer and are expected to grow even older because of the advances in medical science. There is not enough population growth to continue the customary economic growth rates of the last part of the 20th century. Effects will be an increased struggle for the most values employees, growing importance of immigration from less-developed countries to supplement the national workforce, and lower spending by people with just a (meagre) pension.[16]

- *Intangibles.* The falling capital costs has caused enormous efficiency gains in operational management. In fact, the scare resource of today is no longer capital or other tangible assets, it is the intangible resource of the knowledge, skills and mentality of the workforce. In a world were innovation becomes more and more important, organizations increasingly

rely on the ingenuity and resourcefulness of its people. The 'knowledge economy' is truly upon us now.[17]

- *Leadership*. The trends above require a new type of leader: a global literate leader who can inspire people from many different backgrounds and cultural diversity, and who can adapt not only him- or herself quickly to changes but is also able to bring the organisation along this path. On top of this, the behaviour and attitude of this leader should be beyond reproach, and he has to continuously balance the interests of all stakeholders of the company (and certainly not alone his own interest) and (re)gain their trust. However, this type of leader is not thick on the ground.[18]

- *Transparency and information*. The scandals of recent years and the subsequent new laws and regulations have increased the need for transparency of not only the company's results but also its operations dramatically. Analysts, banks, shareholders and society at large keeps a much closer look at what an organization is doing … and not doing. At the same time, the possibilities to generate data and management information has multiplied a thousand fold, causing the now infamous information overload. Governments can no longer control the flows of information and neither can top management inside the company. Customers can easily get comparative quality and price information on every kind of product and service.[19]

As it is the task of every manager to realize the goals of the organization by achieving outstanding performance in the organizational unit he is responsible for, this manager is under great pressure to deal effectively with aforementioned trends and developments. They are forced to "adapt faster and faster to growing international demands for flexibility and speed and to compete simultaneously on the basis of development cycle time, price, quality, flexibility, fast and reliable delivery, and after-sales support for their products".[20] As a result of the changes in industry and also under influence of significant changes in society, governmental agencies too are subject to changes. They have to rapidly reshape themselves into nimble and flexible organizations which put the interests of citizens central, a movement which is known as New Public Management.[21] On top of this, there is growing consensus that effective approaches to management offers organizations competitive advantage.[22] As a result, and in the wake of the landmark book In Search Of Excellence and the recent bestsellers Built To Last and Good to Great[23], there has been a strong interest among managers in identifying the characteristics of high performance to help them in their quest for excellence.[24]

2. The search for the HPO

In order to deal with extreme competition, there has been a strong interest among managers in identifying the characteristics of HPOs. The results of the search for these characteristics have been documented widely in both academic and popular management literature, but there seems to be no consensus on the characteristics as each study found new ones. There currently is not even one commonly definition for the HPO, giving raise to many designations: the accountable organization, the adaptive enterprise, the agile corporation, the flexible organization, the high performance work organization, the high-performance work system, the high reliability organization, the intelligent enterprise, the real-time enterprise, the resilient organization, the responsive organization, the robust organization, and the sustainable organization.

When reviewing the articles and books written on HPOs, it is conspicuous that many different characteristics are found. It seems it depends on the angle of research or on the personal views and interests of the researchers what type of characteristics are found. This makes it difficult to distinguish an overall set of characteristics which describe a HPO in general. This research paper aims at giving direction to future research into HPOs by comparing the studies done in this field in a descriptive review. Aim of the review is to identify among the studies common characteristics or at least common themes that seem to be part of an HPO. These characteristics or themes can subsequently be studied on their validity and will consequently guide managers as to which actions they need to take to lead their organizations to superior results. As the study was broad in design, i.e. studies originated from a wide variety of sectors, industries, time periods, countries, the research question dealt with in this paper can be formulated as follow: *What are the common themes, derived from practical research, which seem to have a positive influence on the performance of organisations (both profit and non-profit, in all industries)?*

Criteria for including studies in the research were:
1. The study was aimed specifically at identifying HPO characteristics or best practices in certain aspects (like processes, human resources, or technology) which are explicitly linked to achieving high performance.
2. The study consists of either a survey with a sufficient large number of respondents so that its results can be assumed to be (fairly) generic, or of in-depth case studies of several

companies so the results are at least valid for more than one organization. The study preferably contains more than one industry in more than one country because multiple industries, sectors and countries provide a broader base of knowledge.

3. The study employed triangulation by using more than one research method (f.i. a questionnaire and interviews).

4. The written documentation contains an account and justification of the research method, research approach and selection of the research population, a clear analysis, and clear retraceable conclusions and results. This way the quality of the research method can be assessed.

For the literature search, the Business Source premier, Emerald and Science Direct databases were reviewed, and Google was also used to look for relevant sources. As search words the various terms mentioned at the beginning of this chapter were used. In addition, books were reviewed, most of these from the business and management fields. Based on the four search criteria, the literature search yielded 290 studies which satisfied the criteria completely or partly. Three types of studies can be distinguished:

A. A study which satisfies all four criteria. These studies form the basis for the identification of HPO-characteristics. 105 of these A-studies were found.

B. A study which satisfies criterion 1 and 2 but not criterion 3 and only partly criterion 4, because although the research approach seems (fairly) thorough there is no clear description and justification of the method used. These studies form additional input in the identification of HPO-characteristics. 66 of these B-studies were found.

C. A study which basically satisfies criterion 1 and 2 but criterion 3 and 4 not at all, so there is no basis for generalizing the study findings. These studies can be usable as reference and support for HPO-characteristics identified in category A and B studies. 119 of these C-studies were found.

No further evaluation of the content quality of the studies themselves was undertaken because of the large number of studies and the fact that this was a descriptive review (not a systematic review).

The 290 studies were summarized by the author and two additional persons, so in total three researchers. The type of the study was decided by the researcher who made the summary of that particular study. The type was subsequently reviewed and approved by one of the other researchers. In the summary, the research methods used in the study, the research population

of the study, and the main findings of the study were described. Appendix 1 contains a list of the 290 selected studies. Appendix 2 provides per study a brief description of the research methods used in the study and the research population of the study. Appendix 3 lists, for each of the 290 studies, the elements the authors of the study gave as being important for becoming a HPO.
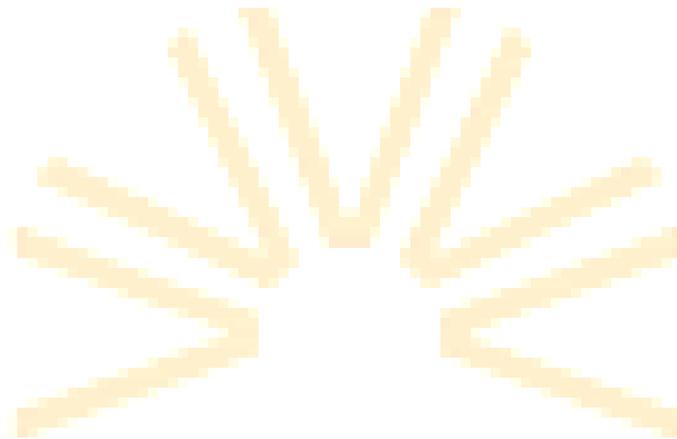
3. Description of the HPO

Based on the literature review it was possible to draft a working definition of the HPO, to identify what the value of a transition to the HPO is, and what the differences between the research approach described in this paper and those in other prominent HPO studies is.

3.1   Definition of the HPO

In the literature many different definitions of a high performance organization can be found. Often it is described in the sense of what it has achieved or consists of: strong financial results, satisfied customers and employees, high levels of individual initiative, productivity and innovation, aligned performance measurement and reward systems, and strong leadership.[26][5]Because, as stated earlier, researchers approach the topic of high performance from different backgrounds and angles and with different goals, it makes sense there is not yet a consistent definition of a HPO. A way forward is to identify common themes in the definitions given in the studies listed in Appendix 1, and to compose a definition based on these common themes.

When the definitions in the literature are combined, the following themes can be discerned:
– a HPO achieves sustained growth, over a long period of time, which is better than the performance of its peer group;[26]
– a HPO has a great ability to adapt to changes;[27]
– a HPO is able to react quickly to these changes;[28]
– a HPO has a long-term orientation;[29]
– the management processes of a HPO are integrated and the strategy, structure, processes and people are aligned throughout the organization;[30]
– a HPO focuses on continuously improving and reinventing its core capabilities;[31a]
– a HPO spends much effort on improving working conditions and development opportunities of its workforce.[31b]

Based on the common themes, the following definition of a HPO is proposed:

> **A High Performance Organization is an organization that achieves financial and non-financial results that are better than those of its peer group over a period of time of at least five to ten years.**

3.2 Value of the HPO

In Exhibit 1, the financial and non-financial returns an HPO has, versus it competitors or comparable organizations, are listed. The returns have been identified by taking the returns given in 18 category A studies. After comparison, the common denominator has been chosen as a range, i.e. the improvement percentages in performance indicators an organization can expect when achieving the HPO status. Only those KPIs have been included in the range which have been measured in more than one study. The estimation of the range is conservative, therefore large outcomes have not been included in the calculation. On the basis of the comparison, an organization can expect the following improvements versus its competitor: **revenue growth** will be **4 to 16 percent higher**; **profitability 14 to 44 percent better**; **ROA, ROE, ROI** and **ROS 1 to 25 percent higher**; and **TSR 4 to 42 percent higher**.

Performance	HPO versus non-HPO (%)
Revenue growth	+ 4 to 16
Profitability	+ 14 to 44
ROA	+ 1 to 12
ROE	+ 9 to 25
ROI	+ 15 to 26
ROS	+ 2 to 18
TSR	+ 4 to 42

Literature source (category A studies)
1.   Corporate culture and performance - J. P. Kotter and J. L. Heskett (1992)
2.   Built to last - J. C. Collins & J. I. Porras (Harper Collins, 1994)
3.   Hidden champions – H. Simon (1996)
4.   Competing on the edge, strategy as structured chaos – S.L. Brown and K.M. Eisenhardt (Harvard Business Press, 1998)
5.   High performance work systems and firm performance– B.E. Becker and M.A. Huselid (1998)
6.   Strategies for high performance organizations – E.E. Lawler III, S. A. Mohrman and G.E. Ledford jr. (1998)
7.   Survival of the Smartest - H. Mendelson and J. Ziegler (1999)
8.   Good to Great – J. Collins (2001)
9.   Practice what you preach – D. H. Maister (2001)
10. The new market leaders – F. Wiersema (2001)
11. Follow this Path - C. Coffman, G.Gonzalez-Molina, A. Gopal (2002)
12. Are the 100 best better?– I.S. Fulmer, B. Gerhart and K.S. Scott (2003)
13. What Really Works - Joyce, Nohria and Roberson (2003)
14. Stretch!– G.K. Deans and F. Kroeger (2004)
15. The democratic enterprise – L. Gratton (2004)
16. What's your corporate IQ? – J. Underwood (2004)
17. Managing for the long run - Miller, D. and I. Le Breton-Miller (2005)
18. The enthusiastic employee- Sirota, D, L.A. Mischkind and M.I. Meltzer (2005

Growth in financial KPI:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Range
Market share			+56																X
Operating income													+304				+8.5		X
Profitability	+755										+44				+14-27		+33		**+14 - 44**
Revenue	+516			+15			+16-21			+300	+70		+332	+4.2-14.4			+12.6-15		**+4 – 16**
ROA						+12-34						+1-3	+261		+3-12		+1.5		**+ 1 – 12**
ROC																	+5.9		X
ROE						+38-50									+10-25		+9.4-21		**+ 9 – 25**
ROI						+15-26							+164			+50			**+ 15 – 26**
ROS						+18-25											+1.8-5.5		**+ 2 – 18**
Share price	+827																		X
Stock return		+566						+741										+20	X
TSR					+34.5	+18-108				+11.5-26.7		+41.9-183.4	+883				+4.4		**+ 4 – 42**
Value														+8.6-25.1					X
Growth in non-financial KPI:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Range
Customer loyalty									+6.3		+76								X
Employee satisfaction									+6.1										X
Personnel	+246																		X
Productivity											+70								X
Safety											+78								X

Exhibit 1: Range of returns for HPOs

3.3 Difference with other HPO Studies

The difference in approach between the research described in this paper and studies such as carried out by people like Peters and Waterman and Jim Collins is rather large. These researchers, and many others, made a selection, based on financial analyses, of organizations that perform well or excellently in a certain sector and then compared them to competitors that did not perform as well. It is from these comparisons that they then determined the distinguishing characteristics. The weak point of this approach is the first selection: if this is not made carefully (enough), the validity of all other study results can be impugned. And there is always an element of coincidence: Was the correct information available and was the selection made based on the right criteria? Accenture is currently conducting a large-scale and many-year study in this manner, whereby the focus is on good performers among organizations quoted on the stock exchange. A disadvantage with many of the studies (as that of Accenture) is that it is hardly possible to control what exactly is being studies and how this is processed (statistically or not). As far as it is known, none of the studies were validated by other researchers or scientific institutions. Moreover, many studies concentrate on the Western - read "American" - profit market and the Eastern countries and developing countries are usually not considered, which makes universal generalization a problematic issue.

In the research described in this paper no selection was made in advance. A very broad literature study was performed whereby studies from as many scientific disciplines as possible were involved and the professional literature was also thoroughly studied. Such comprehensive literature research was not conducted in any other study. This guarantees that in principle all sorts of elements - structure, human, emotional, strategic, material, resources, HRM, etc. - were included. Also the literature study encompasses many industry sectors and branches, not only in the for-profit sector, and in all countries, including in Asia and the developing countries. Openness is always observed: it is clearly documented how the study was conducted and how the data were analyzed and processes and regular presentations are given about this at scientific conferences. This is the scientific way, because research needs to be validated, something that was done for the Center by Cranfield University (Dr. Veronica Martinez).

<u>Difference with the INK Model and EFQM Model</u>

The EFQM model is a widely used management model and is intended for organizations to conduct a self-evaluation. Often these self-evaluations are performed by auditors in order to get the most independent picture possible of the organization. By using the INK model (which is the translation of the EFQM model for the Netherlands) the maturity of the organization is determined and points for improvement are identified. The model helps organizations focus on areas where improvements are possible. The Instituut Nederlandse Kwaliteit (INK) (Dutch Institute for Quality) has the objective of stimulating Dutch organizations to work on quality assurance (total quality). To this end, the institute developed the so-called INK management model, which is based on the European Foundation of Quality Model (EFQM).

The EFQM management model has nine focal areas. Four results areas, each of which has its own group of interests: end results, appreciation by customers, appreciation by employees and appreciation by society (people and organizations in the direct surroundings, governments and social partners). Five organizational areas: leadership, policy and strategy, personnel management, middle management and management of processes. In a diagnosis one can determine of each focal area how the organization is doing in the focal area and where improvements are possible. Managing an organization according to the guidelines of the INK management method has the following characteristics:

- Management of the organization is a derivative of the mission and the strategic objectives of the organization.

- Attention is paid to both the results as well as the internal organization.

- There is continuous focus on what is truly important for the organization.

- Attention is paid to both the short term as well as the long term.

- The planning and control cycle is a continuous process: the INK management model requires regular evaluation and reassessment.

- Introducing and using the INK management model is a learning process that takes years, during which the organization becomes continually better.

The EFQM model is not scientifically based and, as far as is known, no research has been done regarding the extent to which it improves the results of an organization The EFQM model in particular stresses healthy business management but not so much high performance. The

EFQM model has long had a static character and few adjustments and improvements were made to the model, but recently the INK institute began to move up and an initial attempt was made to expressly involve the "soft" elements of business management in the model. However, this is still in its first phase of development and has certainly not yet been made concrete.

Biggest Differences with the HPO Study:

- Not scientifically based

- Model is primarily intended for improving operational management

- Model is primarily limited to improving structural aspects of an organization

- The EFQM model does not form an HPO framework

Difference with Six Sigma

Six Sigma is a quality management approach for improving the operational performance of an organization by identifying and improving shortcomings in the processes of an organization. Six Sigma builds upon existing improvement methods, whereby statistical process control (SPC) is partially considered as the underlying approach. Literally, Six Sigma is defined as a measure of error. At a value of 60 (sigma), the number of defects is not more than 3.4 per million possibilities. At 40, for example, the number of defects is 6,200 per million possibilities, thus much higher. In this sense the value of 60 is the symbol for striving for (near) perfection. The underlying philosophy is that processes can only be controlled and improved if there is insight into these processes. This requires descriptions and measurements. Six Sigma is based on statistical thinking. In addition, a fixed methodology is used to resolve problems, namely the DMAIC methodology. DMAIC is an acronym for Define-Measure-Analyze-Improve-Control. DMAIC can be generically applied to every business process.

Biggest Differences with the HPO Study:

- Not scientifically based

- Model is primarily intended for improving operational management

- Model is primarily limited to improving structural aspects of an organization

- Six Sigma does not form an HPO framework

Difference with the Balanced Scorecard

The Balanced Scorecard is a type of development method for a performance management system that uses critical success factors and performance indicators in a special reporting layout. The Balanced Scorecard was developed in order to help management chart the performance of an organization. The Balanced Scorecard was created in at the beginning of the 1990s from a study conducted by Kaplan and Norton in cooperation with a number of prominent companies, including Apple, General Electric and DuPont. The reason for the study was the need of these companies to better respond to rapid changes that occurred in the markets in which they were active. The traditional performance measurement, based on (almost exclusively) financial information, provided sufficient support for this. Especially the possibility of tracking the degree to which the strategic objectives were achieved was missing. The Balanced Scorecard was introduced in three articles in the Harvard Business Review (Kaplan and Norton; 1992, 1993 en 1996).

With the Balanced Scorecard, an organization reviews its performance from four different points of view which together give management the possibility of tracking the performance in a balanced manner: innovation of products and services and personnel (including employee learning and growth), effectiveness of processes, customer experiences (including customer satisfaction) and financial results. The emphasis of the Balanced Scorecard is on the balance between financial and non-financial information, between external and internal information and between short-term and long-term information. Through this managers get a balanced overview of performance indicators that allow them to find out the cause and outcome of actions that have been undertaken and results that have been achieved. The developed critical success factors and performance indicators are classified into one of four perspectives. The innovative perspective measures how often an organization introduces new products, services and processes. The internal perspective measures the effectiveness of the processes that an organization applies in order to create value. The customer perspective measures how customers evaluate their interactions with the organization: Does the organization have added value for them? The financial perspective measures the bottom line, such as intended revenue growth, desired margins and return and other financial goals.

Biggest Differences with the HPO Study:

- Not scientifically based

- Model was initially only intended as an improved reporting tool and was later developed as a strategic development method

- Model is primarily limited to improving structural aspects of an organization

- The BSC does not form an HPO framework

Difference with the Great Places to Work

The services offered by the Great Place to Work® Institute, founded in 1991, are based on the over twenty years of research initiated by Robert Levering and Milton Moskowitz, and first presented in their book The 100 Best Companies to Work for in America 1984 Edition (Addison-Wesley 1984). A great place to work is defined as 'a place where employees trust the people they work for, have pride in what they do, and enjoy the people they work with'. A great workplace is measured by the quality of the three, interconnected relationships that exist there: the relationship between employees and management, the relationship between employees and their jobs/company, and the relationship between employees and other employees. The research results now form the basis of work lists with which companies are ranked yearly on Best Workplaces and Best Companies to Work For rankings.

The research results are based on interviews with hundreds of employees from 125 American companies. No information can be found on the selection criteria of the companies nor the people interviewed, the interview questionnaire, or the way in which the interviews were analysed and how the results were derived. The premise of the research is that enhancing the workplace brings better results. As the website of the Great Place to Work® Institute states: "In a great workplace, how people are treated is important. Creating a great working environment is considered a valid objective of the company. This contrasts with the conventional business assumption that the only legitimate objective of a company is to increase profits. In a great workplace, both goals are seen as compatible. Indeed, good employers that create the best possible workplace may enhance a firm's ability to perform well financially." However, both the books and website of the Great Place to Work® Institute only gives anecdotal evidence of improved performance.

There is however other research which uses the Great Place lists to identify whether improved performance is achieved: S. Fulmer, B. Gerhart and K.S. Scott (2003), Are the 100 best better? An empirical investigation of the relationship between being a "great place to work" and firm performance, *Personnel Psychology*, 56: 965-993. In this research, the '100 Best Companies to Work for in America' list of Fortune (1988) was the source of the best companies in this research. For the list, 238 companies were invited to submit information by distributing a 55-item survey (called the Great Place to Work Trust Index) to 225 randomly chosen employees. This survey measures a broad range of attitudes, including credibility, respect, fairness, pride and camaraderie. Each company was also asked to fill the People Practices Inventory, a 29-page company-level questionnaire. Companies for which no financial information and stock returns data was available were eliminated. Eventually, 50 companies were left over for which the relation between their scores on work practices and financial return (return on assets + stock returns) over 5 years (1995 – 2000) was looked at. The results were: (1) companies included on the 100 Best list exhibit better performance (ROA and market-to-book value of equity) relative to other companies because of their emphasis on establishing strong employee relations; and (2) companies included on the 100 Best list exhibit better performance (stock returns) relative to other companies when considering cumulative (longer-term) returns, but not consistently for annual returns.

Biggest Differences with the HPO Study:

- Not scientifically based

- The Great Place to Work index focuses on the employee side of the organization, and is therefore not an all-encompassing framework for excellence

- The Great Place to Work index is used to publicly rank companies and to hand out awards for the best companies

4. The HPO Framework

In order to be able to categorize the characteristics of a HPO, the framework of Kotter and Heskett (1992) is combined with that of Scott Morton (2003).[32] The Kotter and Heskett framework defines four factors which influence the behaviour of people in organizations: organizational culture; organizational structure, consisting of formal structure, systems, processes and policies; leadership of the organization; and external orientation, consisting of competitors, and public and legislative organizations. Scott Morton's framework enlarges the external environment factor by adding customers, suppliers and partners, and broadens the framework by putting individuals & roles into it and by specifically adding strategy, organizational design and technology to the organizational structure factor. The factors in the resulting framework (Exhibit 2) together influence the degree in which organizational members exhibit performance-driven behaviour which in turn designates whether the organization is a HPO.[33]
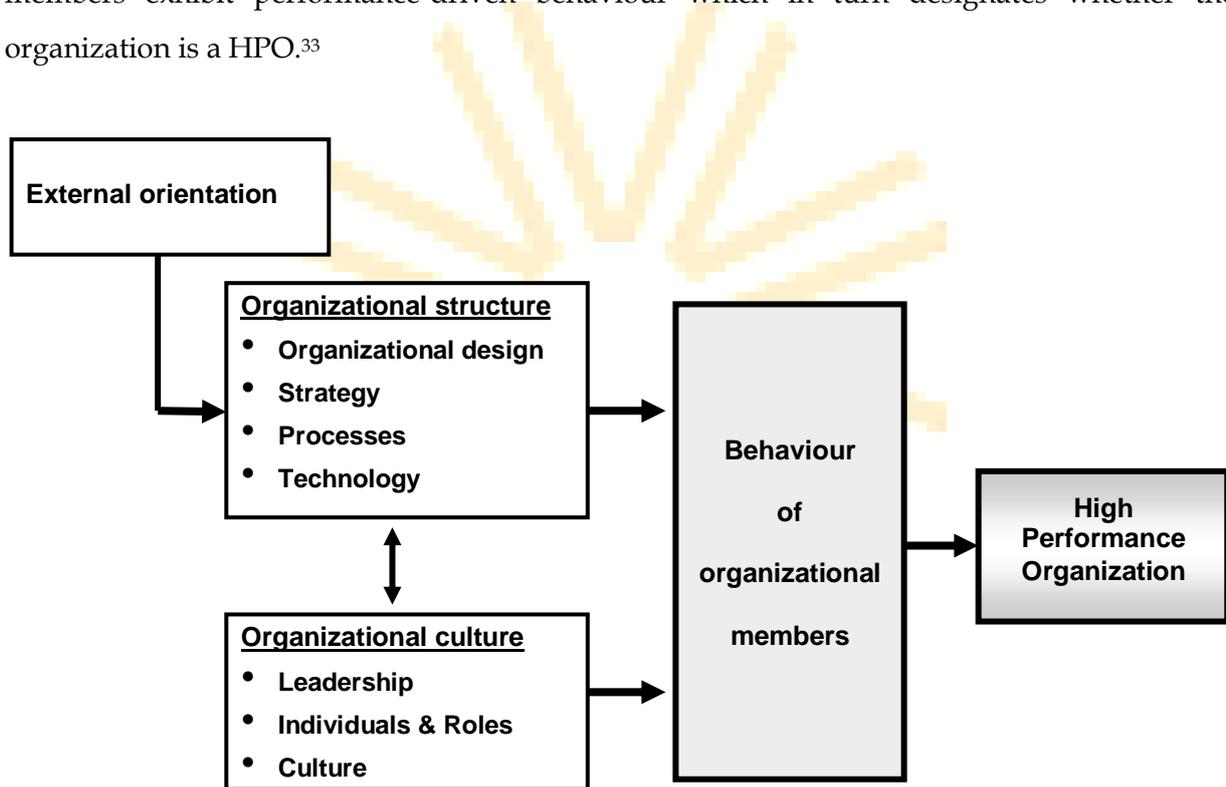

Exhibit 2: Framework with the eight factors influencing high performance

The method used to identify the HPO-characteristics is as follows. For each of the 290 literature sources the elements the authors of the study gave as being important for becoming a HPO were identified. These elements were transferred to a matrix in which they were classified in one of the factors of the framework.[34] Because every author used a different

terminology in his study, the elements were grouped into categories within each factor. Subsequently, a matrix per factor was constructed in which each category constitutes a characteristic. For the first 90 studies this process was repeated by an external academic. The results of the review were discussed during a half day session with the author to reach consensus. This consensus was reached immediately for 95 percent of the categorised studies, consensus on an additional 3 percent was reached quickly after clarifying some questions and mistakes, and on the remaining 2 percent consensus was reached after discussion. After this, for each of the characteristics the 'weighted importance' was calculated, i.e. how many times it occurs in the various study types. Finally, the characteristics which had a *weighted importance of at least six percent* were chosen as the HPO-characteristics that potentially make up a HPO. Appendix 4 gives the matrixes for each framework factor, and explains in more detail the calculation method.

4.1   Organizational Design Characteristics

The table underneath lists the HPO-characteristics for organizational design in order of importance. This paragraph gives an overview of the underlying elements per design characteristic.

Organizational design characteristics
D1.   Stimulate cross-functional and cross-organizational collaboration.
D2.   Simplify and flatten the organization by reducing boundaries and barriers between and around units.
D3.   Foster organization-wide sharing of information, knowledge and best practices.
D4.   Constantly realign the business with changing internal and external circumstances.

Stimulate cross-functional and cross-organizational collaboration by making teamwork and collaboration top priorities of management and managerial teamwork and cooperation standard throughout the enterprise. Create self-managing (global) cross-functional business teams and then foster teamwork by stressing the importance of these teams for the performance of the organization. Develop team feeling by creating team commitment, getting everyone on the same team, and establishing shared responsibility. Stimulate functional interaction and cooperation by promoting cooperation, developing warm, interesting and cooperative relationships between organizational units and their people, emphasizing long-

term internal partnerships, creating and sustaining a collaborative working environment, and fostering high levels of collaboration.

Simplify and flatten the organization by reducing boundaries and barriers between and around units, and by removing hierarchical layers and vertical boundaries. This way, the enterprise becomes more and more boundaryless. Get rid of bureaucracy and fight organizational complexity by simplifying organizational structures. Eliminate redundant organizational layers and bureaucratic structures and reduce barriers between units. Use sharply defined business units with autonomous managers less and less.

Foster organization-wide sharing of information, knowledge and best practices by creating the infrastructure and incentives for this. Set-up structures and a shared knowledge base to collect and translate knowledge and best practices company-wide. Actively manage the sharing process is. Deliberately cultivate and utilize new ideas and knowledge from everyone in the firm.

Constantly realign the business with changing internal and external circumstances by setting up an adaptable business model which is easily altered based on opportunities and chances in the external environment and shifts in customer values, buyers needs and market conditions Commit to continuous realignment, regularly changing of organizational structures, and reinventing of the business design at least every five years.

4. 2 Strategy Characteristics

The table underneath lists the HPO-characteristics for organizational strategy in order of importance. This paragraph gives an overview of the underlying elements per strategy characteristic.

Strategy characteristics
S1. Define a strong vision that excites and challenges.
S2. Balance long-term focus and short-term focus.
S3. Set clear, ambitious, measurable and achievable goals.
S4. Create clarity and a common understanding of the organization's direction and strategy.

> S5. Adopt the strategy that will set the company apart.
>
> S6. Align strategy, goals, and objectives with the demands of the external environment and build robust, resilient and adaptive plans to achieve these.

Define a strong vision that excites and challenges by developing an envisioned, meaningful and compelling persuasive vision and mission based on a winning strategy or big idea and a broad picture of the direction the enterprise has to go. Continuously sell the vision so organizational units become united by common goals, a shared ambition and an overarching purpose. This way, the organization is mission and 'feel'-driven, not numbers-driven.

Balance long-term focus and short-term focus in order to safeguard the long-term continuity of the business and its contribution to the world, while at the same time obtaining short-term results which makes it possible to plan against possible futures. Manage seemingly paradoxical values by effectively balancing short-term operations with medium and long-term development and growth, and long-term strategy with short-term action taking.

Set clear, ambitious, measurable and achievable goals which raise aspiration levels and thereby create a sense of stretch. Set 'outrageous' targets without creating demotivation, do not tolerate 'dog businesses', and weed out everything which takes the focus of the goals.

Create clarity and a common understanding of the organization's direction and strategy which results in a commonly held strategic mind-set among organizational members. Make sure everybody understands the strategy and knows what matters most. Creates company-wide understanding of individual, group, departmental and divisional contributions, and clarity of purpose and action.

Adopt the strategy that will set the company apart and build it gradually and consequently thereby creating widespread opportunities and quantum breakthroughs. Especially look for high-risk, high-reward opportunities. Develop many new options and alternatives to compensate for dying strategies.

Align strategy, goals, and objectives with the demands of the external environment so corporate renewal is always based on customers' need. Maintain antennae to address critical realities and fine-tune the strategy to changes in the marketplace. The strategies can only be achieved

by *building robust, resilient and adaptive plans*. Apply scenario thinking and 'what-ifs', and draft resilient strategies and plans tailored to the levels of uncertainty in the environment. When making the plans, be more interested in resilience than in optimization.

4.3 Process Characteristics

The table underneath lists the HPO-characteristics for the organizational processes in order of importance. This paragraph gives an overview of the underlying elements per process characteristic.

Process characteristics
P1. Design a good and fair reward and incentive structure.
P2. Continuously innovate products, processes and services.
P3. Continuously simplify and improve all the organization's processes.
P4. Create highly interactive internal communication.
P5. Measure what matters.
P6. Report to everyone financial and non-financial information needed to drive improvement.
P9. Strive for continuous process optimalization.
P8. Strive to be a best practice organization.
P9. Deploy resources effectively.

Design a good and fair reward and incentive structure which reinforces the design, core values and strategy of the organization and supports a performance culture. Treat organizational members justly in relation to basic conditions of employment by compensating them fairly. Base the compensation structure on respect and trust, not on money. Be creative and flexible with rewards by explicitly using intrinsic rewards which are meaningful (fun, growth, teamwork, challenge, accomplishment). Reward people's achievements with praise and pay-for-performance, but also address poor results. Create compensation practices and programs which accurately reflect organizational performance by tying them to measures. Make sure the relation between reward and performance is transparent. Rewards are based on relative long-term performance and on results, not efforts. Employ rewards that emphasize the group over the individual. Reward appropriate risk-taking and failure, and telling the truth. Have a minimum threshold below which no incentive is paid but also do not have a cap on payouts of incentives. Therefore budget for variable pay.

Continuously innovate products, processes and services thus constantly creating new sources of competitive advantage. Rapidly develop new products and services to respond to market changes. Foster generating new ideas and excel at implementing these. Encourage creativity through cultivating an environment of learning, openness to change, challenging of old methods, an attitude of continuously seeking improvement, and an obsession with innovation. Experiment widely with a few chosen ideas. Continuously innovate current core activities while simultaneously developing new activities, and look for both incremental and disruptive innovations.

Continuously simplify and improve all the organization's processes to improve its ability to respond to events efficiently and effectively. Look for ways to be more efficient by eliminating unnecessary procedures, work, and all forms of excess and waste, and standardizing and simplifying remaining work. Keep the processes relevant and simple, and fight information overload. Use just-in-time processes, right-size processes and reengineer processes to improve speed. It helps to apply a strong systems perspective, thinking lean about every aspect of work, and not focus on the plan but on the process. Become adept at rapidly designing and installing new ways of working.

Create highly interactive internal communication through which a continuous and open information exchange takes place. Clearly communicate the strategy and the results achieved to spread conviction. Create new channels of communication and use these as a driving engine to create commitment. See communication as an ongoing senior management responsibility. Drive clarity deep into the organization.

Measure what matters by developing a model of the business that links overall goals to specific things the organization needs to control and therefore needs to measure with key success factors. Rigorously measure progress, consequently monitor goal fulfilment and confront the brutal facts. Live by a balanced scorecard performance culture that is taken seriously at all organizational levels. Make ongoing performance improvement inevitable by incorporating it into a disciplined measurement-based process. Abandon the measures inherited from the past and start using customer-centred measures and measures that look into the future. Focus on output, not input. Design measures that are objective, timely, understandable and easy to calculate. Make performance measurement aligned. Quantify everything up to the personal

level, thus making measurement a part of everyone's job, and provide organizational members with performance transparency.

Report to everyone financial and non-financial information needed to drive improvement, so people can draw logical conclusions from complex information and determine how to use the performance information to reach their goals. Focus hereby on the direct, indirect and cascading effects of what is done in the past. Let facts and measurement triumph over intuition and opinion, focus on what is really going on rather than just on appearances. Share information widely and foster access to it across all boundaries. Deliver it tailored to the needs of the individual. Focus on what is truly important and emphasise 'no surprises'. Adopt a common language and set of methods and standards for collecting data and measuring improvement.

Strive to be a best practice organization by being world-class in everything the organization does. Constantly strive to improve productivity and quality by continuously identifying opportunities for improvement, searching for best practices, and through executing flawless operations. Do everything that is necessary to be(come) competent and fight complacency. Appoint senior process owners to measure, manage and improve processes, and emphasize quality in everything which is done. Frequently assess the overall health of the company, to discover 'loopholes' in operations. Develop an effective benchmarking system, and implement the best ideas regardless of their origin.

Strive for continuous process optimalization by connecting the entire value chain and applying value chain efficiency models. Install a group of spearheaders to take the lead in the optimalization process. Drive optimalization in the entire corporate system, not just in its parts.

Deploy resources effectively to activities that create value. Make resources available when needed, apply continuous planning, and use a flexible planning model and technology.
Spend twice as much time on planning and analyzing as on collecting and validating data. Secure key resources and keep some slack resources. Divert resources from yesterday's products and programs to tomorrow's.

4.4   Technology Characteristics

The table underneath lists the HPO-characteristics for technology in order of importance. This paragraph gives an overview of the underlying elements per technology characteristic.

Technology characteristics
T1.   Implement flexible ICT-systems throughout the organization.
T2.   Apply user-friendly ICT-tools to increase usage.

ICT is crucial to the business in order to be able to extent and leverage the enterprise and neutralize traditional sources of competitive advantage. *Implement flexible ICT-systems throughout the organization* by introducing ICT-systems everywhere in the workplace, creating an accessible and credible database, having back-up systems to take over when accidents happen, and using the internet to share information and streamline transactions. Make sure that every business design that is develop contains a high-level ICT infrastructure design.

Apply user-friendly ICT-tools to increase usage. This can be achieved by developing ICT-systems in close cooperation with users and by cultivating organizational members' receptivity and strategic IT-mindset. In this way, new technologies can be rapidly deployed. Use decision-support systems for quick decision-making, early warning systems, and accessible tools, techniques and processes. Learn organizational members the proper use and application of ICT.

4.5   Leadership Characteristics

The table underneath lists the HPO-characteristics for organizational leadership in order of importance. This paragraph gives an overview of the underlying elements per leadership characteristic.

Leadership characteristics
L1.   Maintain and strengthen trust relationships with people on all levels.
L2.   Live with integrity and lead by example.
L3.   Apply decisive action-focused decision-making.

Leadership characteristics
L4. Coach and facilitate.
L5. Stretch yourselves and your people.
L6. Develop effective, focused and strong leadership.
L7. Allow experiments and mistakes.
L8. Inspire the people to accomplish extraordinary results.
L9. Grow leaders from within.
L10. Stimulate change and improvement.
L11. Assemble a diverse and complementary management team and workforce.
L12. Be committed to the organization for the long haul.
L13. Be confidently humble.
L14. Hold people responsible for results and be decisive about non-performers.

Maintain and strengthen trust relationships with people on all levels by valuing loyalty, treating smart people smart, showing people respect, listening to and asking help from others, learning from others, creating and maintaining individual relationships with people, having belief and trust in others, and exhibiting elemental fairness in the way people are treated. Be and stay in touch with employees by knowing and dialoguing with them. Apply a collaborative, reconciliatory style. Give confidence to people by only criticizing them when they are present or in bilateral conversations, by creating fairness and equity in management decision-making, and by 'fighting to the death' for them. Show organizational members their true value, value their contribution, and recognize them for their achievements. Acknowledge people's efforts to change by giving them credit for it.

Live with integrity and lead by example. Be honest and sincere. Show commitment, enthusiasm and respect. Have a set of ethics and standards. Be credible and consistent. Act boldly when needed. Maintain a sense of vulnerability and don't be arrogant. Keep a perspective in a crisis. Don't put form over function, style over substance, and don't try to win a popularity contest. Solicit strong opinions. Don't focus on the negative and don't be aloof. Pick your battles. Ensure that the values are maintained and value behavioural consistency highly. Set and sustain a high level of ethical and moral behaviour. Display committed executive leadership, by subscribing to specific goals in public. Create congruity between words and actions, between the values that are preached and that are actually lived. Walk-the-talk. Don't

be afraid to do the hard work yourself and endure, don't stop. Be clear about your personal role in executing organizational processes, especially strategy implementation. Be visible as a leader during trying times. Practice what you preach.

Apply decisive action-focused decision-making. Act decisively when trouble is at hand. Avoid over-analysis but come up with decisions and effective actions, while at the same time fostering action-taking by others. Be sure to attach importance to follow-up. Act with speed, boldness and originality but question yourself with every decision what a good business reason is for it. Don't make decisions based on needs and circumstances of the moment: balance thought and action. Be broad-minded, balanced and decisive. Help build systems that turn knowledge in action.

Coach and facilitate employees by being supportive, facilitating them, protecting them from outside interference, and by being available. Don't tell people how to achieve their goals but do give them immediate and concrete feedback on their performance.

Stretch yourselves and your people by setting high standards and stretch goals: keep raising the performance bar. Be competitive, do not be satisfied too soon but balance impatience with a constructive pushing for excellence. Make people proud of the company and give them challenging work.

Develop effective, focused and strong leadership, by effectively communicating the values and making sure the strategy has been received and embraced by organizational members. Explain what you are trying to achieve and share the vision by repeating it and by consistently doing it. Solve conflicts in a constructive manner and dispel concerns before they get out of hand. Spot opportunities and problems early. Be committed to information, have disdain for waste, reject bureaucracy, and embrace simplicity. Pay attention to detail but ignore irrelevant issues that impede progress.

Allow experiments and mistakes. Permit taking risks, be willing to take risks yourself, and see mistakes as an opportunity to learn. Don't cover mistakes up. Establish a tolerance for failure and setbacks. Identify and support risk-takers and create room for them and for mavericks.

Inspire the people to accomplish extraordinary results by applying charismatic leadership, creating a larger-than-life mindset, inspiring all to do their best, and mobilizing individual initiative. Unleash the organization's energies and collective capabilities to maximise workforce productivity. Take pride in one's own and the organization's accomplishments, let people feel they are part of a bigger thing, and inspire them to achieve greatness. Instil in the employees a sense of confidence, collective will, can-do attitude, unified way of thinking, single-minded determination, and emotional energy. Possess a crusading enthusiasm and take time to win people over.

Grow leaders from within by encouraging people to become leaders, filling positions with internal talent, and promoting from within. Carefully choose managers on their purpose-fullness, energy, stamina, and their ability to inspire others. Create leadership development opportunities through job rotation and enrichment programs. Identify high-potentials and emerging leaders and put these in critical business opportunities, thus establishing their worth and thereby creating a pipeline for future leaders.

Stimulate change and improvement by continuously striving for self-awareness and renewal and developing dynamic managerial capabilities to enhance flexibility. Be a leader of the change process by supporting change and creativity and by being personally involved in these. Exhibit behavioural changes yourself. Involve people in moving forward and demand widespread participation and engagement in making the change happen. Adapt the driving leadership style and change processes to evolving conditions, and complement your style to fit these conditions.

Assemble a diverse and complementary management team and workforce to help spot the complexities in operations and to incite creativity in solving them. Make sure to have people who differ in ability, background and personality and who have complementary skills. Focus on getting these people by using differentiated approaches to recruiting, identifying and developing talent. Build a great management team with complementary skills and shared values. Encourage different opinions and scepticism towards established wisdom.

Be committed to the organization for the long haul. This entails balancing common purpose with self-interest, and teaching organizational members to put the needs of the enterprise as a whole first. Align personal interests with group interest. Create long-term relationships of

people with the company. Exercise careful stewardship and focus on the survival of the company. Avoid 'fad-surfing'.

Be confidently humble and serve instead of lead the company. Exhibit the right blend of humility and professional will and keep on learning. Know yourself, your strengths and weaknesses, and recognize your limitations. Be authentic, self-conscience, self-disciplined and modest, to become emotional robust and don't become arrogant. Be committed to discipline and teamwork, and foster discipline by keeping people to their promises.

Hold people responsible for results and be decisive about non-performers. Keep your focus on achievement of results, maintain clear accountability for performance, and make tough decisions. Apply full accountability for results by making people and teams personally responsible. Carefully and thoroughly assess personnel performance (top-down and bottom-up). Hold executives personally accountable, individually and as a team, and make sure they face the consequences of non-performance. Be accountable yourself. Enforce intolerance of mediocrity and deal decisively with under- and non-performers. Don't be afraid to make tough decisions.

4.6   Individuals & Roles Characteristics

The table underneath lists the HPO-characteristics for individuals and their roles in order of importance. This paragraph gives an overview of the underlying elements per individuals & roles characteristic.

Individuals & Roles characteristics
I1.   Create a learning organization.
I2.   Attract exceptional people with a can-do attitude who fit the culture.
I3.   Engage and involve the workforce.
I4.   Create a safe and secure workplace.
I5.   Master the core competencies and be an innovator in them.
I6.   Develop people to be resilient and flexible.
I7.   Align employee behaviour and values with company values and direction.

Create a learning organization by continuously investing in training and upgrading of skills, establishing good management development and top-of-the-line training programs, and constantly identifying and accessing new competencies. Invest profoundly in people by training them to enhance their problem-solving and quality improvement skills, strategic capabilities, and technical and interpersonal competencies. Foster individual growth and achievement by developing self-reliance of people. Encourage learning, probing, and discovering. Learn from the past and by trying a lot of things. Encourage employees' activities outside of their jobs because this fosters creativity. Assess each learning initiative in the context of the organizational culture to ensure effectiveness, and regularly review and measure the value of training tools. Emphasize internal training, on-the-job learning and external coaching. Make training and development mandatory and ongoing. Develop specific training and development tools that work for the organization.

Attract exceptional people with a can-do attitude who fit the culture. First identify precisely the kinds of people you are looking for, and then carefully choose them and retain and subsequently leverage them. Nurture highly talented employees and give bright people space to change and excel. Identify strengths of employees, create clarity of personal ability, and them make use of their talents. Create high standards for hiring and training people, make sure the hiring process supports the culture, and get rid of the people who do not fit the culture. Make sure everybody knows how they have to fit in and whether they now do.

Engage and involve the workforce by involving people in developing vision and values, in inter-active discussions and the decision-making process and communicating to them issues and developments important to the organization. Make the relationship between organization and individual an adult-to-adult one and see them as partners. Work with people to design a desirable future for the company. Foster the personal involvement of people in the business of the organization.

Create a safe and secure workplace by giving people a sense of safety (physical and psychological) and job security. Work on retaining employees and do not layoff people (until it cannot be avoided). Strive for low turnover. Create an enlightened 'welfare state'.

Master the core competencies and be an innovator in them. Decide and stick to what the company does best and keep core competencies inside the firm. Build on these core competencies and

outsource non-core competencies. Ensure that core competencies are the organizational glue and define the right competencies. Push people to develop, sustain and renew unique core competencies.

Develop people to be resilient and flexible. Embrace and accept change as an essential part of doing business and make sure people can cope with uncertainty. Recruit a workforce with maximum flexibility and train it for agility by drawing lessons from the past.

Align employee behaviour and values with company values and direction at all organizational levels. Translate vision into local objectives and let individuals realize they have accountabilities and obligations to themselves and the organization. Know how individual activities and efforts contribute to 'the big picture'. Set clear expectations for group and individual contributions. Align the culture with individual beliefs and values and don't ask employees to sacrifice or compromise personal standards. Create alignment between people's basic values and those of the leadership. Hire people who fit with the values, core competencies and strategic goals of the enterprise.

4.7 Culture Characteristics

The underneath above lists the HPO-characteristics for organizational culture in order of importance. This paragraph gives an overview of the underlying elements per culture characteristic.

Culture characteristics
C1. Empower people and give them freedom to decide and act.
C2. Establish strong and meaningful core values.
C3. Develop and maintain a performance-driven culture.
C4. Create a culture of transparency, openness and trust.
C5. Create a shared identity and a sense of community.

Empower people and give them freedom to decide and act. Devolve decision making authority and give autonomy to operate to organizational members, within clearly established boundaries and constraints on what is allowed and what not. Assign responsibility for operational decision making and performance improvement to individuals and work teams because people with the best information and perspective should make the decisions. Empower

people to let them feel like owners. Balance control with autonomy but restrict checkpoints. Shift from command and control to creating shared mindsets, stretch goals, and empowered colleagues. Establish a climate of choice and create freedom for individuals to develop their natures and express their diverse qualities, but stress that the liberty of individuals should not be at the expense of others. Let people feel free to question and challenge decisions.

Establish clear, strong and meaningful core values and make sure they are widely shared within the company. Become a value-based organization with a common company-wide value system, that balances values with rules. Only make commitments that are aligned with the core values. Also have clear ethics which are supported by organizational policies.

Develop and maintain a performance-driven culture. Don't assume success is permanent, realize that nothing lasts forever, so abandon inertia and complacency and challenge the enemies of a winning mindset. Have a healthy dissatisfaction with the status quo. Focus strongly on getting high excellence in whatever the organization does, and stimulate people to achieve high performance. Enforce performance-driven behaviour and set out to make aspirations reality. Expect disappointments so have discipline in execution and commitment to resilience, thus accomplishing made agreements. Celebrate successes daily.

Create a culture of transparency, openness and trust by establishing a shared understanding, openly sharing information and fostering informality. Demonstrate integrity and openness in all dealings with others, tell the truth, and make sure people have the opportunity to be heard. Encourage open and honest debate and create an information ethos in which errors are reported without fear.

Create a shared identity and a sense of community by 'uniting the tribe'. Cultivate a feeling of corporateness and adopt and foster an 'all for one, one for all' mentality. Nurture a cohesive, caring culture with committed and motivated people. Eliminate politics by establishing a true meritocracy. Create a positive atmosphere and above all have fun.

4.8   External Orientation Characteristics

The table underneath lists the HPO-characteristics for the external orientation of the organization in order of importance. This paragraph gives an overview of the underlying elements per external environment characteristic.

External orientation characteristics
E1. Continuously strive to enhance customer value creation.
E2. Maintain good and long-term relationships with all stakeholders.
E3. Monitor the environment consequently and respond adequately.
E4. Choose to compete and compare with the best in the market place .
E5. Grow through partnerships and be part of a value creating network.
E6. Only enter new business that complement the company's strengths.

Continuously strive to enhance customer value creation by learning what customers want, understanding their values, building excellent relationships with them, having direct contact with them, engaging them, being responsive to them, and focusing on continuously enhancing customer value. Focus on retaining customer loyalty by making customer satisfaction a central goal and value. Identify the key factors that are critical for superior customer satisfaction, and carefully craft forms of feedback for determining customer satisfaction. Create high standards for dealing with clients and demonstrate and promote a culture of customer focus and service. Deliver products and services that consistently meet customers' expectations, and anticipate their unarticulated needs. Partner intimately with major clients and embrace the radical vision of virtual integration with them. Make customers realize the full value of your products and innovations, and collaborate with them to improve value propositions. Constantly identify and access market knowledge about leading-edge customers worldwide and have a continuous stream of data about them. Consistently create high-value image and acceptance among consumers relative to price and performance. In short, be obsessed by the customer.

Maintain good and long-term relationships with all stakeholders. Network broadly, be generous to society, and create mutual beneficial opportunities and win-win relationships. Understand the needs of key stakeholders by being connected with them. Use vision to align and unite stakeholders. Demonstrate significant financial commitment to local economies and environments. Develop a good corporate reputation by focusing on corporate social responsibility. Reconcile different stakeholder needs.

Monitor the environment consequently and respond adequately to shifts and opportunities in the marketplace. Do this by surveying the markets to understand the context of the business, identifying trends and exploring scenarios, capturing external information quickly and accurately, anticipating adversaries through careful study and assessment, and by creating a warning system to spot changes to which the organization must respond quickly. Develop an exceptional sense of reality by becoming highly sensitive to environmental changes and understanding what is happening there and what the implications will be. Watch competitors for signs of change and be ready to act. Deal proactively with externalities and their stakeholders. Anticipate industry oscillations and breakpoints. Pursue and integrate useful information from outside the organization, and connect with other organizations to share information and insights.

Choose to compete and compare with the best in the market place. Always strive for relative success compared to competitors and for obtaining a leading market position. Achieve this by creating a clear competitive advantage and defending it fiercely, and understanding competitor behaviour. Lead the pack in all industry standards and practices. Consistently set the standard and rules so competitors must react. Strive to crush the competition. Know how the products stack up against the competition and price for profitability.

Grow through partnerships and be part of a value creating network. Turn the organization into an international network corporation. Make growth happen with mergers and partnerships. Seek alliance and partnership opportunities for noncore activities. Embrace the vision of virtual integration with suppliers, therefore redesign and streamline interenterprise processes. Find the best partner you can and share a common vision with him.

Only enter new business that complement the company's strengths. For this, have a proactive merger and acquisition strategy and develop a systematic capability to identify, screen and close deals. Have a balanced portfolio, only acquire new businesses that leverage existing customer relationships, and walk away from bad business. Always have an exit strategy.

5. HPO evergreens?

As the research in this paper is inductive of nature, an important question is whether the characteristics of a HPO differ in time. i.e. if the results from the 290 research studies depend on the juncture in time that the research was undertaken.[41] To verify whether there are differences, the 290 studies were divided in two groups: one group of studies performed in or before 1995[39] and one group with studies conducted after 1995. The year 1995 was taken because there is general consensus that around that period the 'new economy' commenced. Globalization took flight in the second part of the nineties, fostered by rapid developments in ICT. At the same time, the workforce became better educated and more articulate. Consequently, speed of business increased quite dramatically while the competitive landscape became fiercer and employees more demanding, increasing the demand son management. As an illustration: from 1972 to 1995 the growth rate of output per hour (a measure of labour productivity) in the USA had only averaged around one-percent per year. However, during the shift to the 'new economy'' growth became much faster: 2.65 percent from 1995-1999.[40] In Exhibit 3, for each of the framework factors the characteristics scoring above six percent in Appendix 5 are listed for both date groupings. It turns out that there is a coverage of 88.7 percent, i.e. almost ninety percent of the findings in the studies done in or before 1995 can be found in the studies performed after 1995. Within the factors there can be a difference in order, probably caused by different emphasis the various characteristics received in each time period. But on the whole the characteristics found in this study seems to qualify as 'evergreens', characteristics that are always important for creating and maintaining an excellent organisation. Although Exhibit 3 cannot be a prediction of the future ("results achieved in the past are no guarantee for future performance"), at least it is a strong indication that these characteristics will be important, at least in this new decade.

	% of total	
	After 1995	Before1995
Design characteristics		
Stimulate cross-functional and cross-organizational collaboration	21.1	6.4
Simplify and flatten the organization by reducing boundaries and barriers between and around units	18.7	0.6
Foster organization-wide information, knowledge and best practices sharing	9.2	3.2
Constantly realign the business with changing internal and external circumstances	6.3	
Strategy characteristics		
Balance long-term focus and short-term focus	16.1	3.8
Define a strong vision that excites and challenges	14.8	17.9

	% of	total
	After 1995	**Before1995**
Align strategy, goals and objectives with the demands of the external environment and build robust, resilient and adaptive plans to achieve these	10.4	
Set clear, ambitious, measurable and achievable goals	9.9	17.9
Adopt the strategy that will set the company apart	9.9	2.6
Create clarity and a common understanding of the organization's direction and strategy	9.0	0.6
Process characteristics		
Design a good and fair reward, promotion and incentive structure	36.5	5.1
Continuously simplify and improve all the organization's processes	25.2	7.7
Measure what matters	23.9	1.9
Continuously innovate products, processes and services	22.5	16.0
Create highly interactive internal communication	22.1	19.2
Strive for continuous process optimalization	18.1	9.0
Strive to be a best practice organization	17.6	16.0
Report to everybody financial and non-financial information needed to drive improvement	17.0	13.5
Deploy resources effectively	9.9	8.3
Technology characteristics		
Implement flexible ICT-systems throughout the organization	6.3	7.7
Apply user-friendly ICT-tools to increase usage	6.2	3.8
Leadership characteristics		
Maintain and strengthen trust relationships with people on all levels	30.8	10.9
Live with integrity and lead by example	29.6	4.5
Develop effective, focused and strong leadership	18.6	15.4
Grow leaders from within	15.7	11.5
Apply decisive action-focused decision-making	15.4	1.9
Inspire the people to accomplish extraordinary results	11.8	7.7
Be confidently humble	11.5	9.6
Stimulate change and improvement	10.9	7.7
Allow experiments and mistakes	10.7	5.8
Be committed to the organization for the long haul	10.0	3.8
Hold people responsible for results and be decisive about non-performers	9.8	
Coach and facilitate	9.6	7.7
Stretch yourselves and your people	9.4	13.5
Assemble a diverse and complementary management team and workforce	8.7	0.6
Individuals & Roles characteristics		
Create a learning organization	42.6	17.3
Attract exceptional people with a can-do attitude who fit the culture	20.8	7.7
Develop people to be resilient and flexible	13.0	1.3
Engage and involve the workforce	11.1	19.9
Create a safe and secure workplace	10.9	7.7
Master the core competencies and be an innovator in them	8.1	9.6
Align employee behaviour and values with company values and direction	7.3	
Culture characteristics		
Empower people and give them freedom to decide and act	43.1	27.6
Develop and maintain a performance-driven culture	15.7	7.7
Establish strong and meaningful core values	13.8	4.5
Create a culture of transparency, openness and trust	10.4	12.2
Create a shared identity and a sense of community	6.1	6.4
External orientation characteristics		

	% of	total
	After 1995	**Before1995**
Continuously strive to enhance customer value creation	40.5	16.7
Maintain good and long-term relationships with all stakeholders	26.0	7.7
Monitor the environment consequently and respond adequately	22.6	9.6
Grow through partnerships and be part of a value creating network	11.8	
Choose to compete and compare with the best in the market place	11.6	16.0
Only enter new business that complement the company's strengths	7.2	

Exhibit 3: Comparison of the factors influencing high performance for two time periods
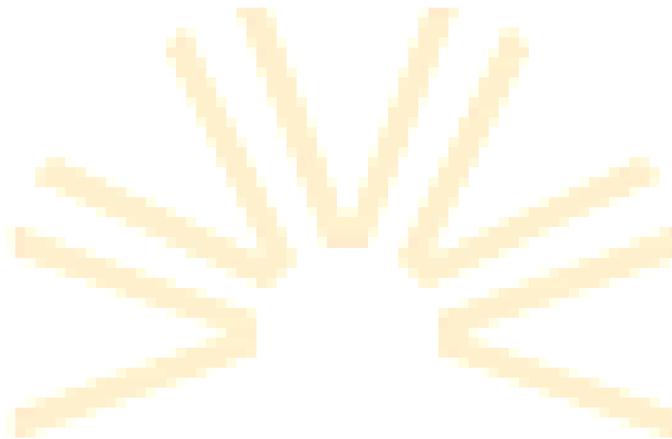
6. Conclusion

There are several limitations to this literature review. Despite an extensive literature search potentially valuable studies might have been missed. In this respect, there is also the usual problem that only published studies have been taken into account which creates a potential bias as unpublished studies might contain different outcomes (Asworth et al., 1992). This problem has been mitigated a bit as working papers have been included. Another potential bias is the presence of subjectivity in the study retrieval process which can occur in the choice of literature sources to include (Asworth et al., 1992). This problem has been alleviated by 'casting the next' as wide as possible during the literature selection process.

In regard to the issue of generalization, we have to take note of Lukka and Kasanen's (1995) remark that "all attempts to make empirical generalizations are inevitably inductive by nature" and thus "we can never be sure whether our reasoning preserves truth or not, as is possible in the case of induction." Also, Martin et al. (1983) state that for generalization companies fundamentally have to be quite similar. Although many institutions worldwide are growing similar in the way they are managed, it still cannot be stated with certainty that they are similar in nature.

The studies used in the research look by definition on what organizations have done in the past, therefore not necessarily giving a guarantee that these characteristics will also be valid for the dynamic future (Morton, 2003). Another limitation is that many organizations characterized as HPOs in the literature started foundering in performance in the years following their being studied and written up as examples (Manzoni, 2004). Examples of this are many of the companies originally described in the book In Search Of Excellence which went (almost) bankrupt in the decade after the publication of the book, and organizations like Enron in the USA, Parmalat in Italy and Ahold in The Netherlands. Although this not necessarily renders the results of this study invalid, it is a clear indication that the HPO framework should not be taken on face value but should be seen as input for management to start working, in a focussed and disciplined manner, on the transition to HPO. It should be remembered however that long-term studies into the birth, survival and death of organizations in America show that "the company equivalent of El Dorado, the golden organization that continuously performs better than the market, never existed, it is a myth" (Foster and Kaplan, 2001). With this, the warning of Strebel (2003) should be taken seriously that "to work effectively, best practice has to be adapted to the specific situation a business is facing.

Because the business and its environment are continually evolving, best practice also has to be adapted to the times. What matters is the right managerial practice, exploiting the right business drivers to adapt to and shape the conditions facing a business over time." The results of this research therefore have to be seen, not as instructions or recipes to follow, but as design exemplars (Aken, 2005) which have to be translated by practitioners to their specific situation by designing a specific variant of the exemplar.

Further research should focus on validating the characteristics found in this study, so organizations can start improving with confidence these elements in their structure, strategy, processes and people. Also, additional research should focus on validating the link between the HPO-characteristics and organizational performance, in order to make sure it is worth their while for companies to improve themselves in the direction indicated in this research paper.

Notes

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28. Garratt, 2000; Quinn et al., 2000; Bossidy and Charan, 2003; Bruch and Ghoshal, 2004; McGee, 2004; Light, 2005

29. Mische, 2001; Underwood, 2004; Maister, 2005; Miller and Breton-Miller, 2005; Siroat et al., 2005; Light, 2005

30. Hodgetts, 1998; Lawler et al., 1998; Kirkman et al., 1999; Lee et. al., 1999; O'Reilly and Pfeffer, 2000

31. a+b: Kling, 1995; Lawler et al., 1998; Garratt, 2000; O'Reilly and Pfeffer, 2000; Weiss, 2000; Doz et al., 2001; Foster and Kaplan, 2001; Mische, 2001; Coffman et al., 2002; Manzoni, 2004; Underwood, 2004; Holbeche, 2005; Siroat et al., 2005

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Appendix 1 – Overview of the selected studies

The 290 HPO studies can be found in the following literature sources:

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Appendix 2 – Overview of the 290 studies

This appendix lists the 290 studies used in the HPO research. For each study the (abbreviated) title, the author(s), the publication date, the research method(s) used, the research population, and the study classification is given.

No.	Study title	Authors	Year	Research method	Research population	Type of study
1	A bias for action	Bruch & Ghoshal	2004	Interviews, questionnaire, case studies	North-American, South-American, Europian and Asian companies	A
2	Beyond Budgeting	Hope & Fraser	2003	Case studies	More than 10 mainly Scandinavian and British profit organisations	A
3	Building the flexible firm	Volberda	1998	Questionnaire	Questionnaire of 23 Duch profit + 19 Dutch non-profit organisations	A
4	Built to last	Collins & Porras	1994	Case studies	Comparing 18 visionary companies with a control group of 'ordinary' organisations	A
5	Competing on the edge	Brown & Eisenhardt	1998	Case studies	Comparing twelf pairs of businesses, from the USA, Europe and Asia	A
6	Contagious success	Annunzio	2004	Questionnaire + interviews	3.104 knowledge workers from the USA, Europa, Asia and Australia	A
7	Corporate culture and performance	Kotter & Heskett	1992	Questionnaire + case studies	Initial questionnaire of 207 American companies. Case studies of 52 (of the initial 207) companies.	A
8	Creative destruction	Foster & Kaplan	2001	Quantative database	A database with data on 1008 American companies from 15 industries for a period of forty years	A
9	Follow this path	Coffman, Gonzalez-Molina & Gopal	2002	Questionnaire	Gallup Organization's study which includes interviews with over 10 million customers, 3 million employees and 200,000 managers	A
10	From global to metanational	Doz, Santos & Williamson	2001	Interviews + case studies	Thirty-six American, Asian and European multinationals	A
11	Global Literacies	Rosen	2000	Questionnaire + interviews	Questionnaire of more than 1000 companies worldwide, interviews with CEOs of	A

No.	Study title	Authors	Year	Research method	Research population	Type of study
					organisations in 28 countries	
12	Good to great	Collins	2001	Questionnaire + follow-up interviews	Qualitative and quantitative analyses during a period of five years on 1435 Fortune 500 companies	A
13	Hidden champions	Simon	1996	Questionnaire + interviews	Mainly German medium and small sized companies	A
14	High performance work systems and firm performance	Kling	1995	Literature study	Overview of the results of 17 studies into high performing organizations	A
15	High performing organizations	Van den Berg & De Vries	2004	Questionnaire + case studies	Questionnaire of Dutch organisations, follow-on case studies of 42 Dutch organisations	A
16	Information and business performance	Owens, Wilson & Abell	1996	Case studies	Interviews and questionnaire at Twelve British companies	A
17	Integrating the enterprise	Ghoshal & Gratton	2002	Case studies	Fifteen large companies from the USA, Europe and Asia.	A
18	Less is more	Jennings	2002	Case studies	Study of several highly productive organisations, identified among 80 worldwide contenders	A
19	Managing for the long run	Miller & Le Breton-Miller	2005	Desk research + interviews	American and European family controlled businesses	A
20	Patterns of Excellence	Samson & Challis	1999	Questionnaire	200 firms worldwide	A
21	Practice what you preach	Maister	2001	Questionnaire	139 offices of 29 firms in 15 countries	A
22	Pressing problems in modern organizations	Quinn, O'Neill & St. Clair	2000	Questionnaire	Questionnaire to 117 organisations	A
23	Revival of the fittest	Sull	2003	Case studies	Six pairs of companies of the same age, location, strategy and organizational structure, in USA, Europe and Asia	A
24	Spearheading growth	Kröger, Träm & Vandenbosch	1998	Questionnaire	Questionnaire of 211 European organizations	A
25	Strategies for high performance organizations	Lawler, Mohrman & Ledford	1998	Questionnaire	Questionnaire of Fortune 1000 (American) companies	A
26	Survival of the smartest	Mendelson & Ziegler	1999	Questionnaire	2000 managers from 164 high-tech companies in Asia, Europe and the USA	A

No.	Study title	Authors	Year	Research method	Research population	Type of study
27	The agile virtual enterprise	Goranson	1999	Focus groups	Focus group involving representatives of 150 firms (small manufacturers, researchers, large multinationals, service companies) within the USA, met 25 times a year for 5 years	A
28	The committed enterprise	Davidson	2002	Interviews	125 organizations in the UK and the USA	A
29	The democratic enterprise	Gratton	2004	Questionnaires	UK business units of seven large companies	A
30	The enthusiastic employee	Sirota, Mischkind & Meltzer	2005	Questionnaires	2,537,656 employees in 237 organizations, mainly from North America and Europe	A
31	The four pillars of high performance	Light	2005	Interviews, questionnaire, document analysis	Interviews with researchers of the research firm RAND and studying of hunderds of RAND reports	A
32	The new market leaders	Wiersema	2001	Questionnaire	Statistical analysis of data of 5009 companies	A
33	The next leap	Bakker, Babeliowsky & Stevenaar	2004	Interviews	Thirteen European multinationals	A
34	What really works	Joyce, Nohria & Roberson	2003	Questionnaire	Analysis of ten years of data on 160 companies in forty industries in the USA	A
35	What's your corporate IQ?	Underwood	2004	Questionnaire	Fifteen international companies	A
36	When good management shows	Accenture	2002	Interviews	Analysis of 850 US companeis + interviews with 35 companies	A
37	Best practices in planning and management reporting	Axson	2003	Benchmarking	Hackett's worldwide database of financial best practices	B
38	By the skin of our teeth	Morton	2003	Interviews	35 profit and non-profit (multi-national) organisations, mainly from the United Kingdom	B
39	Enterprise success	Mosmans	2004	Interviews	37 executives of top Dutch enterprises	B
40	Heads up	McGee	2004	Interviews	Based on a five-year study	B
41	Hidden value	O'Reilly & Pfeffer	2000	Case studies	Descriptions of eight American companies	B
42	High performance delivered	Accenture	2004	Case studies	Studies of high performers in 18 industires	B
43	High-performance work organizations	Kirkman, Lowe & Young	1999	Literature study	Study of 168 literature sources on HPOs	B

No.	Study title	Authors	Year	Research method	Research population	Type of study
44	Integrated management systems	Lee, Shiba & Wood	1999	Case studies	American organizations from seven industry sectors	B
45	Lessons from the top	Citrin & Neff	2002	Interviews	50 business leaders of American companies	B
46	Managing for the short term	Martin	2002	Survyes + interviews	Business executives in more than 50 countries	B
47	Peak performance	Katzenbach	2000	Interviews	25 organisations were interviewed	B
48	Power of performance management	De Waal	2001	Case studies	14 profit and non-profit (multi-national) organisations from the USA, Japan, The Netherlands and the UK	B
49	Profit from the core	Zook & Allen	2001	Case studies, statistical data	200 case studies and a database of 1854 public countries in 7 countries over a 10-year period	B
50	Strategic renewal	Mische	2001	Interviews	Forty different American companies in very different industries were studied and over 24 senior leaders and CEOs were interviewed ands questionnaireed	B
51	The agenda	Hammer	2001	Case studies	Ten year study of emerging business concepts	B
52	The alchemy of growth	Baghai, Coley & White	1999	Desk research + interviews	Companies with big growth, mainly in the USA and some in Europe, Australia and Asia	B
53	The four levers of corporate change	Brill & Worth	1997	Interviews	Interviews with 1000 senior managers and CEOS of leading organizations	B
54	The high performance organisation	Holbeche	2005	Questionnaire	Base on the annual Management Agenda questionnaire which questionnaires people in over 700 organisations	B
55	The individualized corporation	Ghoshal & Bartlett	1997	Interviews	Twenty large companies from the USA, Europe and Asia.	B
56	The knowing-doing gap	Pfeffer & Sutton	2002	Questionnaire	Qualitative and quantative studies + a questionnaire applied at an American restaurant chain	B
57	The living enterprise	De Geus	1997	Desk research	27 'long-living' organisations	B
58	The set-up-to-fail syndrome	Manzoni & Barsoux	2002	Interviews	Fifty superior-subordinate dyads in four manufacturing operations of Fortune 100 companies	B
59	The winning streak mark II	Goldsmith &	1997	Case studies	Twenty four mainly Britsh companies	B

No.	Study title	Authors	Year	Research method	Research population	Type of study
		Clutterbuck				
60	Transforming the company	Coulson-Thomas	2002	Interviews	Executives and top directors from over 2000 companies	B
61	Zoom	Citrin	2002	Desk-research + interviews	Twelve American companies in various industries	B
62	Adaptive enterprise	Haeckel	1999	Interviews	Interview with 3000 executives, between 1994 and 1998 in the USA, who attended business courses	C
63	Beyond world class	Morton	1998	Literature research	Unknown	C
64	Building the management and organizational disciplines to grow	Hewitt	2004	Quantitative research	Double digit growth companies	C
65	Execution	Bossidy & Charan	2003	Personal experience	Conversations with top executives of major USA firms	C
66	Five years of insight into the world's most admired companies	Stark	2002	Questionnaires	Based on the Hay/Fortune research database	C
67	4 Secrets of high performing organizations	Bilanich	2002	Personal experience	Unknown	C
68	From high performance organizations to an organizational excellence framework	Manzoni	2004	Qualitative research	Qualitative findings based on a conceptual framework developed during the study of many organizations	C
69	"Good enough" isn't enough	Weiss	2000	Own observation	Unknown	C
70	High performance companies: the distinguishing profile	Osborne & Cowen	2002	Own observation	Large and small businesses, high-tech anmd low-tech, with commofity products and proprietary products	C
71	In search of European excellence	Heller	1997	Personal experience	Write-ups of case studies of European companies	C
72	Managing the unexpected	Weick & Sutcliffe	2001	Case studies	Study of high reliability organizations like nuclear power plants and aircraft carriers	C
73	Measures of quality & high performance	Hodgetts	1998	Investigative research	Investigative research was performed at 23 American companies, of which 19 were winners	C

No.	Study title	Authors	Year	Research method	Research population	Type of study
					of the Malcolm Baldridge National Quality Award	
74	Profiting from uncertainty	Schoemaker	2002	Personal experience	Personal experience of author with more than 100 consulting projects	C
75	Re-inventing HR	Butteriss	1998	Interviews	Canadian multinationals	C
76	Shaping the adaptive organization	Fulmer	2000	Deskresearch + fieldwork	American organizations	C
77	Six principles for designing the accountable organization	Dalziel, DeVoge & LeMaire	2004	Questionnaires	Study is based on databases and questionnaires, regularly conducted by a consultancy firm	C
78	The boundaryless organization	Ashkenas, Ulrich, Jivk & Kerr	2002	Case study	A conceptual framework, based on 4 years of research at GE, applied at other companies	C
79	The future of work	Malone	2004	Unknown	20 of 'groundbreaking research'	C
80	The healthy organization	Dive	2002	Case studies	Studies of Unilever and Tesco companies in more than 50 countries	C
81	The profit zone	Slywotzky and Morrison	1997	Case studies	Twelve companies with high profitablity	C
82	The quest for resilience	Hamel & Välikangas	1998	Unknown	Based on experience + unknown research	C
83	The service profit chain	Heskett, Sasser & Schlesinger	1997	Case studies?	A five year study among Usa and Uk organizations	C
84	The talent solution	Gubman	1998	Personal experience	Experience + some statistical analysis of data collected at many companies	C
85	The twelve organizational capabilities	Garratt	2000	Personal experience	Unknown	C
86	Thinking inside the box	Lawler	2003	Personal experience	Unknown	C
87	Trajectory management	Strebel	2003	Personal experience	Material from executive courses	C
88	Treat people right	Cheyfitz	2003	Unknown	'In-depth research'	C
89	What the best CEOs know	Krames	2003	Interviews	Interviews with 7 'exceptional' CEOs	C
90	Why CEOs fail	Dotlich & Cairo	2003	Personal experience	Based on coaching of CEOs	C
91	Winning behaviour	Bacon & Pugh	2003	Case studies	Studies of exemplary companies	C

No.	Study title	Authors	Year	Research method	Research population	Type of study
92	The relative power of CEOs and boards of directors: associations with corporate performance	Pearce and Zahra	1991	Interviews + questionnaire	69 manufacturing and 70 service firms from America	A
93	Planned patterns of strategic behaviour and their relationship to business-unit performance	Robinson and Pearce	1988	Interviews + questionnaire	97 American manufacturing companies	A
94	Chief executive scanning, environmental characteristics, and company performance: an empirical study	Daft, Sormunen and Parks	1988	Interviews	50 American small to medium-sized manufacturing companies	A
95	The persistence of abnormal returns	Jacobsen	1988	Databases	241 American firms	A
96	The corporate performance conundrum	Varadarajan and Ramanujam	1990	Desk research	74 'best' companies	A
101	Effects of transformational leadership training on attitudinal and financial outcomes	Barling, Weber and Kelloway	1996	Questionnaire + case study	Managers of 20 branches of a large Canadian bank	A
102	Leadership and organizational performance	Lieberson and O'Conner	1972	Databases	167 publicly owned American corporations	A
103	Psychological characteristics associated with performance in entrepreneurial firms and smaller businesses	Begley and Boyd	1987	Questionnaire	239 members of the Smaller Business Association of New England, USA	A
104	A model of corporate performance as a function of environmental, organizational and leadership influences	Weiner and Mahoney	1981	Databases	193 American manufacturing corporations	A
105	Koplopers en achterblijvers in de bedrijvenwereld	Zwan	1987	Databases	60 prominent Dutch organisations	A
106	Perceptions of firm quality: a cause and result of firm performance	McGuire, Schneeweis and Branch	1990	Questionnaire	113 American companies	A
107	Predicting organizational effectiveness with a four-factor	Bowers and Seashore	1966	Questionnaire	40 Agencies of a American life insurance company	A

No.	Study title	Authors	Year	Research method	Research population	Type of study
	theory of leadership					
109	Profits in the long run	Mueller	1986	Questionnaire	1000 largest US manufacturing firms	A
112	Congruence between pay policy and competitive strategy in high-performing firms'	Montemayor	1996	Questionnaire	Members of the American Compensation Association	A
113	Total quality management as competitive advantage. A review and empirical study	Powell	1995	Questionnaire + interviews	American companies with 50+ employees	A
114	The flexible company. Innovation, work organisation and human resource management	Lund and Gjerding	1996	Questionnaire	Danish private business firms	A
117	The impact of human resource management practices on turnover, productivity, and corporate financial performance'	Huselid	1995	Database	American companies with 100+ employees	A
119	Are the human resource practices of effective firms distinctly different from those of poorly performing ones? Evidence from Taiwanese enterprises	Huang	2000	Questionnaire	35 Taiwanese firms	A
120	A comparison of slack resources in high and low performing British companies	Greenley and Oktemgil	1998	Questionnaire + database	126 British industrial companies	A
121	Diversification and performance: evidence from East Asian firms	Chakrabarti, Singh and Mahmood	2007	Database	3117 firms operating in Indonesia, Japan, Malaysia, Singapore, South Korea and Thailand	A
122	High performance works systems, organizational culture and firm effectiveness	Den Hartog and Verburg	2004	Questionnaires	174 high ranking HR managers of Dutch organizations	A
123	Perceived organizational reputation and organizational performance: an empirical investigation of industrial enterprises	Carmeli and Tishler	2006	Questionnaire	95 Kibbutz-owned industrial enterprises in Israel	A
124	A matter of life and death:	Cefis and Marsili	2005	Databases	3000 Dutch firms manufacturing	A

No.	Study title	Authors	Year	Research method	Research population	Type of study
	innovation and survival					
125	Exploring quality management practices and high tech firm performance	Kaynak and Hartley	2005	Questionnaire	144 American high-tech firms	A
126	High performance work systems, performance and innovativeness in small firms	Kok and Hartog	2006	Telephonic interviews	909 Dutch SMEs	A
127	HP policies in high performing organizations	Smith, Tyson and Brough	2005	Questionnaire	740 HR directors of UK companies	A
128	Drivers of performance in small- and medium-sized firms, an empirical study	O'Regan and Ghobadian	2004	Questionnaire + interviews	194 UK electronic/engineering small firms	A
129	High-involvement work practices, turnover, and productivity: evidence from New Zealand	Guthrie	2001	Questionnaire	164 New Zealand companies	A
130	Innovation is not enough	Baer and Frese	2003	Questionnaire	47 Mid-sized German companies	A
131	Do women in top management affect firm performance?	Smith, Smith and Verner	2006	Database	2500 largest Danish firms	A
132	Diagnosing organizational cultures: validating a model and method	Denison, Janovics, Young and Cho	2006	Questionnaire	160 private-sector organizations from America, Europe, Asia and the Middle East	A
133	Are the 100 best better?	Fulmer, Gerhart and Scott	2003	Database	Fifty out of 'The 100 Best Companies to Work for in America' list	A
134	Why smart executives fail	Finkelstein	2003	Interviews	51 companies worldwide	A
135	Made in China	Sull and Wang	2005	Interviews + case studies	Eight successful Asian companies	A
136	Success against the odds	Sull and Escobari	2005	Interviews + case studies	Ten successful and ten less successful Brazilian companies	A
137	Stretch!	Deans and Kroeger	2004	Questionnaire + interviews/ discussions	Data on 29,000 firms for 14 years and interviews/ discussions with early 1000 executives in Europe, North America and Asia	A
158	Evolve!	Kanter	2001	Questionnaire + interviews + case studies	80 companies on three continents	A

No.	Study title	Authors	Year	Research method	Research population	Type of study
159	Measuring organizational performance	Carton and Hofer	2007	Case study + database	Data on 1500 companies	A
160	Happy-performing managers	Hosie, Sevastos and Cooper	2006	Case study	19 Western Australian organizations	A
162	Think big, act small	Jennings	2005	Database	Data on 50.000 organizations worldwide	A
163	Enduring success	Bailom, Matzler and Tschemernjak	2007	Questionnaire + interviews	German organizations	A
164	The versatile leader	Kaplan and Kaiser	2006	Questionnaire tool	Sample of 5.000 co-workers and 550 middle managers and executives	A
165	Cultures for performance in healt care	Mannion, Davies and Marshall	2005	Questionnaire + case studies	English National Health Service organisations	A
166	Innovative forms of organizing	Pettigrew, Whitting-ton, Melin, Sanchez-Runde, van den Bosch, Ruigrok, Numagami	2003	Questionnaire + case studies	Sample of UK, West-European, Japanese and US organizations	A
232	Measuring and explaining management practices across firms and countries	Bloom and Van Reenen	2006	Questionnaire	732 medium sized manufacturing firms in US, UK, France and Germany	A
233	How does adaptability drive firm innovativeness	Tuominen, Rajala and Möller	2004	Questionnaire	142 firms/SBUs from the member companies of the Federation of Finnish Metal, Engineering and Electrotechnical Industries	A
234	High commitment management and organizational performance in Australia	Knight-Turvey	2005	Questionnaire	275 Australian profit companies employing at least 100 employees	A
235	Corporate reputation and sustained superior financial performance	Roberts and Dowling	2002	Databases	3141 firm-year observations from Fortune's America's Most Admired Companies database	A
236	The strength of corporate culture and the reliability of firm performance	Sørensen	2002	Questionnaire + database	Initial questionnaire of 207 American companies. Case studies of 52 (of the initial 207) companies.	A
237	Strategic decision speed and firm performance	Baum and Wally	2003	Questionnaire + interviews	318 CEOs from the York County, Pa, USA area; 13 were interviewed	A
238	Market orientation, brand	Matear, Grant and	2004	Questionnaire	32 marketing managers from New Zealand	A

No.	Study title	Authors	Year	Research method	Research population	Type of study
	investment, new service development, market position and performance for service organizations	Garrett			service organizations	
239	An empirical study which compares the organizational structures of companies managing the world's Top 100 brands with those managing outsider brands	Hankinson	1999	Questionnaire	46 brand managers and marketing managers of brand companies in the Interbrand Top 100 list + 52 random selected sample of national advertisers not in the Top 100	A
240	Founder-CEOs, investment decisions and stock market performance	Fahlenbrach	2006	Databases	361 US Founder-CEO firms	A
241	Impact of technological, organizational and human resource investments on employee and manufacturing performance: Australian and New Zealand evidence	Challis, Samson and Lawson	2005	Questionnaire	1024 Australian and New Zealand manufacturing sites	A
242	Product innovation, product-market competition and persistent profitability in the U.S. pharmaceutical industry	Roberts	1999	Databases	42 US firms	A
243	Triad lessons: generalizing results on high performance firms in five business-to-business markets	Deshpandé, Farley and Webster	2000	Interviews	592 interviews at 148 publicly and privately held firms in US, Japan, England, France and Germany	A
244	Organizational crisis: the logic of failure	Probst and Raisch	2005	Case studies	57 firms who were first successful and then went into one of the 50 largest firm bankruptcies in Europe and USA or were part of the 50 largest crashes	A
245	Creating desirable organizational characteristics: how organizations create a focus on results and managerial authority	Moynihan and Pandey	2005	Database	274 managers in American state-level primary health and human service agencies	A

No.	Study title	Authors	Year	Research method	Research population	Type of study
246	The 4 principles of enduring success	Stadler	2007	Database	40 European companies older than 100 years that featured in the Fortune Global 500 of 2003	A
247	Understanding the relationship between founder-CEOs and firm performance	Adams, Almeida and Ferreira	2005	Database	336 firms from the 1998 Fortune 500	A
248	Powerful CEOs and their impact on corporate performance	Adams, Almeida and Ferreira	2004	Database	336 firms from the 1998 Fortune 500	A
249	Environmental marketing strategy and firm performance: effects on new product performance and market share	Baker and Sinkula	2005	Questionnaire	243 marketing executives from American firms with a revenue of at least $100 annually	A
250	Competencies and firm performance: examining the causal ambiguity paradox	King and Zeithaml	2001	Questionnaire + interviews	17 organizations from two US industries (8 textile manufacturing and 9 hospitals)	A
251	Tigers, dragons and others: profiling high performance in Asian firms	Deshpandé, Farley and Bowman	2004	Interviews	592 interviews at 148 publicly and privately held firms in US, Japan, England, France and Germany	A
252	Organizational and HRM strategies in Korea: impact on firm performance in an emerging economy	Bae and Lawler	2000	Questionnaire	Subsidiaries of 98 multinational corporations and local firms operating in Korea with at least 50 full-time employees in one business un	A
253	Concern for others: a management attribute of excellent companies	Khumalo	2001	Questionnaire + interviews	7 industrial companies in Zimbabwe	A
254	Information age organizations, dynamics and performance	Mendelson and Pillai	1999	Questionnaire + interviews	102 business units from 81 firms from the computer and electronics industry in North-America, Europe and the Asia-Pacific regions	A
255	The antecedents, consequences, and mediating role of organizational ambidexterity	Gibson and Birkinshaw	2004	Questionnaire + interviews	4195 respondents from 42 business units from 10 multinationals	A
256	Predicting corporate performance from organizational culture	Gordon and DiTomaso	1992	Database	11 US insurance companies	A
97	In search of excellence	Peters and Waterman	1982	Case studies	Fourteen American companies	B

No.	Study title	Authors	Year	Research method	Research population	Type of study
98	Age, experience and corporate synergy: when are they sources of business unit advantage?	Williamson and Verdin	1992	Database	Information subtracted form a database with 377,000 US firms	B
108	Strategy, management design and firm performance	Horovitz and Thietart	1982	Database	400 French, German and British businesses	B
138	Why great leaders don't take yes for an answer	Roberto	2005	Questionnaires + interviews + case studies	Study of 3 subsidiaries of an American defence firm, interviews with 78 business unit presidents, in-depth interviews were held with 35 general managers of firms in the Boston area, and numerous case studies of particular decisions	B
139	Tough management	Martin	2005	Questionnaire	Two weekly questionnaire for two weeks of 2000 senior executives and managers in fifty countries	B
140	Top managers' strategic cognitions of the strategy making process	Wright	2004	Interviews	34 executives on boards and top management teams in 28 high and low performing firms	B
141	Culture in family-owned enterprises	Denison, Lief and Ward	2004	Questionnaire	Twenty family-owned firms and 289 non-family owned businesses	B
142	High performers	Martel	2002	Case studies	25 companies worldwide	B
143	The transparency edge	Pagano and Pagano	2004	Questionnaire	16,000 people who participated in 360-degree assessment, mainly from Fortune 500 companies	B
144	First, break all the rules	Buckingham & Coffman	1999	Questionnaire	105,680 individual employee responses to questionnaires in 2,538 business units worldwide	B
145	Cracking the performance code	The Work Foundation	2005	Questionnaire + case studies	3000 UK firms	B
146	Big winners and big losers	Marcus	2006	Unclear	Thirty-two American big winners and 64 losers	B
167	The road to organic growth	Hess	2007	Database	22 companies	B
168	De winst van productiviteit	Den Hartigh	2007	Database + case studies	Dutch organizations	B
169	Discovering the soul of service	Berry	1999	Case studies	15 service companies	B
170	Praise for results	Neilson and Bruce	2006	Questionnaire	30.000 people	B

No.	Study title	Authors	Year	Research method	Research population	Type of study
		Pasternack				
172	Winning companies winning people	Coulson-Thomas	2007	Questionnaire	194 English companies	B
173	The carrot principle	Gostick and Elton	2007	Database + interviews	Organizations from US, Canada, South Africa, Singapore, Malaysia, Germany, UK, Thailand and Turkey	B
174	The alchemy of growth	Baghai, Coley and White	2000	Case studies	30 companies from Asia, Europe, Australia and USA	B
175	Leadership for sustainable futures	Avery	2005	Case studies	30 German and Swiss organizations	B
176	Deep smarts	Leonard and Swap	2005	Interviews	35 US, Inda and Eat-Asian companies	B
177	Profit or growth	Chakravarthy and Lorange	2007	Databases	5910 global firms	B
178	The growth gamble	Campbell and Park	2005	Case studies + database	66 organizations	B
179	The three tensions	Dodd and Favaro	2007	Database + interviews	1072 companies, of which 20 were interviewed	B
180	Transformational CEOs	Kase, Saez-Martinez and Riquelme	2005	Case studies	Japanese companies	B
181	Firms of endearment	Sisodia, Wolfe and Sheth	2007	Interviews + case studies	28 public companies	B
182	Will and vision	Tellis and Golder	2002	Literature study	Organizations in 66 different markets	B
257	High-performance companies in developing and developed countries: the case of India and the United States	Needles, Powers, Shigaev and Frigo	2007	Databases	226 Indian and 651 American companies	B
258	Success or failure in a globalized economy: a tale of two companies	The Hackett Group	2006	Database	3500 benchmarking engagements at more than 2100 companies around the globe	B
259	Five secrets of high performing organizations	Harpst	2006	Questionnaire	300 US small businesses	B
260	Coevolutionary competence in the realm of corporate longevity	Kwee, F. Van den Bosch and Volberda	2005	Case studies	1 US + 1 Dutch organisation	B
261	Aligning the organization with the market	Day	2006	Questionnaire + databases	347 medium to large US firms	B

No.	Study title	Authors	Year	Research method	Research population	Type of study
262	The winning formula for growth	Kapur, Ferris, Juliano and Berman	2006	Database	1238 companies from IBM database of growth and shareholder return performance	B
263	Reassessing the impact of high performance workplaces	Wolf and Zwick	2002	Database	1400 German establishment	B
264	Effects of styles, strategies, and systems on the growth of small businesses	Chaganti, Cook and Smeltz	2002	Questionnaire + interviews	2 small businesses from Massachusetts, New Jersey, New York and Pennsylvania	B
265	Information technology levels, competence development and performance in Swedish small business enterprises	Vinberg, Gelin and Sandberg	2000	Questionnaire + interviews	10 small enterprises from both the Swedish industrial and service sectors	B
266	Organizational and health performance in small enterprises in Norway and Sweden	Vinberg and Gelin	2005	Questionnaire + interviews	988 respondents at 42 Swedish and Norwegian small business enterprises	B
267	Closing the strategy-to-performance gap	Mankins and Steels	2005	Questionnaire	197 large companies worldwide	B
268	Scaling to Win, new rules for turning size into success	Burwell and Sicklick	2005	Database	3260 publicly traded companies in 102 industries in 46 countries	B
269	Shrinking core, expanding periphery: the relational architecture of high-performing organizations	Gulati and Kletter	2005	Questionnaire + interviews	112 CEOS and executives from Fortune 1000 companies	B
270	Personality and leadership: a benchmark study of success and failure	Havaleschka	1999	Unknown	Personalities of two management teams in Danish companies	B
99	Foundations of corporate success	Kay	1993	Literature study	Unknown	C
100	Strategies of high-performing new and small firms	Cooper, Willard and Woo	1986	Desk research	Challengers versus industry leaders in five American industries	C
110	Leaders. The strategies for taking charge	Bennis and Nanus	1985	Interviews	90 American CEOs	C
111	Managing for excellence. The guide to developing high performance in contemporary organizations	Bradford and Cohen	1984	Questionnaire	200 American managers	C

No.	Study title	Authors	Year	Research method	Research population	Type of study
115	The paradox principles	Price Waterhouse Change Integration Team	1996	Interviews + questionnaire	Executives from multinational companies + data from 2000 business organizations	C
116	Demystifying the development of an organizational vision'	Lipton	1996	Unknown	Selection form the 100 Best Companies To Work For In America	C
118	Empowerment for high-performing organizations.	Guillory and Galindo	1994	Personal experience	Unknown	C
147	Moral intelligence	Lennick and Kiel	2005	Interviews	Interviews with 31 CEOs and 47 other senior executives from the USA	C
148	The exceptional manager	Delbridge, Gratton and Johnson	2006	Desk research	Unknown	C
149	Op naar de top. Waarom sommige managers succesvol zijn en andere niet	Bertrams	2006	Interviews	Thirteen CEOs of prominent Dutch companies	C
150	Guts!	Freiberg and Freiberg	2004	Interviews	American 'gutsy' leaders	C
151	The resilient enterprise	Sheffi	2005	Interviews	Unknown	C
152	Cause for success	Arena	2004	Interviews	Unknown	C
153	Double-digit growth	Treacy	2003	Case studies	American companies	C
154	Leading at the edge of chaos	Conner	1998	Unknown	Unknown	C
155	Driving fear out of the workplace	Ryan and Oestreich	1998	Interviews	260 people in 21 American organizations	C
156	Beyond control	Lachotzki and Noteboom	2005	Unknown	Unknown	C
157	Built to change	Lawler and Worley	2006	Database	Unknown	C
161	Work culture, organizational performance, and business success	Rollins and Roberts	1998	Case studies + databases + questionnaires	20 leading companies	C
171	The power to predict	Ranadivé	2006	Personal experience	Unknown	C
183	The difference	Page	2007	Unknown	Unknown	C
184	Mobilizing minds	Bryan and Joyce	2007	Experience from consultants	Unknown	C

No.	Study title	Authors	Year	Research method	Research population	Type of study
185	The synergy of One	Dreikorn	2004	Personal experience	Unknown	C
186	The self-destructive habits of good companies	Sheth	2007	Case studies + interviews	Unknown	C
187	Six disciplines for excellence	Harpst	2007	Personal experience	Unknown	C
188	How she does It	Heffernan	2007	Interviews	Unknown	C
189	Catalyst Code	Evans and Schmalensee	2007	Experience from consultants	Unknown	C
190	The rise of Spanish multinationals	Guillén	2005	Questionnaires + interviews	Spanish organizations	C
191	Meaning Inc.	Bains and Bains	2007	Interviews	Unknown	C
192	The value motive	Kearns	2006	Personal experience	Unknown	C
193	Edgewalkers	Neal	2006	Personal experience	Unknown	C
194	Grip op ondernemen	Eiffel	2007	Database + interviews	18 Dutch organisations	C
195	Hot Spots	Gratton	2007	Case studies	17 companies	C
196	Outsourcing and management	Tunstall	2007	Literature study	Unknown	C
197	Top class competitors	Garelli	2006	Unknown	Unknown	C
198	The granularity of growth	Vigurie, Smit and Baghai	2007	Databses	Unknown	C
199	The First XI: winning organisations in Australia	Hubbard, Samuel, Cocks and Heap	2007	Questionnaire + case studies	Australian organizations + 14 Australian case studies	C
200	Pieces for Profit	Yeghiaian	2007	Personal observations	Unknown	C
201	The matrix reloaded	Gottlieb	2007	Personal observations	Unknown	C
202	Driven	Frigo and Litman	2007	Personal observations	Unknown	C
203	Bestuurlijke geloofwaardigheid	Lange	2004	Interviews	40 Dutch managers	C

No.	Study title	Authors	Year	Research method	Research population	Type of study
204	Global remix	Scase	2007	Personal experience	Unknown	C
205	Confidence	Kanter	2004	Interviews + personal observations + interviews + questionnaire	Unknown	C
206	How healthy is your organisation	Lövey, Nadkarni and Erdélyi	2007	Personal experience	Unknown	C
207	Met uw familiebedrijf naar de champions league	Lievens and Lambrecht	2007	Personal experience	Belgian organisations	C
208	Performance, the secrets of successful behaviour	Stuart-Kotze	2006	Personal experience	People form North America, Europe, Asia, Africa and Australia	C
209	The ambiguity advantage	Wilkinson	2006	Personal experience	Unknown	C
210	Judo strategy	Yoffie and Kwak	2001	Interviews	Unknown	C
211	The innovators dilemma	Christensen	2005	Unknown	Unknown	C
212	The six fundamentals of success	Levine	2005	Personal experience	Unknown	C
213	It's Alive	Meyer and Davis	2005	Interviews	Unknown	C
214	The high-purpose company	Arena	2006	Unknown	Unknown	C
215	Leading at a higher level	Blanchard	2006	Personal experience	Unknown	C
216	Implementing your strategic plan	Fogg	1999	Interviews	Unknown	C
217	The turbo charged company	Goddard and Brown	1996	Database	Unknown	C
218	The marketing enterprise	Thoenig and Waldman	2007	Case studies	9 European companies	C
219	Aligning the stars	Lorsch and Tierney	2002	Database + interviews	50 companies	C
220	Bigger isn't always better	Tomasko	2003	Workshops + interviews	Unknown	C
221	Guiding growth	Lipton	2003	Interviews + personal	Unknown	C

No.	Study title	Authors	Year	Research method	Research population	Type of study
				experience		
222	How great leaders get great results	Baldoni	2006	Unknown	Unknown	C
223	How leaders build value	Ulrich and Smallwood	2003	Personal experience	Unknown	C
224	Ten secrets of successful leaders	Brooks and Brooks	2005	Interviews	Unknown	C
225	Levers of organizational design	Simons	2005	Unknown	Unknown	C
226	Unconvential wisdom	Ward	2005	Workshops	600 families worldwide participating in IMD's Leading the Family business program	C
227	Blue Ocean Strategy	Kim and Mauborgne	2005	Unknown	Unknown	C
228	The human equation	Pfeffer	1998	Unknown	Unknown	C
229	Building a values driven organization	Barrett	2006	Database	Unknown	C
230	Sustaining corporate growth	A.T. Kearney	2000	Case studies	2 Asian, 1 Australian, 1 German and 4 American companies	C
231	Small giants, companies that choose to be great instead of big	Burlingham	2005	Unknown	14 American small businesses	C
271	Transforming work	Boverie and Kroth	2001	Interviews	300 working American adults	C
272	Het geheim van de betere middenmanager	Geelhoed	2004	Questionnaire	Employee satisfaction surveys (n=1477) and balanced scorecard results (50 regions) of one Dutch retail chain	C
273	In search of innovation excellence	Allied Consultants Europe	2005	Questionnaire	600 managers from companies and non-profit organizations in all major industries in Germany, The Netherlands, Switzerland, France, Denmark, Sweden and The Czech Republic	C
274	The role of the Board in creating a high performance organization	Roberts and Young	2005	Interviews	40 UK chairmen, executives, non-executive directors and others	C
275	High-performing organizations	Comptroller General	2004	Interviews	23 American public officials	C
276	Emerging giants	Khanna and Palepu	2006	Databases	134 major companies in Argentina, Brazil, Chile, China , India, Indonesia, Mexico, Poland, South Africa and Turkey	C
277	High performing organizations profile	Ken Blanchard Companies	2005	Questionnaire	391 respondents form nine American work units	C

No.	Study title	Authors	Year	Research method	Research population	Type of study
278	For love and money	Berry, Seiders and Greshman	1997	Case studies	7 high-performance retailers in America	C
279	The passive-aggressive organization	Neilson, Pasternack and Van Nuys	2005	Personal experience	Unknown	C
280	PIMS, nine basic findings on business strategy	Malik	1998	Database	3000+ businesses in the PIMS (profit impact of market strategy) database	C
281	Effective communication	Watson Wyatt	2006	Questionnaire	355 participants in relatively large companies in the US and Canada	C
282	Management Matters	Dowdy, Dorgan, Rippin, Van Reenen and Bloom	2006	Interviews	800 interviews at medium-sized manufacturing firms in US, UK, France and Germany	C
283	Failing to learn and learning to fail	Cannon and Edmondson	2005	Personal experience	Unknown	C
284	The leadership-profit chain	Blanchard, Essary and Zigarmi	2006	Literature review	Unknown	C
285	Creating a corporate culture that drives greater financial returns and high performance	Dutra and Hagberg	2007	Unknown	65 companies which varied by industry, geographic location and size	C
286	Innovation vs complexity	Gottfredson and Aspinall	2005	Personal experience	Unknown	C
287	Love your 'dogs'	Quarls, Pernsteiner and Rangan	2006	Database	Data on US stocks that had publicly been traded between 1975 - 2004	C
288	Maximizing the return on your human capital investment	Watson Wyatt	2005	Questionnaire	147 American companies representing all major industries	C
289	Corporate Longevity	Kwee	2004	Case studies	Eight long-living companies from Japan, The Netherlands, Scandinavia, France, Canada, Scotland, USA	C
290	How companies can avoid a midlife crisis	Sull and Holder	2006	Case studies	Unknown	C

Appendix 3 – Elements of the 290 studies

This appendix lists, for each of the 290 studies used in the HPO research, the elements the authors of each study gave as being important for becoming a HPO. For each study the type, the (abbreviated) title and author(s), and the elements per framework factor is given.

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
1	A	**A bias for action** *(Bruch & Ghosha,l 2004)*			▪ Create processes that support action		▪ Help people to undertake action ▪ Apply full accountability	▪ Foster the personal involvement of people ▪ Foster the discipline of people ▪ Use the willpower of people	▪ Give people freedom to act ▪ Establish core values ▪ Establish shared under-standing ▪ Establish a climate of choice	
2	A	**Beyond Budgeting** *(Hope & Fraser, 2003)*	▪ Establish a network of small units	▪ Set aspirational goals	▪ Apply rewards based on relative performance ▪ Apply continuous planning ▪ Make resources available when needed ▪ Use controls based on relative performance indicators ▪ Dynamically coordinate across units				▪ Establish clear values and boundaries ▪ Devolve decision making authority ▪ Openly share information	▪ Focus on improving customer outcomes ▪ Strive for relative success compared to competitors

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
3	A	**Building the flexible firm** *(Volberda, 1998)*	▪ Implement a dynamic organizational design to enhance flexibility				▪ Develop dynamic managerial capabilities to enhance flexibility			
4	A	**Built to last** *(Collins & Porras, 1994)*		▪ Develop an envisioned future ▪ Build for the long-term while obtaining short-term results ▪ Set 'big hairy audacious goals' ▪ Establish core purpose			▪ Allow experiments and mistakes ▪ Stimulate change and improvement ▪ Promote from within	▪ Make sure people fit the culture ▪ Establish good management development programs	▪ Establish core values ▪ Give autonomy to operate	
5	A	**Competing on the edge** *(Brown & Eisenhardt, 1998)*	▪ Use as little structure as possible ▪ Pay attention to what is not structured ▪ Constantly realign the business with opportunities	▪ Develop a diverse strategy and build it gradually ▪ Develop strategy bottom-up	▪ Constantly create new sources of competitive advantage ▪ Time pace changes		▪ Make reinvention the goal ▪ Have a long-term orientation	▪ Learn from the past		
6	A	**Contagious success** *(Annunzio, 2004)*	▪ Deliberately encourage the sharing of ideas	▪ Think long-term	▪ Draw logical conclusions from complex information ▪ Determine how to use information to reach goals ▪ Increase non-		▪ Create congruity between words and actions ▪ Project workgroups from interference ▪ Know yourself,	▪ Value people ▪ Treat smart people smart ▪ Make use of the highest and best talents of employees ▪ Invest in	▪ Give people freedom to make decisions ▪ Permit taking risks and making mistakes ▪ Adopt and	▪ Learn what customers want ▪ Adapt quickly to changes in the environment

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | External orientation |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
					financial recognition and financial recognition for group performance ▪ Continually look for ways to be more efficient ▪ Foster generating new ideas		your strengths and weaknesses ▪ Include people who have complementary skills ▪ Bring taboo subjects into the light ▪ Don't tell people how to achieve their goals ▪ Create congruity between values that are preached and actually lived ▪ See mistakes as an opportunity to learn	training and upgrading of skills ▪ Create a learning environment	foster an 'all for one, one for all' mentality	
7	A	**Corporate culture and performance** *(Kotter & Heskett, 1992)*					▪ Implement skilled and strong leadership		▪ Develop an adaptive culture	▪ Focus on all stakeholders
8	A	**Creative destruction** *(Foster & Kaplan, 2001)*			▪ Measure what needs to be measured ▪ Use an appropriate reward structure ▪ Apply creative destruction to deal with changes	▪ Implement flexible ICT-systems	▪ Be supportive ▪ Set high standards ▪ Apply accountability for results	▪ Make sure people can cope with uncertainty	▪ Manage adaptively while striving for operational control	
9	A	**Follow this path** *(Coffman,*					▪ Make sure to have great managers	▪ Foster the engagement of people		▪ Build excellent relationship

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		Gonzalez-Molina & Gopal, 2002)						▪ Identify strengths of employees ▪ Have the right employees		with customers ▪ Engage the customers
10	A	**From global to metanational** *(Doz, Santos & Williamson, 2001)*	▪ Establish structures to collect and translate knowledge company-wide		▪ Turn company-wide knowledge into innovative processes, services and products	▪ Constantly identify and access new technologies		▪ Constantly identify and access new competencies		▪ Constantly identify and access market knowledge about leading-edge customers worldwide
11	A	**Global Literacies** *(Rosen, 2000)*		▪ Tailor strategies to the levels of uncertainty	▪ Connect the entire value chain ▪ Choose wisely what information to disclose to whom		▪ Strive for self-awareness and renewal ▪ Be confidently humble ▪ Have a set of ethics and standards ▪ Listen to, ask help from and learn from others ▪ Balance thought and action ▪ Stretch yourselves and your people ▪ Value respect, relationships and loyalty ▪ Balance impatience with constructive pushing for	▪ Develop people to be resilient and flexible ▪ Make sure to have people who differ in ability, background and personality	▪ Understand the psychology of cultural self-awareness ▪ Enrich the own culture with what is learnt abroad ▪ Strive for openness and trust	▪ Survey the markets to understand the context of the business ▪ Identify trends and explore scenarios ▪ Develop a global/local mindset ▪ Focus on corporate social responsibility

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
							excellence ▪ Inspire and develop people ▪ Balance common purpose with self-interest ▪ Encourage people to become leaders			
12	A	**Good to great** *(Collins, 2001)*			▪ Confront the brutal facts	▪ Become a pioneer at applying the chosen technology	▪ Exhibit level 5 leadership: the right blend of humility and professional will	▪ First get the right people, then decide on the strategy ▪ Make sure people are self-disciplined ▪ Decide and stick to what the company does best ('the hedgehog concept')	▪ Make sure people have the opportunity to be heard ▪ Establish clear constraints on what is allowed and what not ▪ Give freedom to people to act within the constraints	
13	A	**Hidden champions** *(Simon, 1996)*		▪ Define ambitious goals	▪ Continuously innovate products and services		▪ Exhibit authoritarian leadership in regard to fundamental issues ▪ Exhibit participative leadership in regard to details ▪ Carefully choose managers on purposefulness	▪ Keep core competencies inside the company ▪ Outsource non-core competencies ▪ Carefully choose employees and work on retaining them		▪ Obtain a leading market position ▪ Strive to be the best ▪ Establish a small market focus in regard to product, technology and application ▪ Have a

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
							, energy, stamina, and their ability to inspire others			world-focus for sales ▪ Have direct contact with customers ▪ Pay much attention to demanding customers ▪ Create a clear competitive advantage and defend it fiercely ▪ Regard cooperation as a last option
14	A	**High performance work systems and firm performance** *(Kling, 1995)*			▪ Link pay and incentives to long-term performance			▪ Train people to enhance their problem-solving and quality improvement skills ▪ Involve people in decision-making	▪ Decentralize responsibilities	
15	A	**High performing organizations** *(Van den Berg & De Vries, 2004)*	▪ Stimulate functional interaction and cooperation	▪ Create clarity about strategy and direction ▪ Limit the number of objectives ▪ Use input op people in the strategic discussion ▪ Set clear, ambitious and achievable	▪ Eliminate unnecessary procedures ▪ Reward people for performance, address poor results ▪ Communicate constantly ▪ Consequently monitor goal fulfilment		▪ Coach people ▪ Mobilize individual initiative ▪ Maintain individual relationships with people ▪ Unite personal interests with group interest ▪ Solve conflicts in a	▪ Create team commitment ▪ Exploit the potential of people by training and developing them ▪ Develop personal flexibility of people	▪ Delegate responsibilities ▪ Be creative and flexible with rewards ▪ Celebrate successes ▪ Restrict checkpoints	▪ Monitor the environment consequently and respond adequately

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
				goals ▪ Involve people in setting goals based on facts ▪ Base company policy on company strategy	▪ Create flexibility for new ideas and support these		constructive manner ▪ Give confidence to people by only criticizing them when they are present or in bilateral conversation ▪ Give immediate and concrete feedback ▪ Make people personally responsible			
16	A	**Information and business performance** *(Owens, Wilson & Abell, 1996)*			▪ Circulate information on a regular basis	▪ Regard IT as crucial to the business ▪ Develop IT in close cooperation with users ▪ Introduce IT everywhere in the workplace	▪ Be committed to IT and information in general ▪ Lead the development of information systems		▪ Create an information ethos	
17	A	**Integrating the enterprise** *(Ghoshal & Gratton, 2002)*	▪ Develop a shared knowledge base	▪ Create a shared identity and meaning		▪ Standardize the technological infra-structure		▪ Let peers review each other's performance		
18	A	**Less is more** *(Jennings, 2002)*	▪ Get rid of bureaucracy	▪ Completely commit to the BIG objective (strategy) ▪ Weed out anything that takes the focus of the BIG	▪ Create good quality real-time information ▪ Continuously improve efficiency ▪ Constantly	▪ Use IT systems	▪ Solve short-term issues by taking a long-term view ▪ Show attention to detail ▪ Be honest ▪ Embrace	▪ Do not layoff employees ▪ Create a safe and secure workplace ▪ Foster teamwork ▪ Encourage	▪ Tell the truth and be open ▪ Build compensation on respect and trust, not on money	▪ Find an external enemy to fight

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
				objective	communicate • Use group productivity-based compensation		simplicity • Be competitive • Have a long-term focus • Have disdain for waste • Coach • Be humble • Have belief and trust in others • Ask with every decision what a good business reason is for it • Don't make decisions based on needs and circumstances of the moment • Allow mistakes	diversity • Fire the cynics in the management • Get rid of the wrong managers • Make sure the hiring process supports the culture	• Give people responsibility	
19	A	**Managing for the long run** *(Miller & Le Breton-Miller, 2005)*	• Foster high levels of collaboration	• Have a substantive and meaningful mission • Be long-term result oriented • Manage for the future • Regard profit as an outcome, not an end in itself • Be mission and 'feel'-driven, not numbers-driven • Cherish	• Use intrinsic incentives		• Assemble a diverse and empowered management team • Act as steward • Be committed to the enterprise for the long haul • Foster lengthy executive apprenticeships and tenures • Exercise careful stewardship • Act with	• Build core competencies • Push people to develop, sustain and renew unique core competencies • Strive for low turnover • Invest profoundly in the business ands its people • Create an enlightened 'welfare state'	• Give freedom to let people be decisive, speedy and innovative • Create a sense of community and 'unite the tribe' • Nurture a cohesive, caring culture with committed and motivated	• Maintain good and long-term relationships with clients, suppliers, partners and the broader community • Develop win-win relationships with outside parties • Partner intimately with major clients and

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
				continuity of the business and its contribution to the world			speed, boldness and originality ▪ Enforce intolerance of mediocrity		people ▪ Foster informality ▪ Stress clarion values	suppliers ▪ Network broadly ▪ Stay in touch with clients ▪ Be generous to society ▪ Socialize persistently
20	A	**Patterns of Excellence** *(Samson & Challis, 1999)*		▪ Effectively balance short-term operational and medium term development and growth issues and requirements ▪ Let organizational capabilities drive critical development and investment decisions ▪ Integrate strategy and organizational development systems ▪ Invest in policies, procedures and standards	▪ Focus on value creation and process management, not functional needs and hierarchies ▪ Excel at implementing new ideas ▪ Apply a strong systems perspective ▪ Measure and report to everybody financial and non-financial information needed to drive improvement ▪ Focus not on the plan but on the process ▪ Regularly introduce new products with highly desirable benefits ▪ Keep it relevant and		▪ Avoid 'fad-surfing' ▪ Manage the detail, not the concept ▪ Be a leader of the change process ▪ Demonstrate integrity and openness in all work areas and dealings with others ▪ Value relationships highly	▪ Align employee behaviour with company values and direction at all organizational levels ▪ Embrace and accept change as an essential part of doing business ▪ Develop skills and knowledge through involvement in learning programs ▪ Know how individual activities and efforts contribute to 'the big picture'	▪ Assign responsibility for operational decision making and performance improvement to individuals and work teams	▪ Lead the pack in all industry standards and practices ▪ Practice time-based competition ▪ Understand the set of 'order winners' ▪ Actively strive to enhance customer value creation ▪ Know the limits of the business growth breakpoint ▪ Develop an exceptional sense of reality ▪ Engage stakeholders ▪ Develop and maintain extremely close

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	**Strategy**	**Processes & Practices**	**Technology**	**Leadership**	**Individuals & Roles**	**Culture**	**External orientation**
					simple					• relationships that create mutual beneficial opportunities • Respond quickly to shifts and opportunities in the marketplace
21	A	**Practice what you preach** *(Maister, 2001)*		• Have a long-term orientation	• Compensate fairly • Strive for quality		• Apply coaching • Show commitment, enthusiasm and respect • Set high standards	• Strive for employee satisfaction • Regularly train and develop people • Create high standards for hiring and training people	• Empower people	• Strive for good client relationships • Create high standards for dealing with clients
22	A	**Pressing problems in modern organizations** *(Quinn, O'Neill & St. Clair, 2000)*	• Commit to continuous realignment • Organize boundary less • Have a flat organizational design • Use a matrix organization • See staff functions as integrated business partners • Create self-managing work teams	• Focus on bottom-line profit as well as top-line growth • Have a compelling persuasive vision • Continuous sell the vision • Focus on adding value, not on productivity • Strive for quantum breakthroughs • Foster a	• Simultaneously design and parallel processes • Right-size processes • Eliminate work • Reward for results, not efforts • Use just-in-time processes • Reengineer processes to improve speed • Create a proactive change		• Coach and facilitate • Continuously challenge ideas • Apply decisive action-focused decision-making • Set stretch goals • Apply charismatic leadership • Walk-the-talk	• See people as partners • Involve people • Develop self-reliance in people • Develop people to be technically and interpersonally competent • Stress organizational learning • Empower people to let them feel like owners		• Anticipate unarticulated customer needs • Set a global strategy for market expansion • Have a proactive merger and acquisition strategy • Grow through partnerships

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
			▪ Create temporary diverse global teams ▪ Foster cross-functional information sharing ▪ Stress teamwork	commonly held strategic mind-set	orientation					
23	A	**Revival of the fittest** *(Sull, 2003)*	▪ Realign the organization	▪ Regularly alter and renew commitments to prevent reaching inertia ▪ Select an overarching objective that guides action	▪ Run the numbers		▪ Do the hard work yourself ▪ Endure, don't stop		▪ Only make commitments that are aligned with the core values	
24	A	**Spearheading growth** *(Kröger, Träm & Vandenbosch, 1998)*	▪ Drive restructuring according to strategic needs	▪ Find the strategy that will set the company apart	▪ Install a group of spear headers		▪ Dispel concerns before they get out of hand ▪ Set a good example and be a strong role model ▪ Be broad-minded, balanced and decisive ▪ Pay attention to detail ▪ Create room for mistakes and mavericks	▪ Foster a can-do, pro-active outlook ▪ Get everyone on the same team ▪ Make it happen, again and again	▪ Abandon inertia and complacency ▪ Challenge the enemies of a winning mindset	
25	A	**Strategies for high performance organizations**	▪ Share information		▪ Design supportive reward systems			▪ Develop skills and knowledge	▪ Move decision-making power	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		(Lawler, Mohrman & Ledford, 1998)			▪ Integrate the set of improvement practices				downward	
26	A	**Survival of the smartest** *(Mendelson & Ziegler, 1999)*	▪ Fight organizational complexity ▪ Simplify structures ▪ Disseminate internal knowledge throughout the complete company	▪ Limit the scope of the business	▪ Fight information overload ▪ Simplify processes		▪ Create a sense of urgency for the need to improve		▪ Let people with the best information and perspective make the decisions	▪ Capture external information quickly and accurately ▪ Be part of a value creating network
27	A	**The agile virtual enterprise** *(Goranson, 1999)*	▪ Have fuzzy business boundaries	▪ Provide a common goal to the agents so that their efforts converge	▪ Reward and punish the agents by using contracts					▪ Have a robust system of agents that autonomously act to configure and optimize the system
28	A	**The committed enterprise** *(Davidson, 2002)*		▪ Define a strong vision that excites and challenges ▪ Brand the organization to support the vision and values	▪ Communicate consistently by action, signals and words ▪ Let all processes reflect the values ▪ Rigorously measure progress ▪ Convert vision in measurable key success factors		▪ Live the vision and values	▪ Involve people in developing vision and values ▪ Translate vision into local objectives	▪ Have strong values	▪ Understand the needs of key stakeholders ▪ Use vision to align and unite stakeholders

		Organizational	Structure			Organizational	Culture	
No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation

No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
29	A	**The democratic enterprise** *(Gratton, 2004)*						▪ Make the relationship between organization and individual an adult-to-adult one ▪ See individuals as investors actively building and deploying their human capital ▪ Let individuals participate in determining the conditions of their association ▪ Let individuals realize they have accountabilities and obligations to themselves and the organization	▪ Create freedom for individuals to develop their natures and express their diverse qualities ▪ Stress that the liberty of individuals is not at the expense of others	
30	A	**The enthusiastic employee** *(Sirota, Mischkind & Meltzer, 2005)*			▪ Give people satisfactory compensation and fringe benefits ▪ Treat people justly in relation to basic conditions of employment		▪ Have a sense of elemental fairness in the way people are treated ▪ Be credible and consistent ▪ Recognize people for their achievements ▪ Make people proud of the	▪ Give people a sense of safety (physical and psychological) ▪ Give people job security ▪ Don't lay-off people (until it cannot be avoided) ▪ Acquire new skills ▪ Develop		

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No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
							Organizational Structure (Design, Strategy, Processes & Practices, Technology)		**Organizational Culture** (Leadership, Individuals & Roles, Culture)	

No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
							company ▪ Give people challenging work ▪ Show people respect ▪ Take pride in own and the organization's accomplishments	warm, interesting and cooperative relationships with others		
31	A	**The four pillars of high performance** *(Light, 2005)*	▪ Reduce barriers between units	▪ Plan against possible futures ▪ Adopt robust and adaptive plans ▪ Set just beyond-possible goals	▪ Stay alert by measuring results, evaluating program success and creating clear expectations for performance ▪ Focus on direct, indirect and cascading effects of what is done ▪ Foster open communication ▪ Think lean about every aspect of work ▪ Create strong incentives for performance ▪ Use multiple measures that also look into the future ▪ Saturate the	▪ Stay aligned by providing effective IT	▪ Strengthen command and control to assure that investments are well spent ▪ Grow leaders from within ▪ Ignore irrelevant issues that impede command	▪ Recruit a workforce with maximum flexibility ▪ Train workforce for agility by drawing lessons from the past	▪ Stay agile by giving people authority to make routine decisions on their own ▪ Cultivate a feeling of corporateness ▪ Create freedom to learn and to imagine	▪ Stay adaptive by regularly surveying customers ▪ Anticipate adversaries through careful study and assessment

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					organization with information					
32	A	**The new market leaders** *(Wiersema, 2001)*					▪ Create a larger-than-life mindset ▪ Act boldly in everything			▪ Seek out the customers that stretch the capabilities, hold on to average ones and put extra effort in the most demanding ones ▪ Make customers realize the full value of the products and innovations
33	A	**The next leap** *(Bakker, Babeliowsky & Stevenaar, 2004)*	▪ Realign the company regularly with changing internal and external realities ▪ Emphasize long-term internal partnerships	▪ Base corporate renewal on customers' need			▪ Apply a collaborative, reconciliatory style	▪ Be ready to change continuously		▪ Turn the organization into an international network corporation
34	A	**What really works** *(Joyce, Nohria & Roberson, 2003)*	▪ Eliminate redundant organizational layers and bureaucratic structures ▪ Promote	▪ Devise and maintain a clearly stated, focussed strategy ▪ Keep growing the core	▪ Clearly communicate the strategy ▪ Constantly strive to improve productivity	▪ Introduce disruptive technologies ▪ Exploit old technologies to design products and	▪ Inspire all to do their best ▪ Keep raising the performance bar ▪ Become	▪ Put the best people closets to the action ▪ Hold on to talented employees and find more	▪ Empower the front lines to respond to customer needs ▪ Develop and	▪ Deliver products and services that consistently meet customers' expectations

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
			cooperation ▪ Introduce disruptive business models ▪ Promote information exchange	business ▪ Do not hesitate to cannibalize existing products ▪ Develop the strategy from the outside in ▪ Maintain antennae to fine-tune the strategy to changes in the marketplace	▪ Eliminate all forms of excess and waste ▪ Reward achievement with praise and pay-for-performance ▪ Simplify ▪ Closely link pay of the management team to their performance	enhance operations ▪ Exploit new technologies to design products and enhance operations	personally involved in winning the war for talent ▪ Keep leaders and directors committed to the business ▪ Strengthen relationships with people on all levels ▪ Spot opportunities and problems early ▪ Fill positions with internal talent	▪ Create and maintain top-of-the-line training programs ▪ Create a work environment that is challenging, satisfying and fun	maintain a performance-oriented culture ▪ Establish clear values	▪ Make growth happen with mergers and partnerships ▪ Acquire new businesses that leverage existing customer relationships ▪ Enter new business that complement the company's strengths ▪ Develop a systematic capability to identify, screen and close deals
35	A	**What's your corporate IQ?** *(Underwood, 2004)*	▪ Strive for flexibility	▪ Develop a well-structured and focused strategy ▪ Manage with the future in mind	▪ Implement a good reward and incentive structure ▪ Use a flexible planning model and technology	▪ Use decision-support systems for quick decision-making ▪ Use early warning systems ▪ Have a clear technology strategy ▪ Have back-up systems to take over when accidents happen	▪ Support change and creativity ▪ Treat employees well ▪ Be willing to take risks ▪ Value people	▪ Develop strategic capabilities	▪ Use empowerment ▪ Focus strongly on getting high excellence in whatever the organization does ▪ Have strong values ▪ Have clear ethics which are supported by policies	▪ Have a balanced portfolio

			Organizational		Structure		Organizational		Culture	
No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
36	A	**When good management shows** *(Accenture, 2002)*		▪ Focus on generating cash flows in good times to be ready for the bad times ▪ Keep investing in R&D and market initiatives during bad times ▪ Forge resilient strategies and stick to them ▪ Understand the differentiating value drivers ▪ Concentrate assets in areas where the company ahs a leadership position ▪ Focus on managing fewer businesses well	▪ Cut the right costs and divert resources to activities that create value	▪ Leverage unique IT systems	▪ Act decisively when trouble is at hand ▪ Set priorities based on detailed knowledge of how the company creates value			▪ Emphasize organic growth over acquisitions ▪ Know how the products stack up against the competition ▪ Collaborate with customers to improve value propositions ▪ Reach out to customers to better understand their pressures and needs ▪ Price for profitability ▪ Walk away from bad business
37	B	**Best practices in planning and management reporting** *(Axson, 2003)*			▪ Have simpler, faster, more focused processes ▪ Deliver information that is tailored to the needs of the individual	▪ Apply technology to achieve superior performance		▪ Attract, retain and leverage more talented staff		

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					• Spend twice as much time planning and analyzing as collecting and validating data • Spend less money • Eliminate unnecessary work • Standardize and simplify remaining work					
38	B	**By the skin of our teeth** *(Morton, 2003)*		• Have a clear and meaningful vision • Exploit the window of opportunity	• Be world-class in everything you do		• Apply transformational leadership that responds to the needs of people in- and outside the company • Do not focus strictly on task-based transactional priorities	• Involve people in the future of the company	• Have clear and meaningful values • Strive for agility	• Be extrovert with keen antennae to sense trends and opportunities • Pro-actively anticipate and take advantage of trends, markets and potential of resources • Be connected with communities • Inculcate meaning and purpose in all stakeholders
39	B	**Enterprise success** *(Mosmans, 2004)*			• Direct everything that is necessary to be competent		• Focus on the survival of the company • Serve, instead		• Practice what you preach	• Develop a good corporate reputation

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					▪ Be creative		of lead, the company			▪ Take care and responsibility for stakeholders and society
40	B	**Heads up** *(McGee, 2004)*			▪ Become a real-time enterprise, by engaging in real-time opportunity detection ▪ Redesign processes to improve the ability to respond to events efficiently and effectively ▪ Capture, receive, monitor and analyze information when the events occur: predict the present ▪ Identify opportunities for improvement		▪ Take effective action			
41	B	**Hidden value** *(O'Reilly & Pfeffer, 2000)*			▪ Share information widely ▪ Put emphasis on the intrinsic rewards (fun, growth,		▪ Ensure that the values are maintained ▪ Build reciprocal trust with employees	▪ Build core capabilities based on the values ▪ Hire people who fit the values	▪ Have a clear, well-articulated set of values that are widely shared	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					• teamwork, challenge, accomplishment) • Use team-based systems			• Continually invest in people by providing opportunities for development and career growth	• Develop a strong culture which serves as a control system which guides people's behaviour	
42	B	**High performance delivered** *(Accenture, 2004)*	• Translate the drivers of value into differentiated operating models and business architectures • Adapt the business model to shifts in customer values, buyers needs and market conditions	• Constantly discern the important industry drivers of present and future value • Manage seemingly paradoxical values a.o. managing both for today and tomorrow)	• Live by a balanced scorecard performance culture that is taken seriously at all company levels • Identify, measure and leverage intangible assets and tangible assets unique to the business • Focus on innovation through learning, openness to change and a passion for execution • Look for both incremental and disruptive innovation	• Make appropriate investments in technology with a focus on long-term success • Cultivate employee receptivity and a strategic IT-mindset to rapidly deploy new technologies	• Develop effective leadership • Use a third of the time to strategic issues • Unleash the organization's energies and collective capabilities to maximise workforce productivity • Deal decisively with underperformers • Be a master of action	• Master the core competencies and be an innovator in them • Focus on people by using differentiated approaches to recruiting, identifying and developing talent, and growing leaders • Outsource noncore activities intelligently		• Seek alliance and partnership opportunities for noncore activities • Use someone else's solutions • Anticipate and shape changes in customer values, buyers needs and market conditions
43	B	**High-performance work organizations**	• Use self-managing work teams	• Align strategy, goals, objectives and	• Apply total quality management			• Strive to be a learning organization	• Foster employee involvement	• Continually and dynamically

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		(Kirkman, Lowe & Young, 1999)		internal operations with the demands of the external environment	▪ Use integrated production technologies				and participation by empower-ment	adjust to the environment
44	B	**Integrated management systems** *(Lee, Shiba & Wood, 1999)*	▪ Cultivate and utilize ideas, knowledge and commitment from everyone ▪ Create an infrastructure (systems, structures, processes) that supports the vision ▪ Create a planning and support unit		▪ Adopt a common language and set of methods and standards for collecting data and measuring improvement ▪ Adopt the concept of the internal customer ▪ Seek continuous improvement	▪ Install a team management system		▪ Work with people to design a desirable future		▪ Pursue and integrate useful information from outside the organization ▪ Connect with other organizations to share information and insights
45	B	**Lessons from the top** *(Citrin & Neff, 2002)*		▪ Develop a winning strategy or big idea	▪ Break down formalized hierarchies and decision-making processes ▪ Implement reinforcing management systems, such as performance measurements, compensation practices, and information systems, which are consistent with and		▪ Live with integrity and lead by example ▪ Build trust ▪ Build a great management team. With complementary skills and shared values ▪ Inspire employees to achieve greatness		▪ Empower employees	

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					reinforce the values and strategy					
46	B	**Managing for the short term** *(Martin, 2002)*		▪ Create company-wide understanding of individual, group, departmental and divisional contributions	▪ Quantify everything up to the personal level ▪ Send the right information to the management team ▪ Use information effectively ▪ Create highly interactive internal communication		▪ Move the company forward in incremental steps in shorter time frames ▪ Create focused leadership ▪ Listen more ▪ Make sure the strategy has been received and embraced	▪ Involve people in interactive discussions and the decision-making process		
47	B	**Peak performance** *(Katzenbach, 2000)*		▪ Look for plentiful high-risk, high-reward opportunities ▪ Create a broad picture ▪ Articulate what matters most ▪ Create widespread opportunity	▪ Establish a noble purpose ▪ Establish clear measures and standards for business priorities ▪ Put priority on continuous improvement ▪ Create an attractive earnings potential without significant personal risk ▪ Provide meaningful non-monetary recognition and rewards	▪ Create an accessible and credible database	▪ Create a strong values/value-driven leadership ▪ Apply hands-off leadership ▪ Put high value in behavioural consistency ▪ Distribute leadership broadly	▪ Create ample team opportunities ▪ Develop employee ownership ▪ Put high value on individual initiative and risk taking ▪ Let highly ambitious individuals predominate in the workforce ▪ Foster individual growth and achievement ▪ Make purposeful selection of		▪ Look for a rapidly growing dynamic marketplace ▪ Operate in a highly competitive and mobile marketplace

No.	Cat	Study	Organizational Structure				Leadership	Organizational Culture		External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					▪ Provide performance transparency ▪ Enhance the work itself			people ▪ Show people their true value		
48	B	**Power of performance management** *(De Waal, 2001)*	▪ Establish a consistent responsibility structure	▪ Balance long-term and short-term focus ▪ Make value-based strategies operational	▪ Focus on what is truly important ▪ Embrace information transparency ▪ Balance integration with simplification				▪ Enforce performance-driven behaviour	
49	B	**Profit from the core** *(Zook & Allen, 2001)*		▪ Build unique strength in a core business ▪ Expand into logical adjacencies that reinforce the core business						
50	B	**Strategic renewal** *(Mische, 2001)*	▪ Create, disseminate and transfer key knowledge ▪ Actively manage knowledge through the use of a knowledge architecture and process ▪ Create and sustain a collaborative working	▪ Introduce new products, methods, processes and management practices which contribute to growth ▪ Have an integrated set of strategic vision, direction and imperatives	▪ Consistently cultivate an environment of creativity and innovation ▪ Strive for operational excellence and agility through flawless operations ▪ Constantly redeploy and reconfigure resources efficiently ▪ Deploy asserts	▪ Use IT to extent and leverage the enterprise and neutralize traditional sources of competitive advantage	▪ Aggressively cultivate pluralism ▪ Mobilize the people to accomplish extraordinary results ▪ Create leadership development opportunities though job rotation and enrichment and investment	▪ Hire and nurture highly talented employees ▪ Encourage learning, probing, and discovery		▪ Effectively manage investor relations ▪ Achieve and sustain superior global market penetration and representation ▪ Make selective and effective use of alliances

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
			environment		optimally and with a clear purpose • Create compensation practices and programs accurately reflect organizational performance • Practice successful TQM methods to continuously improve value, quality and performance • Consistently create new markets and opportunities through new products and services		programs • Practice long-term succession planning and development for the next generation leaders • Cultivate actively an engaged board involvement • Set ands sustain a higher level of ethical and moral behaviour • Be tolerant of mistakes and setbacks			• Consistently set the standard and rules so competitors must react • Demonstrate and promote a culture of customer focus and service • Demonstrate significant financial commitment to local economies and environments • Actively manage relationships with local communities • Set a standard for communicating with customers and the community on important matters • Have a pre-eminent brand name and image • Consistently set high quality

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
										benchmarks and standards relative to competitors ▪ Consistently create high-value image and acceptance among consumers relative to price and performance
51	B	**The agenda** *(Hammer, 2001)*	▪ Get over the idea of sharply defined BUs with autonomous managers ▪ Redefine managers as representing markets, products or processes ▪ Develop a culture of teamwork and shared responsibility ▪ Make managerial teamwork and cooperation standard		▪ Use customer-centred measures ▪ Ensure that every person understands processes and their role in them ▪ Appoint senior process owners to measure, manage and improve processes ▪ Aligning facilities, and compensation around processes ▪ Set up a process council for resolving cross-process issues of politics,	▪ Use the internet to share information and streamline transactions	▪ Be committed to discipline and teamwork ▪ Substitute inspirational leadership for formal structure ▪ Display committed executive leadership ▪ Commit to specific goals in public ▪ Stay personally engaged ▪ Demand widespread participation and engagement in making the change happen ▪ Communicate effectively			▪ Become easy to do business with ▪ Present a single face to the customer ▪ Anticipate the customer's needs ▪ Take a broad view of customers' underlying problems that go beyond your products ▪ See yourself as a provider of solutions, rather than products ▪ Embrace the radical vision of

			Organizational	Structure			Organizational	Culture		
No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					priorities and resource allocation ▪ Make innovation repeatable through detailed process design ▪ Make measurement a part of every manager's job ▪ Abandon the measures inherited from the past ▪ Develop a model of the business that links overall goals to specific things you control ▪ Put in place measures and targets for the key items in this model ▪ Design measures that are objective, timely, understandable and easy to calculate ▪ Make ongoing performance improvement inevitable by incorporating it into a		▪ Teach managers to put the needs of the enterprise as a whole first			virtual integration with suppliers and customers ▪ Redesign and streamline interenterprise processes ▪ Create a warning system to spot changes to which you must respond quickly

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					disciplined measurement-based process ▪ Employ rewards that emphasize the group over the individual ▪ Drive out redundant work ▪ Become adept at rapidly designing and installing new ways of working ▪ Let facts and measurement triumph over intuition and opinion ▪ Commit the required resources					
52	B	**The alchemy of growth** *(Baghai, Coley & White, 1999)*			▪ Continuously innovate current core activities while simultaneously developing new activities					
53	B	**The four levers of corporate change** *(Brill & Worth, 1997)*	▪ Organize around cross-functional business teams ▪ Remove organizational layers		▪ Regularly incorporate new ideas into operations ▪ Emphasize quality in everything which is done ▪ Develop new products	▪ Be IT-based	▪ Encourage experimentation and intelligent risk taking	▪ Let employees develop new skills	▪ Have a clear set of values ▪ Empower employees on all levels	▪ Be global ▪ Create efficient partnering arrangements ▪ Be stakeholder focused ▪ Get as close

No.	Cat	Study	Organizational	Structure			Organizational	Culture		
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					• rapidly and bring them to market ahead of competition • Be innovative and entrepreneurial					to the customer as possible
54	B	**The high performance organisation** *(Holbeche, 2005)*	• Create a boundary less organization	• Focus on the right things • Aim for sustainable success over the long-term	• Be obsessed with quality • Be obsessed with innovation • Create a fair employee deal • Rapidly develop new products and services to respond to market changes		• Set an example • Grow leadership from within	• Attract good people • Invest regularly in employees • Value employees' contribution • Don't ask employees to sacrifice or compromise personal standards	• Develop a strong culture • Have a healthy culture • Stimulate people to achieve high performance • Become a value-based organization • Foster empowerment and accountability	• Reconcile different stakeholder needs • Focus intensely on customers • Improve products and services to provide superior customer service • Focus on retaining customer loyalty
55	B	**The individualized corporation** *(Ghoshal & Bartlett, 1997)*	• Create a sense of ownership by creating small performance units • Radically decentralize resources and responsibilities • Create an integrated network	• Create a sense of stretch by raising aspiration levels • Create a dynamic disequilibrium • Create a shared ambition •	• Democratize information • Develop horizontal information flows • Create new channels of communication • Develop new and different dimensions and metrics • Create opportunities		• Set clear standards and expectations • Coach one-on-one coaching • Create a sense of fairness and equity in management decision-making • Help and guide people • Let people feel free to question and	• Inspire individual creativity and initiative • Develop self-discipline • Foster personal commitment • Build an integrated process of organizational learning • Challenge based on internal peer	• Create a trust-based culture • Strive for transparency and openness • Create a collective identity • Release the entrepreneurial hostages	

No.	Cat	Study	Organizational	Structure			Organizational	Culture		
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
			through distributed capabilities and expertise ▪ Share knowledge ▪ Reflect the multidimensionality of the firm ▪ Think in matrixes		for risk-taking		challenge decisions ▪ Foster action ▪ Establish a tolerance for failure ▪ Foster discipline: people keep to their promises	comparisons		
56	B	**The knowing-doing gap** *(Pfeffer & Sutton, 2002)*		▪ Make sure everybody understands the strategy	▪ Give general guidance for action ▪ Measure what matters ▪ Routinely track a few key measures		▪ Help build systems that turn knowledge in action ▪ Focus on action ▪ Be tolerant of failure and error ▪ Treat failure as an opportunity to learn	▪ Learn by trying a lot of things		▪ Fight the competition, not each other
57	B	**The living enterprise** *(De Geus, 1997)*	▪ Decentralize	▪ Be risk-adverse ▪ Control growth and development in a constructive way ▪ Have cash in hand to obtain flexibility and independence			▪ Be tolerant and open to experimentation	▪ Foster a strong relationship between organisation and people	▪ Have a strong identity	▪ Be highly sensitive to environmental changes
58	B	**The set-up-to-fail syndrome** *(Manzoni & Barsoux, 2002)*					▪ Develop good superior-subordinate relationships			

No.	Cat	Study	Organizational Structure				Organizational Culture			
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59	B	**The winning streak mark II** (*Goldsmith & Clutterbuck, 1997*)	• Clarify roles of responsibilities between headquarters and operating units • Implement structures that foster smallness • Implement structures that foster simplicity	• Balance long-term strategy with short-term action taking • Balance focus with breadth of vision • Be intolerant of 'dog businesses' • Set stretch targets	• Put innovation centre-stage and spread it rapidly among operating units • Recognize and reward achievement • Use communication as driving engine of commitment • Use performance measurement to challenge people • Look for simple (but not simplistic) solutions to complex problems • Emphasise 'no surprises' • Experiment widely with a few chosen ideas • Balance evolutionary with revolutionary change		• Balance pride with humility • Do not be satisfied too soon • Be the right role model • Continually look for ways to communicate the values • Balance leaders with managers • Take the role of chief coach seriously • Make sure to be part of 'us' • Balance gentle with abrupt succession • Build a high degree of strategic consensus among the top team • Ensure that potential CEOS know the business • Demonstrate remarkable persistence • Have a high developed sense of rightness	• Give bright people space to change • Ensure that core competencies are the organizational glue • Balance challenging people with nurturing people • Recruit the best people for the job • Nurture creativity and proactive behaviour • Create alignment between people's basic values and those of the leadership	• Balance control with autonomy • Encourage challenge within core values • Balance values with rules • Create a performance-driven culture • Encourage a genuine sense of ownership at all levels • Balance strategic with financial control	• Choose to compete and compare with the best • Work with demanding customers • Balance customer care with customer count • Put competitive advantage before cost • Build relationships with customers that have 'character'

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | External orientation |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
60	B	**Transforming the company** *(Coulson-Thomas, 2002)*	▪ Be aware of approaches, attitudes and qualities needed to manage alternative organizational forms ▪ Flatten the organization	▪ Understand the critical success factors for competitive success ▪ Identify and deliver key priorities ▪ Address critical realities ▪ Develop a clear distinctive vision and strategy	▪ Ignore ideas that are not relevant ▪ Obtain and share relevant information ▪ See communication as an ongoing responsibility ▪ Innovate ands experiment with new patterns of work	▪ **Uses accessible tools, techniques and processes** ▪ **Learn the proper use and application of IT**	▪ **Understand that relationships have to be established and nurtured** ▪ **Collaborate with each other**	▪ **Introduce a range of new skills and approaches** ▪ **Foster the entrepreneurial spirit** ▪ Build a learning organization ▪ Put a focus on attitudes and behaviour	▪ Emphasize vision, goals, values and objectives ▪ Set out to make aspirations reality ▪ Expect disappointments ▪ Create a culture of openness and trust ▪ Empower and motivate	▪ Understand what is happening in the environment and its implications ▪ Build relationships with customers ▪ Make customer satisfaction a central goals and value ▪ Go global and build an international network ▪ Ask outside help
61	B	**Zoom** *(Citrin, 2002)*	▪ Set up simple but executable business models ▪ Show people the corporate map: the structure of the company, the way things operate, and who is accountable for what ▪ Flatten the company, by breaking	▪ Regularly change objectives ▪ Create a long-term strategy even for short-term deals ▪ Produce short-term wins	▪ Measure and reward speed ▪ Go for speed ▪ Analyze the company's path of decision-making, on efficiency and effectiveness ▪ Measure the right things to support learning ▪ Keep things simple ▪ Challenge old methods ▪ Fix problems ahead of you,	▪ Let technology aid communications	▪ Share the vision, by repeating it and by doing it ▪ Think 24/7 ▪ Lead by example ▪ Listen to people of all levels ▪ Acknowledge others' efforts to change, by giving them credit ▪ Be sincere ▪ Identify and support risk-takers ▪ Be visible as a	▪ Create a learning organization ▪ Encourage employees' activities outside of their jobs, which fosters creativity ▪ Assess each learning initiative in the context of your organizational culture to ensure effectiveness ▪ Make learning – not winning-	▪ Eliminate politics by establishing a true meritocracy ▪ Encourage open and honest debate ▪ Don't try to control everything	▪ Be obsessed by the customer ▪ Watch your competitors for signs of change and be ready to act ▪ Make sure both parties benefit ▪ Find the best partner you can ▪ Share a common vision with your partner

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
			▪ down hierarchical layers ▪ Transfer knowledge ▪ Regularly change organizational structures		not behind you ▪ Focus on what is really going on rather than just on appearances ▪ Reward appropriate risk-taking and failure		leader during trying times ▪ Be open ▪ Take action, avoid over analysis and come up with decisions	the objective ▪ Keep everyone involved ▪ Master deal-making and partnering skills		
62	C	**Adaptive enterprise** *(Haeckel, 1999)*	▪ Commit to a management protocol (who owns what to whom?)	▪ State a reason for being ▪ Set strategy first, than develop the structure	▪ Decentralize decision-making ▪ Develop standard processes and continuously improve these, then disaggregate them into modular components (differentiation) ▪ Use an adaptive loop to process information: sense – interpret – decide - act	▪ Develop a high-level business design using IT	▪ Apply context-and-coordination leadership (versus command-and-control)		▪ Set governing principles and boundaries	▪ Be sense-and-respond (instead of make-and-sell) ▪ Be customer oriented
63	C	**Beyond world class** *(Morton, 1998)*		▪ Deal effectively with dilemmas	▪ Aim for speed of response ▪ Exploit total quality systems		▪ Maintain trust relationships with employees	▪ Educate people		▪ Maintain trust relationships with suppliers and the community

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
64	C	**Building the management and organizational disciplines to grow** *(Hewitt, 2004)*	▪ Create an entrepreneurial feel by establishing small units ▪ Cultivate a collaborative, team-oriented environment	▪ Set 'outrageous' targets without creating demotivation ▪ Be ruthlessly focused on the direction and priorities ▪ Make focused investments in areas with the highest value for the company ▪ Unite the units by common goals and an overarching purpose	▪ Measure the sources of growth and their value chains ▪ Have compensation plans that support a performance culture ▪ Reward growth (not cost savings) ▪ Align performance measures closely with business goals ▪ Have a minimum threshold below which no incentive is paid ▪ Have no cap on payouts of incentives ▪ Budget for variable pay ▪ Outsource effectively		▪ Identify aggressively high-potentials and emerging leaders and put these in critical business opportunities ▪ Set the bar high ▪ Instil a sense of confidence, collective will, can-do attitude, unified way of thinking, single-minded determination, emotional energy ▪ Be in touch with employees ▪ Hold people accountable for achieving high-level results ▪ Manage poor performance	▪ Encourage healthy competition inside the company ▪ Engage the workforce ▪ Be an expert in managing strategic HR disciplines ▪ Emphasize internal training, on-the-job learning and external coaching		▪ Focus on profitability and customers ▪ Be in touch with customers
65	C	**Execution** *(Bossidy & Charan, 2003)*	▪ Make the personnel department part of the business process	▪ Determine clear goals and priorities ▪ Make a strong strategy plan ▪ Develop plans for activities with short-term and long-term goals	▪ Reward good performance ▪ Make the relation between reward and performance transparent ▪ Communicate to spread		▪ Know your people and your enterprise ▪ Demand realism ▪ Attach importance to follow-ups ▪ Stimulate the skills of	▪ Create the right fit	▪ Alter values and norms, to change behaviour ▪ Have discipline in execution ▪ Accomplish made agreements	▪ Work with common assumptions about the external environment

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
				▪ Have alternative plans	convictions ▪		employees by passing through your knowledge experience to next generation leaders ▪ Know yourself, be authentic, self-conscience, self-disciplined and modest to become emotional robust ▪ Listen to employees ▪ Set up a dialogue with people ▪ Be personally involved in changing the culture ▪ Exhibit behavioural changes ▪ Be personally involved in hiring people ▪ Motivate and stimulate ▪ Make tough decisions ▪ Get things done through others ▪ Establish a pipeline for			

No.	Cat	Study	Organizational Structure				Organizational Culture			
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							▪ potential leaders ▪ Be decisive about non-performers (fire or demote them) ▪ Make critical comments			
66	C	**Five years of insight into the world's most admired companies** *(Stark, 2002)*	▪ Put a strong emphasis on team work ▪ Make teamwork and collaboration top priorities	▪ Have a high degree of balance between short- and long-term orientation	▪ Reward performance ▪ Establish clear, challenging and realistic indicators ▪ Put a direct link between performance measurement and compensation ▪ Drive clarity deep into the organization ▪ Make performance measurement aligned and continuous		▪ Promote from within ▪ Make sure CEO spends 30 percent or more with the top 200 -300 people in the company ▪ Encourage collaboration between executives ▪ Be clear about your personal role in strategy implementation ▪ Hold executives personally accountable, individually and as a team ▪ Make sure executives face the consequences Put a strong emphasis on taking initiative	▪ Identify precisely the kinds of people you are looking for ▪ Attract the best people ▪ See career development as an investment ▪ Measure work force satisfaction ▪ Focus on employee measures	▪ Take culture and values seriously	▪ Put a strong emphasis on customer focus ▪ Focus on shareholder value and customer measures

			Organizational	Structure			Organizational	Culture	
No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
67	C	**4 Secrets of high performing organizations** *(Bilanich, 2002)*		▪ Create clarity of purpose and action	▪ Execute skilfully things that matter		▪ Obtain commitment from everybody			▪ Create mutually beneficial relationships with important constituencies
68	C	**From high performance organizations to an organizational excellence framework** *(Manzoni, 2004)*			▪ Continuously search for best practices ▪ Keep some slack resources ▪ Face reality		▪ Increase managerial mobility ▪ Set an example ▪ Maintain a sense of vulnerability	▪ Have a continuous stream of data from employees ▪ Invest in training	▪ Have a healthy dissatisfaction with the status quo	▪ Have a continuous stream of data from customers
69	C	**"Good enough" isn't enough** *(Weiss, 2000)*			▪ Focus on output, not input ▪ Create an innovative mentality ▪ Demonstrate willingness to confront issues and disagree		▪ Have exemplary behaviour ▪ Keep a perspective in a crisis ▪ Eliminate poor performers	▪ Commit to doing the right thing ▪ Create a supportive employee environment ▪ Align everyone's objectives in support of corporate goals	▪ Don't assume success is permanent	▪ Create realistic customer interactions
70	C	**High performance companies: the distinguishing profile** *(Osborne & Cowen, 2002)*		▪ Have a compelling vision for the future ▪ Have solid strategies	▪ Don't be complacent but strive for continuous improvement ▪ Have excellent execution ▪ Have an open communication structure ▪ Make sure everybody knows what is expected from		▪ Motivate people based on mutual respect ▪ Create a true believer mentality ▪ Fight to the death for your people ▪ Be proud on the company ▪ Let people feel they are part of	▪ Strive for peer respect ▪ Attract exceptional people with a can-do attitude	▪ Have simple but strong values ▪ Create a positive atmosphere ▪ Celebrate success daily ▪ Have fun ▪ Do not use finger pointing and excuses ▪ Make people	▪ Strive to crush the competition ▪ Want to be the best in business

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					▪ them ▪ Reward telling the truth		▪ a bigger thing ▪ Be dissatisfied with current performance ▪ Learn from mistakes ▪ Create long-term relationship with the company		feel like owners	
71	C	**In search of European excellence** *(Heller, 1997)*	▪ Divide to rule, winning the rewards of smallness while staying or growing large ▪ Make team-working work		▪ Drive radical change in the entire corporate system, not just in its parts ▪ Achieve total management quality, by managing everything much better		▪ Manage the motivators, so that people can motivate themselves		▪ Reshape culture, to achieve long-term success ▪ Achieve constant renewal, stopping success from sowing the seeds of decay ▪ Devolve leadership, without losing control or direction	▪ Keep the competitive edge in a world where the old ways of winning no longer work
72	C	**Managing the unexpected** *(Weick & Sutcliffe, 2001)*			▪ Be reluctant to simplify interpretations ▪ Frequently assess the overall health of the company, to discover 'loopholes' in operations ▪ Have a deep knowledge of	▪ Have a deep knowledge of technology	▪ Encourage different opinions and scepticism towards received wisdom ▪ Have a deep knowledge of people ▪ Be preoccupied with failures rather than	▪ Cultivate diversity to help spot the complexities in operations	▪ Encourage reporting errors ▪ Commit to resilience	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					processes ▪ Have an awareness of discriminatory detail		successes			
73	C	**Measures of quality & high performance** *(Hodgetts, 1998)*		▪ Carefully formulate strategic intent	▪ Effectively communicate of both what is going on and why ▪ Judiciously use recognition and rewards ▪ Accurately measure the changes ▪ Determine the status of results ▪ Take any necessary action for correcting errors ▪ Identify qualitative and quantitative results that are focused on key areas for performance ▪ Systematically gather and evaluate data ▪ Create a reward program that is designed especially for your organization ▪ Look for ways		▪ Give senior management support ▪ Carefully and thoroughly assess personnel performance (top-down and bottom-up)	▪ Make training and development mandatory and ongoing ▪ Develop specific training and development tools that work for the organization ▪ Review and measure the value of the training tools ▪ Create a process for fully developing the potential of each individual		▪ Focus on customer value added ▪ Identify the key factors that are critical for superior customer satisfaction ▪ Carefully craft forms of feedback for determining customer satisfaction

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					to radically innovate the current work processes and procedures ▪ Develop an effective benchmarking and continuous improvement system ▪ Replace old myths about quality, cost and effective operation by new truths					
74	C	**Profiting from uncertainty** *(Schoemaker, 2002)*		▪ Use scenario thinking ▪ Build a robust strategic vision	▪ Dynamically monitor and adjust in real-time ▪ Identify early-warning signals ▪ Make assumptions explicit ▪ Track broader measures ▪ Focus on leading measures					▪ Focus on the external environment
75	C	**Re-inventing HR** *(Butteriss, 1998)*	▪ Re-engineer the corporate HR function as consulting centre to company management		▪ Establish a competitive pay and benefit packages to attract skilled workers, while remaining in line with the		▪ Provide leadership assessment and development	▪ Develop a competency-based personnel framework ▪ Hire, train and motivate workers with the skills	▪ Create a common company-wide value system	

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
					need for cost efficiencies			needed for the new marketplace ▪ Guarantee the workplace diversity		
76	C	**Shaping the adaptive organization** *(Fulmer, 2000)*		▪ Use 'what-ifs' ▪ Articulate a clear direction ▪ Make the goals simple ▪ Make the goals understood by all ▪ Set high expectations ▪ Communicate a direction	▪ Secure key resources ▪ Choose the measures on which to focus		▪ Build and manage a network of personal re-lationships ▪ Be available ▪ Be decisive ▪ Prepare a successor ▪ Act with urgency and energy	▪ Encourage individual learning ▪ Share individual learning ▪ Leverage the learning ▪ Treat employees as owners ▪ Treat employees as time constrained	▪ Incorporate values ▪ Be oppor-tunistic ▪ Have diversity ▪ Take risks responsibly ▪ Accept failures ▪ Give support to risk taking ▪ Create openness and trust ▪ Get out of the way	▪ Actively observe ▪ Understand competitor behaviour ▪ Understand key customer values ▪ Have an external focus ▪ Identify a niche ▪ Build and manage a web of external relationships ▪ Study the landscape
77	C	**Six principles for designing the accountable organization** *(Dalziel, DeVoge & LeMaire, 2004)*	▪ Have the right functions in the right organization structure ▪ Translate accountabilities into jobs ▪ Create crystal clear interdependencies ▪ Have clear definitions of concurrent	▪ Have a ruthless focus on value ▪ Focus on efficiency and value creation			▪ Hold teams accountable	▪ Create 'doable' jobs	▪ Give freedom to act	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
			accountabilities ▪ Have tiebreakers who settle disputes							
78	C	**The boundary less organization** *(Ashkenas, Ulrich, Jivk & Kerr, 2002)*	▪ Remove vertical boundaries (layers with-in the organisation) ▪ Remove horizontal boundaries (the inner walls) ▪ Remove geographic boundaries (the cultural walls)		▪ Foster access to information across all boundaries ▪ Provide proper shared incentives that promote organizational goals		▪ Keep focus on results, maintain clear accountability for performance, and make tough decisions	▪ Help people develop the skills and capabilities to use information and authority wisely	▪ Give people the power to make independent decisions about actions and resources ▪ Shift from command and control to creating shared mindsets, stretch goals, and empowered colleagues	▪ Remove external boundaries (the external walls)
79	C	**The future of work** *(Malone, 2004)*	▪ Decentralize into a new organizational form ▪ Share knowledge effectively ▪ Create the infrastructure and incentives for knowledge sharing	▪ Manage risk and quality ▪ Exploit economies of scale ▪ Adapt goals to the goals and abilities of the people	▪ Set the right incentives for good outcomes ▪ Establish good connections between activities and information		▪ Make decisions quickly ▪ Let lots of people try many experiments	▪ Do not wait for top-down decisions	▪ Transform to coordinate-and-cultivate leadership	
80	C	**The healthy organization** *(Dive, 2002)*	▪ Focus on teamwork ▪ Establish the right levels of decision-	▪ Focus on cost effectiveness ▪ Focus on innovation	▪ Focus on quality ▪ Focus on speed of response ▪ Establish good			▪ Obtain dedicated people		▪ Be responsive to the customer

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
			making accountability		communications					
81	C	**The profit zone** *(Slywotzky and Morrison, 1997)*	▪ Create a coherent business design based on customer selection, value capture, strategic control and scope ▪ Reinvent the business design at least every 5 years							
82	C	**The quest for resilience** *(Hamel & Välikangas, 1998)*	▪ Continuously look for renewal in the business model	▪ Create many new options and alternatives to dying strategies ▪ Be more interested in resilience than in optimization	▪ Divert resources from yesterday's products and programs to tomorrow's ▪ Don't deny problems		▪ Don't be nostalgic ▪ Don't be arrogant			
83	C	**The service profit chain** *(Heskett, Sasser & Schlesinger, 1997)*	▪ Encourage internal best practices exchanges.		▪ Apply service profit chain thinking ▪ Measure across operating units ▪ Communicate results of self-appraisals; ▪ Develop a balanced scorecard; ▪ Design efforts to enhance					

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					performance ▪ Tie recognition and rewards to measures ▪ Communicate results					
84	C	**The talent solution** *(Gubman, 1998)*	▪ Create business capabilities (structures, processes, systems) that are difficult to copy by competitors	▪ Create common understanding of goals and priorities	▪ Measure what the workforce is doing ▪ Create commitment based on meaningful work and rewards		▪ Engage people in what you try to achieve ▪ Explain what you are trying to achieve ▪ Ask how people can contribute ▪ Listen to people ▪ Involve people in moving forward ▪ Give feedback to people on their results	▪ Align the talent to the strategy ▪ Define the right competencies ▪ Develop a workforce strategy ▪ Develop talent management practices ▪ Develop capabilities through feedback and learning ▪ Set clear expectations for group and individual contribution	▪ Align the culture with individual beliefs and values	
85	C	**The twelve organizational capabilities** *(Garratt, 2000)*	▪ Create organizational clarity ▪ Create organizational adaptiveness		▪ Set the right financial and personal rewards ▪ Define personal and group performance indicators ▪ Develop a work quality perspective		▪ Have a leadership orientation	▪ Create clarity of personal ability ▪ Develop a learning climate		▪ Have a competitor orientation ▪ Have a customer orientation
86	C	**Thinking inside the box**	▪ Unify the whole	▪ Regard results as more	▪ Measure appropriately		▪ Manage hard	▪ Hire smart on personality	▪ Practice collective	▪ View customers as

| | | | Organizational | Structure | | | | Organizational | Culture | |
No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		(Lawler, 2003)	business, in service of the customer • Create small teams	important than process • Set goals that are ambitious but achievable • Set goals that can be measured • Set a new goal when the old is achieved	• Focus on profits and cash • Know what can be controlled and what not • Provide strong incentives • Secure the real assets • Assemble operating plans to achieve results • Pay and promote everyone based on results • Look for sources of innovative opportunity			traits • Provide a pleasant place to work and the best tools possible • Make sure everybody knows how they fit in	command • Realize that nothing lasts forever • Don't punish failures	the boss • Communicate with the customer • Don't start up if you can buy it • Always have an exit strategy
87	C	**Trajectory management** *(Strebel, 2003)*	• Decentralize • Increase flexibility to deal with complex environments • Centralize control and focus to exploit simple contexts • Adapt the driving business model to exploit relevant opportunities		• Adapt best practice to the specific situation of a business in time • Adapt value chain efficiency models to the stage of learning in the value chain		• Balance managerial power with the role of the board • Get a clear mandate and support • Start with internal conditions for change • Complement your style to fit the conditions • When resistance is strong, use a	• Build a portfolio of capabilities	• Shift the driving organizational behaviour towards entrepreneurship when resources are readily available, towards collaboration when they are scarce • Watch for strains in the existing organization	• Deal proactively with externalities and their stakeholders • Adapt product/market innovation models to the stage of customer learning • Anticipate industry oscillations and

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
							top-down approach When the urgency is high, move fast Adapt the driving leadership style and change processes to the evolving conditions		to time the shifts in the driving organizational behaviour ▪ Shift the driving behaviour to support value creation during each phase of the organization's life ▪ Lead within the existing organizational culture in the short run, shape it for the long run	breakpoints ▪ Focus on institutions and individuals, not the clichés of national culture
88	C	**Treat people right** *(Cheyfitz, 2003)*		▪ Develop and adhere to specific organizational mission, with strategies, goals and values that employees can understand, support and believe in	▪ Devise and implement reward systems that reinforce their design, core values and strategy		▪ Hire and develop leaders who can create commitment, trust, success and motivating work environment ▪ Provide feedback	▪ Create a value proposition to attract and retain the right people ▪ Hire people who fit with their values, core competencies and strategic goals ▪ Continuously train employees ▪ Design work so that it is meaningful	▪ Give responsibility and autonomy	

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | External orientation |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
								for people		
89	C	**What the best CEOs know** *(Krames, 2003)*			▪ Implement the best ideas, regardless of their origin ▪ Create or adapt 'next-generation' products and services		▪ Possess a crusading enthusiasm		▪ Understand the role of culture	▪ Start with a view of the market place ▪ Instil an 'outside-in' perspective
90	C	**Why CEOs fail** *(Dotlich & Cairo, 2003)*					▪ Don't be arrogant ▪ Keep on learning ▪ Be accountable ▪ Recognize your limitations ▪ Focus ▪ Strive for diversity ▪ Don't elevate (unrealistic) expectations ▪ Don't be volatile ▪ Don't be excessively cautious ▪ Solicit strong opinions ▪ Don't be afraid to fire people ▪ Don't focus on the negative ▪ Don't be aloof ▪ Take time to win people over ▪ Pick your battles	▪ Develop people ▪ Delegate		

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
							- Don't cover up mistakes - Prioritize - Don't go at it alone - Don't give lip service when you're not convinced - Don't put form over function, style over substance - Don't try to win a popularity contest - Stand up for your people			
91	C	**Winning behaviour** *(Bacon & Pugh, 2003)*		▪ Apply behavioural differentiation (unique behaviour that have value to the customers and reflect the value proposition)						
92	A	**The relative power of CEOS and boards of directors** *(Pearce & Zahra, 1991)*					▪ Participative boards ▪ Board separate from leadership			
93	A	**Planned patterns of strategic behaviour** *(Robinson & Pearce, 1988)*			▪ Strategic orientation on product innovation and development ▪ Strategic					

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					• innovation on efficiency • High level of planning sophistication					
94	A	**Chief executive scanning** *(Daft, Sormunen & Parks, 1988)*								• Obtain superior information about the environment • Apply environmental scanning
95	A	**The persistence of abnormal returns** *(Jacobsen, 1988)*			• Obtain high vertical integration					• Create high marketing intensity
96	A	**The corporate performance conundrum** *(Varadarajan & Ramanujam, 1990)*	• Progressive HRM practices		• Emphasis on planning • Sound financial controls and reporting systems • Committment to product and process • Reputation for quality innovation	• Technological progressiveness	• Emphasis on promotion from within • Low management and employee turnover	• Emphasis on training and development	• Decision-making style of decentralization	• Reputation for customer service • Broad product line • Geographic diversity • Domestic & international markets
97	B	**In search of excellence** *(Peters & Waterman, 1982)*	• Simple form, lean staff		• Productivity through people		• Hands-on, value driven • A bias for action	• Stick to the knitting • Entrepreneurship	• Autonomy • Simultaneous loose-tight properties	• Staying close to the customer
98	B	**Age, experience and corporate**		• Strive for longevity						

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		synergy *(Williamson & Verdin, 1992)*								
99	C	**Foundations of corporate success** *(Kay, 1993)*		▪ Create distinctive capabilities						▪ Create unique relationships
100	C	**Strategies of high-performing new and small firms** *(Cooper, Willard and Woo, 1986)*	▪ Shaping the organization to be attuned to the innovative strategy	▪ A innovative and unique strategy ▪ A strategy characterized by experimentation, feedback from the marketplace, and adaptation to competitive response				▪ Achieving organizational commitment		
101	A	**Effects of transformational leadership training on attitudinal and financial outcomes** *(Barling, Weber & Kelloway, 1996)*		▪ Providing a vision and sense of mission			▪ Charisma ▪ Raising followers' self-expectations ▪ Intellectual stimulation ▪ Individualized consideration ▪ Coaching ▪ Challenging ▪ Helping followers achieve higher levels of functioning	▪ Developing employees		
102	A	**Leadership and organizational performance** *(Lieberson,*					▪ Exhibit leadership			

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		1972)								
103	A	**Psychological characteristics associated with performance in entrepreneurial firms and smaller businesses** *(Begley & Boyd, 1987)*		▪ Set challenging goals	▪ Compete with own standards of excellence ▪ Continuously seek to improve performance ▪ Value feedback		▪ Have internal locus of control	▪ Have a tolerance for ambiguity		
104	A	**A model of corporate performance as a function of environmental, organizational and leadership influences** *(Weiner & Mahoney, 1981)*					▪ Exhibit leadership			
105	A	**Koplopers en achterblijvers** *(Van der Zwan, 1987)*		▪ Have a vision for the organisation ▪ Focus on financial health	▪ Focus on product innovation ▪ Be consistent ▪ Focus on market innovation					
106	A	**Perceptions of firm quality** *(McGuire, Schneeweis & Branch, 1990)*								▪ Have a good image
107	A	**Predicting organizational effectiveness with a four-factor theory of leadership** *(Bowers & Seashore, 1966)*		▪ Goal emphasis	▪ Work facilitation: stress standard procedures, offer new approaches, check work vs. capacity, meet		▪ High morale ▪ Willingness to make changes ▪ Friendliness ▪			

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					▪ deadlines ▪ Conversational ease ▪ Opinion acceptance					
108	B	**Strategy, management design and firm performance** *(Horovitz & Thietart, 1982)*			▪ Planning function organizationally separated from control function		▪ High involvement in planning		▪ Decentralized decision-making	
109	A	**Profits in the long run** *(Mueller, 1986)*		▪ Sell differentiated products			▪ Owner of shares			
110	C	**Leaders** *(Bennis & Nanus, 1985)*		▪ Attention through vision, by creating focus on the outcomes	▪ Meaning through communication		▪ Trust through positioning ▪ Deployment of self though positive self-regard			
111	C	**Managing for excellence** *(Bradford& Cohen, 1984)*		▪ Create overarching goal					▪ Joint responsibility for results	
112	A	**Congruence between pay policy and competitive strategy in high-perfor-ming firms** *(Montemayor, 1996)*			▪ Pay policies are congruent with the strategy					
113	A	**Total quality management as competitive advantage** *(Powell, 1995)*					▪ Long-term committment		▪ Open organization: empowered work teams, open	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
									horizontal communication, relaxation of hierarchy ▪ Employee empowerment: increased involvement in design and planning, greater autonomy in decision-making	
114	A	**The flexible company** *(Lund & Gjerding, 1996)*			▪ Engage in technical innovation of products and services ▪ Quality circles/groups ▪ Integration of functions ▪ Introduction of new products/services	▪ Engage in innovation of technology ▪ Introduction of new technology	▪ Rotation between functions	▪ Continued vocational training ▪ Educational activities tailored to the firm ▪ Long-term educational planning ▪ Cross-occupational working groups	▪ Delegation of responsibility ▪ Employees' own planning & control of work	▪ Exports to foreign customer groups
115	C	**The paradox principles** *(Price Waterhouse CIT, 1996)*		▪ Create stability ▪ Balance creative vision with destroying old business models	▪		▪ Be a forceful leader	▪ Focus on the individual	▪ Focus on the culture ▪ Empower	
116	C	**Demystifying the development of an organizational vision** *(Lipton, 1996)*		▪ Have a clear mission ▪ Have a clear strategy					▪ Have a good culture	

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | External orientation |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
117	A	**The impact of HRM practices on turnover, productivity and corporate financial performance** *(Huselid, 1995)*			▪ Let workforce have access to company incentive plans, profit-sharing plans, and gain-sharing plans		▪ Fill non-entry level jobs from within	▪ Give sufficient training ▪ Include work-force in formal information sharing program ▪ Give the job of workforce a formal job analysis ▪ Let workforce participate in quality programs and labour-management participation teams ▪ Give attention to increasing employee motivation	▪ Let workforce have access to a formal grievance procedure and complaint resolution system ▪ Give workforce formal performance appraisals ▪ Use performance appraisals to determine workforce compensation ▪ Make promotion decisions based on merit and performance ratings	
118	C	**Empowerment for high-performing organizations** *(Guillory & Galindo, 1994)*	▪ Decentralized		▪ Continuously improving ▪ Knowledge-based		▪ Diversity	▪ Receptive to change	▪ Highly empowered, individually and collectively	▪ Customer focused
119	A	**Are the HR practices of effective firms distinctly different from those of poorly performing ones?** *(Huang, 2000)*	▪ HR functions and activities devolved to lime management	▪ HR planning; focused on long-term prospects	▪ HRM policies are formulated through explicit and formal planning procedures ▪ HR planning tightly linked to business planning			▪ HR involved in strategic decisions ▪ Provide all-round experience and broad paths for the advancement of employees	▪ HR functions integrated into the organizational climate and employee role behaviour	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					▪ Performance appraisal integrated with other HR practices ▪ Internal equity stressed when designing compensation systems ▪ Financial incentives in the reward package			▪ Job duties and requirements defined explicitly ▪ High employee security ▪ Provide training and development activities on a long-term basis ▪ Line managers heavily involved in training and development activities ▪ Training and development is a highly valued function		
120	A	**A comparison of slack resources in high and low performing British companies** *(Greenley & Oktemgil, 1998)*			▪ Have slack resources					
121	A	**Diversification and performance** *(Chakrabarti, Singh & Mahmood, 2007)*						▪ Do not diversify, concentrate on the core		
122	A	**High performance**	▪ Information sharing	▪ Overarching philosophy (a	▪ Incentive pay and profit		▪ Opportunities for internal	▪ Strict selection ▪ Use of job	▪ Employee autonomy	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		works systems *(Den Hartog & Verburg, 2004)*	▪ Teamwork	mission statement and HRM strategy)	sharing		promotion and management development	redesign and task analysis ▪ Performance appraisal ▪ Emphasis on keeping skills up to date ▪ Training	▪	
123	A	**Perceived organizational reputation and organizational performance** *(Carmeli & Tishler, 2006)*		▪ Long-term investment value ▪ Financial soundness	▪ Quality of products/services ▪ Innovativeness ▪ Use of corporate assets			▪ Attract, develop and retain talented people		▪ Organizational reputation ▪ Community and environmental responsibility
124	A	**A matter of life and death** *(Cefis & Marsili, 2005)*			▪ Process innovation					
125	A	**Exploring quality management practices and high tech firm performance** *(Kaynak & Hartley, 2005)*	▪ High coordination among affected departments in product/service development process		▪ Quality data is available and timely ▪ Quality data is used as tool to manage quality ▪ Reliability and improvement of data gathering ensured ▪ Thorough product/service design reviews before the product/service is introduced ▪ Quality of new product/service emphasized in relation to cost or schedule objectives ▪ Implementation		▪ Management evaluated for quality performance ▪ Management participate in quality improvement process ▪ Management has objectives for quality performance ▪ Organization understands goal-setting process for quality ▪ Quality issues are reviewed in management meetings ▪ Management	▪ Employees receive specific work-skills training ▪ Employees, managers and supervisors receive quality-related training	▪ Employees get feedback on their quality performance ▪ Employees participate in quality decisions ▪	▪ Customers are involved in product/service design ▪ Customer satisfaction surveys are used to determine/identify customers' requirements ▪ Managers are aware of the results of customer satisfaction surveys ▪ Managers have access to customer complaints ▪ Organization

No.	Cat	Study		Organizational	Structure			Organizational	Culture	
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					/productibility considered in product/service design process ▪ Inspection, review or checking of work is automated ▪ Production schedule/work distribution is stable ▪ Processes highly automated ▪ Statistical techniques are used in order to reduce variance in processes ▪ Organization builds quality awareness among employees ▪ Employees are recognized for superior quality performance		considers quality improvement as a way to increase profits			actively seeks ways to improve the primary product/service in order to achieve greater customer satisfaction ▪ Employees understand who their customers are ▪ Suppliers are offered long-term relationships ▪ Number of suppliers is reduced ▪ Suppliers are evaluated according to quality, delivery performance and price ▪ Suppliers are selected based on quality ▪ Suppliers are involved in product/service development process
126	A	**High performance work systems, performance and innovativeness in small firms**			▪ Performance based pay ▪ Pay level		▪ Job rotation	▪ Training ▪ Participation		

			Organizational Structure				Organizational Culture			
No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		(Kok & Den Hartog, 2006)								
127	A	**HP policies in high performing organizations** *(Smith, Tyson & Brough, 2005)*	• Flexible in use of external HR suppliers • Flexible in working arrangements with employees • HR policies integrated with business		• Versatile in selection and development of performance management • HR system integrated with wider MIS • Many approaches to reward					
128	A	**Drivers of performance in small and medium-sized firms** *(O'Regan & Ghobadian, 2004)*		• Emphasis on strategic planning				• Ability to anticipate • Maintain flexibility	• Emphasis on organizational culture • Empower others to create strategic change	
129	A	**High-involvement work practices, turnover and productivity** *(Guthrie, 2001)*	• Information sharing • Teams		• Performance (versus seniority) based promotions • Skill-based pay • Group-based (gain sharing, profit-sharing) pay • Employee stock ownership		• Internal promotions	• Employee participatory programs • Cross-training or cross-utilization • Training focused on future skills requirements		
130	A	**Innovation is not enough** *(Baer & Frese, 2003)*					• Climate for initiative	• Climate for psychological safety		

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
131	A	**Do women in top management affect firm performance?** *(Smith, Smith & Verner, 2006)*					▪ Diversify (by appointing women in the top management)			
132	A	**Diagnosing organizational cultures** *(Denison, Janovics, Young & Cho, 2006)*	▪ Different functions and organizational units work together well to achieve common goals ▪ Organizational boundaries do not interfere with getting work done ▪ Value is placed on working cooperatively toward common goals	▪ Clear strategic direction and intent ▪ Clear goals and objectives ▪ Clear vision ▪ Organization create adaptive ways to meet changing needs			▪ Tendency to promote from within ▪ Organizational members are able to reach agreement on critical issues	▪ Continually invests in the development of employee's skills	▪ Employees feel mutually accountable ▪ Organizational members share a set of values which create a sense of identity and a clear set of expectations ▪ Individuals have authority, initiative and ability to manage their work	▪ Organization is able to read business environment, react quickly to current trends, and anticipate future changes ▪ Organization understands and reacts to customers and anticipates their future needs ▪ Organization receives, translates and interprets signals from environment into opportunities for encouraging innovation, gaining knowledge and

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
										developing capabilities
133	A	**Are the 100 best better?** *(Fulmer, Gerhart & Scott, 2003)*						▪ Emphasis on good employee relations		
134	A	**Why smart executives fail and what you can learn from their mistakes** *(Finkelstein, 2003)*		▪ They never hesitate to return to the strategies and tactics that made them and their companies successful in the first place. (-)			▪ They seem to have all the answers. (-) ▪ They make sure that everyone is 100 percent behind them, ruthlessly eliminating anyone who might undermine their efforts. (-)		▪ They identify so completely with the company that there is no clear boundary between their personal interests and corporate interests. (-) ▪ They treat difficult obstacles as temporary impediments to be removed or overcome. (-)	▪ They see themselves and their companies as dominating their environments, not simply responding to developments (-) ▪ They are consummate company spokespersons, often devoting the largest portion of their efforts to managing and developing the company's image. (-)
135	A	**Made in China** *(Sull & Wang, 2005)*	▪ Getting big right				▪ Going for the gold		▪ Developing a flexible hierarchy	▪ Acknowledging the fog of the future ▪ Conducting reconnaissance into the future ▪ Outcycling the competition

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
										▪ Managing relationships dynamically
136	A	**Success against the odds** *(Sull & Escobari, 2005)*	▪ Networked organization (establish partnerships)	▪ Triage: strategic diagnosis is followed by rapid and deep restructuring of costs ▪ Spear fishing: focus on golden opportunities	▪ Effective time-competitive execution		▪ Good leadership in turbulence		▪ Flexible hierarchy	▪ Recognize golden opportunities and sudden-death threats
137	A	**Stretch!** *(Deans & Kroeger, 2004)*	▪ Eliminate friction between units ▪ Break down growth barriers		▪ Align compensation and growth ▪ Focus on sales effectiveness ▪ Focus on execution ▪ Focus on quality		▪ Improve decision-making process	▪ Focus on what made the organization strong		▪ Look for breakthrough growth and business transformation opportunities ▪ Focus on superior customer service
138	B	**Why great leaders don't take yes for an answer** *(Roberto, 2005)*					▪ Build consensus to facilitate effective implementation ▪ Cultivate constructive conflict to improve decision-making			
139	B	**Tough management** *(Martin, 2005)*	▪ Force collaboration and teamwork		▪ Communicate in a clear, concise, timely and truthful manner		▪ Force the hard decision ▪ Practice tough management without being a	▪ Remain flexible ▪ Align with the company's values	▪ Focus on results	

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
							tough guy			
140	B	**Top managers' strategic cognitions of the strategy making process** *(Wright, 2004)*		▪ Be different	▪ Use benchmarks		▪ Create buy-in ▪ Be willing to reinvent yourself ▪ Be fully engaged ▪ Be strict on results ▪ Be a strong leader			▪ Look out for the interests of customers ▪ Compare yourself continuously with the competitors
141	B	**Culture in family-owned enterprises** *(Denison, Lief & Ward, 2004)*		▪ Mission			▪ Consistency	▪ Involvement ▪ Adaptability		
142	B	**High performers** *(Martel, 2002)*			▪ Have a good compensation and benefit system ▪ Make work valuable and important ▪ Recognize employees		▪ Value employees as whole people	▪ Pay much attention to recruiting and hiring the right people ▪ Engage employees ▪ Make learning and training continuous		
143	B	**The transparency edge** *(Pagano & Pagano, 2004)*					▪ Be over-whelmingly honest ▪ Ask others their opinion and show you value them. ▪ Be composed, and conduct yourself with dignity in times of stress. ▪ Let your guard down, by being authentic,			

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
							showing sincerity, and revealing personal information ▪ Keep promises ▪ Properly handle mistakes ▪ Deliver bad news well ▪ Avoid destructive comments ▪ Show others you care			
144	B	**First, break all the rules** *(Buckingham & Coffman, 1999)*	▪ Employees know what's expected from them	▪ Employees' opinion count	▪ The mission/ purpose make employees feel like their work is important ▪ Committed to doing quality work ▪ Recognize good work regularly ▪ Employees have the materials and equipment to do work ▪ Have regularly progress meetings with employees		▪ Care about employees as a person	▪ Employees can do what they do best every day ▪ Encourages development of employees ▪ Employees have opportunities to learn and grow		
145	B	**Cracking the performance code** *(Work Foundation, 2005)*	▪ Openly share information between peers	▪ Keep a focus on the long term, loyalty and outcomes	▪ Keep processes simple ▪ Have a continuous dialogue ▪ Give people access to information ▪ Give people	▪ Give people access to technology	▪ Be visible and accessible ▪ Be a role model ▪ Embrace stewardship	▪ Allow a high degree of informality	▪ Set high expectations ▪ Create a sense of pride, positive self-image, continuous self-	▪ Keep an external and internal focus

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					access to resources ▪ Value quality rather than quantity ▪ Focus on innovation				development ▪ Establish a lack of hierarchy	
146	B	**Big winners and big losers** *(Marcus, 2006)*	▪ Don't get too big, with smaller size comes great flexibility	▪ Be sufficiently diversified so that you can compensate for a decline in one segment with strengths in another segment	▪ Maintain ongoing, effective programs that reduce costs and raise quality ▪ Control distribution			▪ Focus on core strength, stick to your mission ▪ Create a special culture to get your employees involved		▪ Respond swiftly to threats and opportunities ▪ Grow you business in accord with your customers' changing needs ▪ Move toward new and promising markets where customers have specialized needs only you can meet ▪ Be an aggressive acquirer, taking advantage of the opportunities to broaden and enhance your product offerings ▪ Monitor and influence regulatory

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
										changes and promptly comply with policies that affect the firm ▪ Develop high-growth application-specific products for markets with growth potential ▪ Extend your global reach ▪ Make for smooth transitions in managing your acquisitions
147	C	**Moral intelligence** *(Lennick & Kiel, 2005)*					▪ Have integrity ▪ Take responsibility ▪ Have compassion ▪ Be forgiving			
148	C	**The exceptional manager** *(Delbridge, Gratton & Johnson, 2006)*		▪ Regularly transform the strategy	▪ Innovate beyond the steady state ▪ Measure performance			▪ Manage employee relations		
149	C	**Op naar de top** *(Bertrams, 2006)*	▪ Make organization flexible ▪ Part of the team	▪ Develop a vision and strategy and propagate these, and translate strategy into action	▪ Know what, how and with what to reward people ▪ Good com-municators ▪ Fair and careful		▪ Trust ▪ Visibility and approachability ▪ Realism and optimism ▪ Avoid stress ▪ Emotional intelligence	▪ Recognize and develop talent ▪ Entrepreneur-ship	▪ Know how and to whom to delegate ▪ Reach the top	

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
				▪ Seek for a balance of the short term and the long term ▪ Set the right priorities and the right number of priorities	evaluations		▪ Know what needs to be known ▪ Strong drive to be successful ▪ Take responsibility and feel accountable, and ▪ Let others feel accountable ▪ Deal with bad performance ▪ Do not punish mistakes			
150	C	**Guts!** *(Freiberg & Freiberg, 2004)*		▪ Blow the doors off business-as-usual			▪ Lead with love ▪ Make business heroic ▪ Have guts	▪ Hire people who don't suck ▪ Inspire fun ▪ Create a sense of ownership	▪ Brand the cultures	
151	C	**The resilient enterprise** *(Sheffi, 2005)*			▪ Develop part and platform commonality and modular product designs ▪ Increase use of standards ▪ Build in resource redundancy without increasing			▪ Invest in training	▪ Invest in culture	▪ Develop supply chains win which products are customized at the last moment ▪ Establish flexible contracts with suppliers

			Organizational	Structure			Organizational	Culture	
No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					costs					
152	C	**Cause for success** *(Arena, 2004)*		▪ Relevant crusades ▪ Do something that no one else can			▪ Compassionate leader ▪ Walk the talk ▪ Put the problem first		▪ Define success in broad terms	
153	C	**Double-digit growth** *(Treacy, 2003)*			▪ Commit to superior value		▪ Spread the risk: have many initiatives			▪ Set up smaller growth objectives which are manageable ▪ Expand growth capabilities ▪ Manage for growth: set up a system that coordinates and focuses all growth processes and structures ▪ Balance strategies: apply both organic expansion and acquisition
154	C	**Leading at the edge of chaos** *(Conner, 1998)*	▪ People are accustomed to working in synergistic, cross-functional work teams	▪ Deep sense of shared purpose	▪ Engage in uninhibited dialogue, straightforward feedback, and open constructive conflict		▪ Fast insightful decision makers ▪ Ostracize those who do not value the culture ▪ Expect to be held accountable for both the quality	▪ People operate within flexible interpretations of their existing roles ▪ Think it is normal to deal with constantly	▪ Strong believe that the status quo will become prohibitily expensive ▪ Refuse to be trapped by	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					▪ Earn advancement because of ability to build knowledge		of decisions	evolving initiatives ▪ View succeeding in unfamiliar circumstances as one of their top-priority tasks ▪ Feel valued because of their current performance, not their tenure	past success or current pathologies ▪ Focus on the company's ultimate success	
155	C	**Driving fear out of the workplace** *(Ryan & Oestreich, 1998)*			• Value criticism • Discuss the undiscussable • Collaborate on decisions		• Reduce ambiguous behaviour	• Acknowledge the presence of fear • Pay attention to interpersonal conduct	• Challenge worst-case thinking	
156	C	**Beyond Control** *(Lachotzki & Noteboom, 2005)*					▪ Create accountability	▪ Share uncertainty	▪ Let go ▪ Give individual freedom ▪ Create transparency	
157	C	**Built to change** *(Lawler & Worley, 2006)*	▪ Design effective structures and processes	▪ Have a clear strategic intent	▪ Implement well					
158	A	**Evolve!** *(Kanter, 2001)*	▪ Departments collaborate instead of sticking to themselves	▪ Ideas that are unusual, con-troversial or "different" are encouraged	▪ When the unit is considering a major strategic change, people hear about it in advance, so they have a chance to comment ▪ Adept at communication		• Work with other people as resources rather than as subordinates • Lead through the power of ideas and the strength of voice • Decisions are	• Able to grasp complexity • Sensitive to the range of human needs • Conflict is seen as creative as opposed to disruptive • People shift job	▪ People can do anything not explicitly prohibited ▪ An OK from just one or two people is enough	▪ Cosmopolitans who are not confined to a single world view

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					▪ Respecting what others bring to the table and listening to their ideas		made by the person with the most knowledge • Decisions about significant activities are made immediately	responsibilities in the year ▪ Changes are considered facts of life, and people take them in stride ▪ Great curiosity and imagination to grasp new possibilities		
159	A	**Measuring organizational performance** *(Carton & Hofer, 2007)*	-	-	-	-	-	-	-	-
160	A	**Happy-performing managers** *(Hosie, Sevastos & Cooper, 2006)*			▪ Timely feedback about affective wellbeing and intrinsic job satisfaction		▪ Sense of self-awareness ▪ Capacity to develop rapport with a range of people	▪ Good job enrichment and design: skill variety, task identity, task significance, autonomy and feedback	▪ Pleasant work environments that are challenging and supportive	
161	C	**Work culture, organizational performance and business success** *(Rollins & Roberts, 1998)*			▪ Insist on quality		▪ Emphasize respect and fairness	▪ Invest in training		
162	A	**Think big, act small** *(Jennings, 2005)*		▪ Make short-term goals and long-term horizons	▪ Make information available to everyone		▪ Be a steward ▪ Be accessible ▪ Praise others ▪ Love what you do and lead by example ▪ Erase superficial distinctions ▪ Stay humble ▪ Keep your	▪ Have everyone think and act like an owner	▪ Let go	▪ Be in frequent contact with customers, workers, vendors and suppliers ▪ Create win-win solutions ▪ Choose your

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
							hands dirty ▪ Grow future leaders			competitors ▪ Build communities ▪ Invent new businesses
163	A	**Enduring success** *(Bailom, Matzler & Tschemernjak, 2007)*		▪ Be unique			▪ Good attitudes, values, thought patterns and approaches	▪ Concentrate on core competences	▪ Never settle for today's success	▪ Innovate in products and markets ▪ Look intensively to today's markets to identify if changes are needed
164	A	**The versatile leader** (*Kaplan & Kaiser, 2006*)		• Strategic Leadership: setting strategy, being expansive and innovation-oriented	▪ Operational Leadership: focusing on short-term objectives, on efficiency and feasibility, and on processes for insuring performance		• Forceful Leadership: taking charge • Asserting yourself (sure of self) • Pushing for performance: hold people accountable		• Enabling Leadership: creating conditions for other people to take the lead (empowers), to be powerful in their own right (receptive to others ideas, open to influence, makes it easy to push back), contribute (provides support, shows appreciation)	
165	A	**Cultures for performance**	▪ Team based working		▪ Robust systems for		▪ Strong leadership	▪ Selection of staff to fit a	▪ Improved transparency	▪ Highly interconnect

			Organizational	Structure			Organizational	Culture		
No.	Cat	Study	Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		in health care *(Mannion, Davies & Marshall, 2005)*			monitoring and improving performance ▪ Concern for quality and safety		▪ Clear lines of accountability ▪ Staff feel safe to report errors	performance culture	and openness ▪ No blame culture ▪ Strong and empowered middle management	ed with the local economy ▪ Partnerships with local agencies ▪ Patient centred focus
166	A	**Innovative forms of organizing** *(Pettigrew et al., 2003)*	▪ Decentralizing, delayering		▪ Interactive processes ▪ Communicating horizontally and vertically ▪ Intensive interaction	▪ Investments in ICT	▪ Strong leadership ▪ Investment in managerial development		▪ Practising new HRM ▪ Shared corporate identity	▪ Intensive interaction
167	B	**The road to organic growth** *(Hess, 2007)*	▪ Have a simple easy to under-stand business model	▪ Have a simple easy to understand strategy	▪ Evolve through incremental improvements ▪ Have strong central controls over quality, supplies and finance ▪ Measure everything ▪ Make corrections quickly ▪ Focus on execution	▪ Use technology to drive efficiencies through the value chain	▪ Be humble, passionate, internally focussed ▪ Fight arrogance and complacency in self and organization ▪ Build a multilayered talent pool	▪ Be entre-preneurial at the customer contact point ▪ Stay focused and disciplined ▪ Create an environment of stability		▪ Push ownership of the customer down the organization
168	B	**De winst van productiviteit** *(Zegveld & Den Hartigh, 2007)*			▪ Focus on productivity					
169	B	**Discovering the soul of**		▪ Strategic focus ▪ Control of	▪ Executional excellence			▪ Investment in employee		▪ Trust-based relationships

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		service *(Berry, 1999)*		destiny				▪ success ▪ Generosity		▪ Brand cultivation ▪ Act small
170	B	**Praise for results** *(Neilson & Pasternack, 2006)*	▪ Lean structure ensure proper managerial expertise at appropriate levels		▪ Aligned motivators encourage employees to pursue the right goals ▪ Efficient information flows promote effective decision-making		• Clear decision rights and accountability			
171	C	**The power to predict** *(Ranadivé, 2006)*			▪ Innovation ▪ Short planning cycles		▪ Leaders provide opportunity ▪ Embrace cultural change ▪ Management by exception	▪ Meritocratic and entre-preneurial		▪ Customer driven ▪ Merit-based alliances
172	B	**Winning companies winning people** *(Coulson-Thomas, 2007)*	▪ Manage virtual organization	▪ Create a clear and compelling vision ▪ Differentiate	▪ Exploit corporate know-how		▪ Create a winning board ▪ Provide strategic leadership ▪ Manage change and corporate transformation	▪ Create an entrepreneurial culture ▪ Develop corporate learning strategy		▪ Understand the business and market environment ▪ Price for profit ▪ Go global
173	B	**The carrot principle** *(Gostick & Elton, 2007)*		▪ Create clear sense of purpose ▪ Interconnect employee and company goals ▪ Set challenging yet attainable	▪ Communicate openly ▪ Spark dialogue		▪ Listen to employees ▪ Trust employees ▪ Let employees trust you ▪ Be honest ▪ Be accountable			

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					goals					
174	B	**The alchemy of growth** *(Baghai, Coley & White, 2000)*		▪ Extend and defend core business ▪ Create viable options ▪ Sell underperforming businesses	▪ Implement planning & budget systems that can support the strategy ▪ Create incentives for the right behaviour			▪ Have talent management to ensure right balance of skills		▪ Build confidence of the investment community ▪ Build emerging businesses
175	B	**Leadership for sustainable futures** *(Avery, 2005)*	▪ Teamwork	▪ Develop long-term strategic thinking and perspective ▪ Shared vision and values	▪ Innovate continuously in product, services and processes ▪ Knowledge is managed ▪ Achieve highest quality as possible		▪ Humble CEOs ▪ Stewardship ▪ Value stability and incremental change ▪ Decision-making based on consensus ▪ Decision-making is devolved ▪ Grow own managers ▪ Ethical behaviour ▪ Culture of respect ▪ Retain staff	▪ Skilled workforce	▪ Create a 'special place of work' ▪ Sharing power ▪ Empowering the top team	▪ Attracting patient investors ▪ Meet and exceed customer expectations ▪ Focus on corporate social responsibility and environmental responsibility ▪ Stakeholder focus ▪ Union-managed relations
176	B	**Deep smarts** *(Leonard & Swap, 2005)*						▪ Strive for mastership		
177	B	**Profit or growth** *(Chakravarthy & Lorange, 2007)*		▪ Strive for profitable growth				▪ Be an entrepreneur-manager: outward focused, high		▪ Connect new initiatives to existing markets ▪ Be aware of

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | External orientation |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
								energy, passionate, willing to take risks in search for new opportunities, true to the corporate vision, and creative		changes in the business environment
178	B	**The growth gamble** *(Campbell & Park, 2005)*		▪ Continue to invest in the core ▪ Look for advantage, don't play the numbers game			▪ Be humble about your skills	▪ Search for people as much as potential		▪ Don't be seduced by sexy markets, but recognize rare games ▪ Be realistic about ambitions
179	B	**The three tensions** *(Dodd & Favaro, 2007)*		▪ Strive for sustainable earnings	▪ Strengthen diagonal assets					▪ Grow customer benefit
180	B	**Transformational CEOs** *(Kase, Saez-Martinez & Riquelme, 2005)*			▪ Operational effectiveness ▪ Break the promotion system		▪ Transformational CEOs	▪ Call traditional way of business in question		
181	B	**Firms of endearment** *(Sisodia, Wolfe & Sheth, 2007)*		▪ Operate with long-term perspective ▪ Freely challenge industry dogma ▪ Be willing to break traditional tradeoffs ▪ Reject traditional marketing models				▪ Blend work and play		▪ Create value by aligning stakeholder interests ▪ Favour organic growth to growing by mergers and acquisition
182	B	**Will and vision** *(Tellis &*		▪ Have a revolutionary					▪ Exhibit an indomitable	

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		Golder, 2002)		and inspiring vision of the mass market					will to realize the vision	
183	C	**The Difference** *(Page, 2007)*			▪ Use diverse predictive models		▪ Have diverse perspectives from different people			
184	C	**Mobilizing minds** *(Bryan & Joyce, 2007)*		▪ Create a master plan of future ways of operating	▪ Create a knowledge marketplace ▪ Motivate economic behaviour by better reporting ▪ Introduce role-specific performance management		▪ Create one-company governance by having a partnership at the top ▪ Have dynamic management	▪ Use a talent marketplace	▪ Increase authority of line management	▪ Create formal networks
185	C	**The synergy of one** *(Dreikorn, 2004)*	▪ Integrate structure and processes				▪ Have visionary leadership with inter-relatedness perspective		▪ Integrate financial resources and performance accountability	
186	C	**The self-destructive habits of good companies** *(Sheth, 2007)*	▪ Do not be territorial	▪ Reward sales on account profitability ▪ Have systems that constantly challenge business assumptions and orthodoxies	▪ Develop strong metrics	▪ Be in constant state of proactive migration from current technologies ▪ Have a business intelligence team	▪ Do not be arrogant			
187	C	**Six disciplines for excellence** *(Harpst, 2007)*	▪ Align systems	▪ Decide what's important ▪ Set goals that	▪ Innovate purposefully	▪ Strategic use of technology	▪ Strength of the Leadership Team	▪ Attract and retain quality people		▪ Effective use of trusted relationships

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
				lead			▪ Step back for perspective	▪ Disciplined approach to business ▪ Work the individual plan		
188	C	**How she does it** *(Heffernan, 2007)*					▪ Be serving ▪ Combine rational and emotional characteristics ▪ Be 'mothering' ▪ Be a 'parent'	▪ Put the right people in the right place ▪ Improvise by being both flexible and stubborn	▪ Have clear values	▪ Dominate the niche ▪ Enter into a partnership with the customer ▪ Set-up helping communities ▪ Be involved in activities outside work
189	C	**Catalyst code** *(Evans & Schmalensee, 2007)*								▪ Use a catalyst to get customer groups together
190	C	**The rise of Spanish multinationals** *(Guillén, 2005)*	-	-	-	-	-	-	-	-
191	C	**Meaning Inc.** *(Bains & Bains, 2007)*		• Invigorating sense of purpose • Set extremely stretching goals • Be ground-breaking in the pursuit of core purpose ▪ Excellent long-term perfor-mance couple with pre-	▪ Innovative approach to benefits ▪ A culture that allows people to be them-selves and to feel they are personally making a difference and utilizing their distinct talents		▪ Rigorous approach to evaluating performance ▪ Treatment of people which makes them feel special		▪ Clear and authentically grounded values which are lived by	▪ A concern for the environ-mental and societal impact of business activities ▪ Excellent reputation with consumers and other political and

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
				paredness to sacrifice short-term gains						social stakeholders
192	C	**The value motive** *(Kearns, 2006)*	▪ Decentralize ▪ Flexible but well-organized structure		▪ Well thought-out management practices ▪ Transparent systems and smooth processes		▪ Walk the talk		▪ Open, not blaming culture ▪ Empower people	
193	C	**Edgewalkers** *(Neal, 2006)*		▪ Vision			▪ Self-aware ▪ Passionate ▪ Integrity ▪ Focus on own strengths	▪ Playfulness		
194	C	**Grip op ondernemen** *(Eiffel, 2007)*		▪ Have motivating growth ambitions	▪ Focus on operational excellence			▪ Discipline		▪ Acquisition of related businesses (keep to the core) ▪ Finance growth though profits
195	C	**Hot spots** *(Gratton, 2007)*	▪ Extensive use of cross-functional task forces ▪ Reward practices that stimulate teamwork ▪ Have a cooperative mindset	▪ Ignite purpose	▪ Skilled in productive practices		▪ Positive leadership ▪ Mentoring and coaching ▪ Succession planning practices	▪ Informal activities		
196	C	**Outsourcing and manage-ment** *(Tunstall, 2007)*		▪ Long-term viability of the organization	▪ Thoughtful and well-informed by		▪ Decisive ▪ Consistent in behaviour		▪ Open en dissent	▪ Use market benchmark

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
					facts		▪ Exception management ▪ Accountable stewards			
197	C	**Top class competitors** *(Garelli, 2006)*	▪ Special attention to infrastructure	▪ A predictable framework for policies	▪ One standard of excellence for investments worldwide ▪ One worldwide standard of speed and efficiency ▪ Efficiency of transactions ▪ Protection of intellectual property			▪ Security of foreign assets and individuals ▪ Emphasis on education		▪ Zero tolerance of corruption and improper practices ▪ Support for local small and medium-size enterprises
198	C	**The granularity of growth** *(Viguerie, Smit & Baghai, 2007)*	▪ Growth architecture customised to local circum-stances	▪ Clear direction on where to grow ▪ Long-term orientation				▪ Provide a unit with more talent or scale it down		▪ Clear choice of how much M&A will be used
199	C	**The first XI: winning organisations in Australia** *(Hubbard et al., 2007)*	▪ Perfect alignment of systems, procedures, people and leaders	▪ Clear and fuzzy strategy ▪ Manage the downside	▪ Effective execution		▪ Leadership, not leaders	▪ Right people ▪ Adapt rapidly	▪ Balance everything	▪ Looking out, looking in
200	C	**Pieces for profit** *(Yeghiaian, 2007)*			▪ Strong focus on implementing the strategy ▪ Have a good performance management system		▪ Ask, listen, learn & act	▪ Engage people by focussing on the 5 R's (recruit, retain, reward, retrain, roles)		▪ Truly identify the customers' need
201	C	**The matrix organization reloaded**	▪ Create a matrix organization							

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| No. | Cat | Study | Organizational | Structure | | | Organizational | Culture | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		(Gottlieb, 2007)								
202	C	**Driven** *(Frigo & Litman, 2007)*		▪ Define explicitly how wealth is to be achieved ▪ Balance focus and options	▪ Deliver, innovate and brand offerings ▪ Map and redesign processes ▪ Measure the right things at the right time ▪ Communicate holistically			▪ Engage employees	▪	▪ Fulfil otherwise unmet customer needs ▪ Partner deliberately ▪ Target appropriate customer groups
203	C	**Bestuurlijke geloofwaardig-heid** *(Lange, 2004)*		▪ Construct a bridge between past, present and future by deep knowledge of the business			▪ Be believable ▪ Make comple-mentary management teams ▪ Have integrity			
204	C	**Global remix** *(Scase, 2007)*	▪ Create café corporations ▪ Face a future of small firms	▪ Tackle uncertainty and risk			▪ Leverage leadership to be inspirational ▪ Get to grips with the iPod generation ▪ Understand the corporate strangers: welcome diversity			▪ Market for new markets ▪ Reinvent the corporation towards the globally integrated enterprise ▪ Manage mergers and acquisitions
205	C	**Confidence** *(Kanter, 2004)*	▪ Organization al structures and routines reinforcing accountabilit y, collaboration				▪ Inspiring initiative and innovation ▪ Face facts and reinforce responsibility ▪ Confidence in		▪ Self-confidence: an emotional climate of high expectations	▪ External confidence: a network to provide resources

No.	Cat	Study	Organizational	Structure			Organizational	Culture		
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
			and innovation ▪ Cultivate collaboration				one another: positive, supportive, team-oriented behaviour			
206	C	**How healthy is your organization** *(Lővey et al., 2007)*			▪ Minimize entropy by information		▪	▪ Feeling of belongingness ▪ Balancing professional and private life ▪ Growth and development		▪ Satisfied customers ▪ Living in harmony with the environment and stakeholders
207	C	**Met uw familiebedrijf naar de champions league** *(Lievens & Lambrecht, 2007)*		▪ Aimed at own mission and strategy, more than the competition ▪ Not much diversification ▪ Focus on own markets and products ▪ Long-term orientation	▪ Emphasis on efficient execution of plans and realization of strategy ▪ Dialogue		▪ Good succession plan ▪ Pro-active ▪ Good and fair process ▪ Accountable			
208	C	**Performance, the secrets of successful behaviour** *(Kotze, 2006)*			▪ Use observable and measurable data		▪ Ask, don't tell	▪ Acknowledge current behaviour in order to change ▪ Take ownership of the change		
209	C	**The ambiguity advantage** *(Wilkinson, 2006)*		▪ Search for risk, uncertainty, and ambiguity – the places	▪ Be a generative communicator and dialoguer		▪ Be able to identify current levels of risk, uncertainty,	▪ Be an incurable and incorrigible learner ▪ Be able to		

No.	Cat	Study	Organizational	Structure			Organizational	Culture		
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
				where the highest rewards are ▪ Set detailed goals and leave the route to achieving them open ▪ The only rules are useful rules			vagueness, or ambiguity to solve problems. ▪ Understand difference between learning and decision-making orientations ▪ Use high levels of emotional intelligence. ▪ Seek out diversity and challenge ▪ Understand how to use pull influence and networks to explore ambiguity and create new worlds for others to walk into.	correctly ana-lyze different problem types and solve each type		
210	C	**Judo strategy** *(Yoffie & Kwak, 2001)*					▪ Face the music	▪ Maintain a deep focus on the core business		▪ Stay on the offensive but avoid frontal assaults ▪ Plan and be prepared to pivot ▪ Look for leverage in the strangest place
211	C	**The innovators dilemma** *(Christensen, 2005)*			▪ Utilize some of the resources of the mainstream organization to address innovation but	● Embed projects to develop and commercialize disruptive technologies				▪ Find or develop new markets that valued the attributes of the disruptive

No.	Cat	Study	Organizational	Structure			Organizational	Culture		
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					be careful not to leverage its processes and values	• Place projects to develop disruptive technologies in organizations small enough to get excited about small opportunities and wins • Plan to fail early and inexpensively				products
212	C	**The six fundamentals of success** *(Levine, 2005)*			▪ Communicate up and down, inside and out		▪ Conduct yourself with integrity ▪ Invest in relationships ▪ Gain perspective		▪ Know how to deliver results	▪ Make sure you add value
213	C	**It's alive** *(Meyer & Davis, 2005)*			▪ Sense and Respond		▪ Turn the business into an open system to capture the value and innovation of diversity	▪ Learn and adapt ▪ Test many diverse options, experiment, don't plan ▪ Disrupt the static elements in the organization	▪ Manage your organization from the bottom-up	
214	C	**The high-purpose company** *(Arena, 2006)*		▪ Be driven by purpose = corporate values + daily practice						
215	C	**Leading at a higher level** *(Blanchard, 2006)*		▪ Right target and vision ▪ Compelling vision	▪ Shared Information and Open Communication		▪ Treat people right	▪ Ongoing Learning	▪ Shared power and high involvement	▪ Treat customers rights ▪ Relentless

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					▪ Energizing Systems and Structures					Focus on Customer results
216	C	**Implementing your strategic plan** *(Fogg, 1999)*	▪ Change the organization structure – fast ▪ Use teams	▪ Turn strategic priority issues into assigned, measurable action plans ▪ Align your organization's work with the plan – from top to bottom	▪ Embed departmental planning ▪ Allocate resources effectively, putting your money and people where your future is ▪ Empower execution ▪ Fix broken core processes ▪ Review performance ▪ Reward strategic results ▪ Communicate to everyone, all the time		▪ Foster creative leadership and mental toughness ▪ Develop an accountability system ▪ Negotiate individual accountabilities	▪ Change the people – fast ▪ Select, train, and develop for the future – now ▪ Remove resistance	▪ Define the future culture	
217	C	**The turbo charged company** *(Goddard & Brown, 1996)*	▪ Eliminate the sales department	▪ Look at customers a little differently	▪ Relentlessly pursue productivity ▪ Destroy the not invented here syndrome ▪ Watch the numbers ▪ Create incentives ▪ Provide employee information		▪ Be sensitive ▪ Exercise patience and diligence		▪ Develop an open culture	▪ Assure customer satisfaction, ▪ Stay in touch ▪ Don't keep secrets ▪ Never play on a level field
218	C	**The marketing enterprise** *(Thoenig & Waldman, 2007)*		▪ Focus on value rather than price			▪ Be traverse and multidisciplina			▪ Have a moral contract &

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
				▪ Be driven by shared values and a common mission			ry ▪ Have a sense of morality			build linkages with customers and society ▪ Be attuned to the societal, political and cultural developments ▪ See customers as intelligent adults
219	C	**Aligning the stars** *(Lorsch & Tierney, 2002)*	▪ Create organizational practices and structures that simultaneously fit the strategic requirements of a business and the needs of its key employees				▪ Govern and lead so that both the organization and its stars prosper and feel rewarded	▪ Identify, attract, and retain star performers ▪ Get stars committed to the firm's strategy ▪ Manage stars across geographic distance, business lines, and generation		▪ Make coherent and fact-based decisions about target clients and the value proposition to those clients vis-à-vis competition
220	C	**Bigger isn't always better** *(Tomasko, 2003)*		▪ Know what to want			▪ Win hearts and minds		▪ Tell the truth ▪ Create tension to generate forward movement ▪ Master momentum and bounce ▪ Know when to let go – and how to share	▪ Know where to look

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
									the wealth	
221	C	**Guiding growth** *(Lipton, 2003)*		▪ Have a vision ▪ Strategy established the organization's identity and distinctive characteristics that differentiate the organization significantly from others					▪ Have clear values	
222	C	**How great leaders get great results** *(Baldoni, 2006)*		▪ Proclaim the vision			▪ Be visible ▪ Listen to your people ▪ Leverage your strengths, ▪ Respect others ▪ Make the impossible possible ▪ Learn from others ▪ Live your message ▪ Play it straight ▪ Take the heat ▪ Demonstrate conviction ▪ Learn from mistakes ▪ Speak up for what you believe ▪ Live your values ▪ Be humble ▪ Live for balance			▪ Focus on customers

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | External orientation |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
							▪ Promote your own people			
223	C	**How leaders build value** *(Ulrich & Smallwood, 2003)*		▪ Have a strategy for future growth				▪ Focus on talent ▪ Focus on core competencies		
224	C	**Ten secrets of successful leaders** *(Brooks & Brooks, 2005)*	▪ Cross-functional/interdisciplinary thinking ▪ Build and lead High-Performance teams	▪ Persuade, influence and communicate your vision			▪ Lead with passion, energy and emotional intelligence ▪ Lead in an environment of ambiguity, uncertainty and change ▪ Lead in a diverse environment: (different perspectives) ▪ Create a culture of integrity and values ▪ Develop a mentoring network			▪ Manage your knowledge networks ▪ Expand your global focus
225	C	**Levers of organizational change** *(Simons, 2005)*	▪ Not only take the vertical hierarchy but also the horizontal networks into account		▪ Define critical performance variables		▪ Commit to others		▪ Create creative tension	▪ Define the customer
226	C	**Unconvential wisdom** *(Ward,*		▪ Focus on continuity	▪ Focus on incremental		▪ Focus on stewardship			▪ Focus on stakeholders

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
		2005)		▪ Focus on adaptation ▪ Be creative in the strategy	improvement		▪ Promote from within the company ▪ Foster long term tenures			▪ Foster close, personal relationships with business leaders
227	C	**Blue Ocean Strategy (***Kim & Mauborgne, 2005)*	▪ Overcome key organizational hurdles	▪ Focus on the big picture, not the numbers ▪ Get the strategic sequence right ▪ Focus on value innovation	▪ Build execution into strategy					▪ Find/create new markets without competition ▪ Reconstruct market boundaries ▪ Reach beyond existing demand
228	C	**The human equation** *(Pfeffer, 1998)*			▪ Measure the right things ▪ Align incentive systems with the new practices				▪ Build trust ▪ Encourage change	
229	C	**Building a values-driven organization** *(Barrett, 2006)*		▪ Vision, mission and values as well as the supporting behaviours should influence all decision-making ▪ These should also be reflected in the group's structures, systems and processes	▪ Culture must be monitored through the measurement of individual and collective causal performance indicators		▪ Leaders of the group have to drive the process of change (walk the talk)			
230	C	Sustaining Corporate Growth, *(A.T.*		▪ Have a specific vision of how to grow	▪ Be focused on excellence			▪ Have a particular core competency in		▪ Have a strict focus on the customer

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		Kearney, Inc., 2000)						▪ which to excel ▪ Continuously learn		
231	C	**Small Giants** *(Burlingham, 2000)*		▪ Consciously make a choice to create a different organization			▪ Stay in control and take own path ▪ Management who is highly accessible and highly passionate about what the company does	▪ Intimate workplaces, where a broad range of employees' needs are addressed		▪ Extraordinary intimate relationship with the local city, town or country ▪ Exceptionally intimate relationships with customers and suppliers, based on personal contact
232	A	**Measuring and explaining management practices across firms and countries** *(Bloom & Van Reenen, 2006)*		▪ Goals are a balance of financial and non-financial targets ▪ Corporate goals focus on shareholder value ▪ Corporate goals are cascaded up to individual level ▪ Long term goals are translated into short term targets ▪ Short term targets are a "staircase" to reach long term goals ▪ Goals are genuinely	▪ Performance is continuously tracked ▪ Performance is communicated to all staff ▪ Performance is continually reviewed ▪ All aspects are followed up ensure continuous improvement ▪ Regular review/perform ance conversations focus on problem solving and addressing root causes ▪ Performance measures are	▪ Use modern manufacturing techniques to reach the objectives	▪ Senior managers believe the non-financial targets are more inspiring than financials ▪ Meetings are an opportunity for constructive feedback and coaching ▪ Exposing problems belongs to everybody's responsibility ▪ Poor performers are moved out of the company or to less critical roles as soon as a weakness is identified ▪ Actively	▪ Senior managers are evaluated and held accountable on the strength of the talent pool they actively build ▪ Do whatever it takes to retain our top talent ▪ Failure to achieve agreed targets drives retraining in identified areas of weakness or moving individuals to where their skills are appropriate	▪ Solving problems is part of daily work	

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
				demanding ▪ Provide a unique value proposition to encourage talented people to join the company above our competitors	well defined, strongly communicated and reinforced at all reviews ▪ Performance rankings are made public to induce competition		identify, develop and promote top performers			
233	A	**How does adaptability drive firm innovativeness** *(Tuominen, Rajala and Möller, 2004)*			▪ Good incentive systems	▪ Link innovativeness to technology utilized ▪ Effectively search for new technology		▪ High commitment of employees ▪ Be adaptive		▪ Link innovativeness to customer needs ▪ Good support of an effective global market monitor
234	A	**High commitment management and organizational performance in Australia** *(Knight-Turvey, 2005)*	▪ Cross-functional teams ▪ Minimal hierarchical levels ▪ Cross-training by rotating across jobs		▪ Regular performance appraisals ▪ Pay-for-performance system ▪ Employee participation in decision-making ▪ Pay rises are based on merit ▪ Promotions on merit ▪ Rewards for knowledge and skill development ▪ Formal information sharing program ▪ Managers regularly meet with employees to discuss issues		▪ Eliminate or minimise status symbols ▪ Promote from within	▪ High quality recruitment and selection processes ▪ High quality training and development programmes ▪ Freedom to do their jobs as they see fit ▪ Training to develop skills needed for promotion or future company needs ▪ Employees can expect to stay in the company as long as they want	▪ Joint employee-management programmes ▪ Employees provided with the opportunity to suggest improvements ▪ Autonomous work groups	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					of concern ▪ Managers keep open communication with employees ▪ Staff informed about competitive pressures, our market position, and overall firm performance					
235	A	**Corporate reputation and sustained superior financial performance** *(Roberts & Dowling, 2002)*		▪ Good asset use ▪ Financial soundness	▪ Degree of innovativeness ▪ Product quality			▪ Ability to develop and keep key people		▪ Community and environmental friendliness
236	A	**The strength of corporate culture and the reliability of firm performance** *(Sørensen, 2002)*		▪ The firm has been managed according to long-standing policies and practices other than just of the current CEO					▪ Widely shared and strongly held norms and values ▪ Managers commonly speak of their company's style or way of doing things ▪ The firm has made its values known through a creed or credo and has made	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
									serious attempts to get managers to follow them	
237	A	**Strategic decision speed and firm performance** *(Baum & Wally, 2001)*			▪ Formalization of organizational routines ▪ Informalization of non-routines		▪ Fast decision-making		▪ Decentralization of operations management	
238	A	**Market orientation, brand investment, ...** *(Matear et al., 2004)*			▪ New service development					
239	A	**An empirical study which compares the organizational structures ...** *(Hankinson, 1999)*	-	-	-	-	-	-	-	-
240	A	**Founder-CEOs, investment decisions and stock market performance** *(Fahlenbrach, 2006)*		▪ Invest more in R&D ▪ Higher capital expenditures						▪ Focused mergers and acquisitions
241	A	**Impact of technological, organizational and human resource investments on employee ...** *(Challis,*	▪ HR plan focuses on skills/ competencies required to manufacture products ▪ High degree of	▪ Mission statement supported throughout the company ▪ Comprehensive/ structured planning process	▪ Plan focuses on achievement of best practice ▪ Effective top down and bottom up communication processes		▪ Champions of change used to drive best practices	▪ Organization-wide training and development process ▪ Employee multiskilling and training	▪ Managers encourage change and implement culture of trust, involvement and	▪ Plans incorporate customers, suppliers and other stakeholders

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		Samson & Lawson, 2005)	unity of purpose and elimination of barriers between departments	that set short and long term goals ▪ Written strategy covering all operations that is agreed to by senior managers ▪ Site mission aligned with central mission	▪ Pay-for-performance scheme ▪ Ideas from production operators are actively sued in assisting management				commitment	
242	A	**Product innovation, product-market competition and persistent profitability …** *(Roberts, 1999)*			▪ Strong focus on innovation					
243	A	**Triad lessons** *(Deshpandé, Farley & Webster, 2000)*			▪ Organizational innovativeness to be first to market with new products and services ▪ Communication	▪ Be at the cutting edge of technology	▪ Trust ▪ Participative management		▪ Organizational climate is an enduring quality of the internal environment of the firm ▪ Culture is pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with norms for behaviour	▪ Market orientation on customer's interest first
244	A	**Organizational crisis** *(Probst &*			▪ No uncontrolled change				▪ No excessive success culture	▪ No excessive growth

	No.	Cat	Study	Organizational Structure				Organizational Culture			
				Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
			Raisch, 2005)							▪ No autocratic leadership	
	245	A	**Creating desirable organizational characteristics** *(Moynihan and Pandey, 2005)*		▪ Mission is clear to everyone ▪ Easy to explain goals ▪ Clearly defined goals			▪ Management communicates tasks, strategic direction and feedback on work performance	▪ Employees communicate their perspective on organizational problems upward	▪ Peers provide support to one another ▪ Employees can make their own decisions ▪ Employees have the authority to make decisions	
	246	A	**The 4 principles of enduring success** *(Stadler, 2007)*		▪ Exploit existing assets and capabilities rather than exploring for new ones. ▪ Diversify business portfolio	▪ Be conservative about change		▪ Remember mistakes to learn from them			▪ Maintain a wide range of suppliers and a broad base of customers
	247	A	**Understanding the relation-ship between founder-CEOs and firm performance** *(Adams, Almeida & Ferreira, 2005)*					▪ Firms lead by their founders			
	248	A	**Powerful CEOs and their impact on corporate performance** *(Adams, Almeida & Ferreira, 2004)*							▪ CEOs do not have too much power	
	249	A	**Environmental marketing**			▪ Focus on new products		▪ Desire for profit is tempered by			▪ Balance societal

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		strategy and firm performance *(Baker & Sinkula, 2005)*					the desire to do the right thing			concerns with market opportunities
250	A	**Competencies and firm performance** *(King and Zeithaml, 2001)*						▪ Agreement on the competencies that contribute to competitive advantage ▪ Competencies are tactic and located in the organization's culture		
251	A	**Tigers, dragons and others** *(Deshpandé, Farley & Webster, 2004)*			▪ First to market	▪ At the cutting edge of technology				▪ Avoiding late entry and stable markets ▪ Customer service & value ▪ Good market information ▪ Knowledge of competitors ▪ Customer focus ▪ Product differentiation
252	A	**Organizational and HRM strategies in Korea** (*Bae & Lawler, 2000*)			▪ Performance-based pay			▪ Extensive training ▪ Highly selective staffing	▪ Empowerment ▪ Broad job design	
253	A	**Concern for others** *(Khumalo, 2001)*			▪ Emphasize quality of products and services ▪ Communicate		▪ Promote from within	▪ Train employees	▪ Participatory style of management	▪ Concern for others (ao. being involved in community

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					• with all levels of employees • Reward good work					programmes) • Place high value on customers
254	A	**Information age organizations** *(Mendelson & Pillai, 1999)*			• Practices that promote information absorption and diffusion, making up-to-date, accurate information available to decision makers				• Decentralization of decision-making	• Development of an extended inter-organizational network • Close relationships with selected partners
255	A	**The antecedents, consequences ...** *(Gibson & Birkinshaw, 2004)*	• Brokers, always looking to build internal linkages					• Social support: providing people with the security and latitude they need to perform • Take the initiative and are alert to opportunities beyond the confines of their own jobs • Multitaskers who are comfortable wearing more than one hat	• Performance management: stimulating people to deliver high-quality results and making them accountable for their actions;	• Seek out opportunities to combine their efforts with others
256	A	**Predicting corporate performance from organi-zational culture** *(Gordon & DiTomaso, 1992)*			• Focus on action taking and innovation				• Strong values	

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
257	A	**High-performance companies in developing and developed countries** *(Needles at al., 2007)*			▪ Excel at inventory management ▪ Push creditors to the limit ▪ Be willing to accept higher level of receivables					
258	B	**Success or failure in a globalized economy** *(The Hackett Group, 2006)*	▪ Off shore shared services		▪ Passionate about operating excellence ▪ Reducing complexity in processes ▪ Use a limited number of information databases ▪ Provide everybody with better tools for understanding and steering the business ▪ Use on-line reporting tools	▪ Reducing complexity in technology ▪ Use a centralized data repository	▪ Good succession planning ▪ Focus on retention	▪ Good talent management ▪ Commitment to training and development ▪ Enable self-service for employees in the areas of payroll, time & attendance and travel expenses ▪ Outsource non-essential business process		▪ Global operations that maintain a localized focus ▪ Grow through strategic partnerships ▪ Good supplier management
259	B	**Five secrets of high performing organizations** *(Harpst, 2006)*		▪ Clear vision for the company		▪ Ability to strategically use technology	▪ Strong leadership team ▪ Appropriate involvement of leadership in leading and supporting projects that are strategic to organization ▪ Disciplined approach to business			▪ Use of trusted outside providers, to provide vital information about the business

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
							▪ Ability to attract and retain quality people			
260	B	**Coevolutiona-ry competence in the realm of corporate longevity** (*Kwee et al., 2005*)	▪ Ability to sustain coordinated deployment of assets aimed at achieving a firm's goals by coevolving with the environment							
261	B	**Aligning the organization with the market** (*Day, 2006*)	▪ Keep realigning to stay ahead of market changes	▪ Adjust the pace of the alignment process to the anticipated obstacles						▪ Everyone focused on the customer's total experience
262	B	**The winning formula for growth** (*Kapur et al., 2006*)	▪ Development of a winning model for sustaining growth ▪ Capability: activities, skills and assets that support the operational model and enable the successful execution of the growth strategy	▪ Develop a point of view on the future ▪ Create and sustain multiple growth initiatives					▪ Conviction: creation of organizational belief, momentum and resilience in moving toward growth goals	▪ Continuously evolve the product-market portfolio
263	B	**Reassessing the impact of**	▪ Foster team work and self-						▪ Shift responsibility	

	No.	Cat	Study	Organizational Structure				Organizational Culture			
				Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
			high performance workplaces *(Wolf & Zwick, 2002)*	responsible teams ▪ Use work groups with independent budgets						to lower level of the hierarchy	
	264	B	**Effects of styles, strategies, and systems** *(Chaganti, Cook & Smeltz, 2002)*		▪ Emphasize multiple business strategies (build lower cost base while simultaneously offering superior quality, customer service and innovation) ▪ Use more long range planning	▪ Use more regular written reports			▪ Use more trained personnel		
	265	B	**Information technology levels** *(Vinberg et al., 2000)*	▪ Flat organizational structure				▪ Leader change competence ▪ Leader change motivation	▪ Co-worker change competence		
	266	B	**Organizational and health performance** *(Vinberg & Gelin, 2005)*	▪ Team spirit: team functioning and team climate at work		▪ Dialogue between leader and co-worker	▪ Efficient use of technology	▪ Respectful leadership	▪ Health performance: being physically and mentally healthy at work ▪ Adequate competence: resources and competence in relation to work demands ▪ Creative work: developing and learning at work,		▪ Customer oriented quality practices

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
								meaningful and stimulating work, variation at work		
267	B	**Closing the strategy-to-performance gap** *(Mankins and Steels, 2005)*		▪ Ground plans in economic reality ▪ Use timing as well as level of performance to sharpen plans ▪ Convert plans into actions and priorities	▪ Monitor performance vs. plan in real time ▪ Identify and remove the real bottlenecks to execution ▪ Build lasting execution disciplines					
268	B	**Scaling to Win** *(Burwell and Sicklick, 2005)*	▪ Actively manage and minimize diseconomies of scale and create a 'small company feel	▪ Get different before getting bigger and then use scale to get even more different						▪ Focus explicitly on the benefits that scale can produce for customers ▪ Define scale in the right way: local market dominance outweighs global scale
269	B	**Shrinking core** *(Gulati & Kletter, 2005)*		▪ Shrink the core by focusing on fewer activities			▪ Outsource portions of the activities			▪ Develop trust-based, mutually beneficial and enduring relationships with key constituencies ▪ Have lots of partnerships ▪ Provide customers with greater sets of products and

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
										services, offered in partnerships with other organizations ▪ Devote strategic focus to meeting customer expectations ▪ Build long-term customer relationships
270	B	**Personality and leadership** *(Havaleschka, 1999)*		▪ Plans and structures are changed when more efficient methods and means are found				▪ Giving room for the employees to develop and expand; ▪ Freedom of responsibility without constricting bureaucratic or technocratic limits and systems	▪ Delegation without simultaneously giving directives	
271	C	**Transforming work** *(Boverie & Kroth, 2001)*			▪ High quality programs that produce results and make work meaningful ▪ Measurable components where employees can see results ▪ Knowing exactly what you do and how your work		▪ Get to know employees as people	▪ Constant challenge and learning experience ▪ Knowing how to do your job and loving it ▪ Imparting knowledge to others ▪ Excited at the thought of what I could do ▪ Caring,	▪ Sharing in success and feedback	▪ Live for customer satisfaction

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					affects others ▪ Respect for employees' ideas			understanding, flexible and nurturing workplace		
272	C	**Het geheim van de betere middenmanager** *(Geelhoed, 2005)*		▪ Mission is clear ▪ Departmental goals are inspiring	▪ Employees are informed about the results of the department ▪ Work is varied ▪ Recognition given for good work		▪ Coaching ▪ Commitment ▪ Keep promises ▪ Act on criticism	▪ Employees know what is expected from them ▪ Employees can arrange their own time ▪ Employees get space to improve things ▪ Employees get responsibilities ▪ Employees are involved in decisions about their work ▪ Regular and valuable evaluations ▪ There are enough relaxing moments	▪ Successes are celebrated	
273	C	**In search of innovation excellence** *(Allied Consultants Europe, 2005)*	▪ Use of innovation teams	▪ Have a clear innovation strategy	▪ Explicit innovation process ▪ Measurement of the effectiveness of innovation ▪ Employees are rewarded for innovation ▪ Strong innovation		▪ Innovation is high priority of management	▪ Enough and the right competencies ▪ Continuous stressing of creativity, learning and sharing		▪ Cooperation with customers and suppliers and external experts

| No. | Cat | Study | Organizational Structure | | | | Organizational Culture | | | |
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
					culture					
274	C	**The role of the Board** *(Roberts & Young, 2005)*					▪ Have a strong and involved board			
275	C	**High-performing organizations** *(Comptroller General, 2004)*		▪ Clear, well-articulated and compelling mission	▪ Performance management system aligned with the goals ▪ Publicly reporting on performance to assure transparency and accountability		▪ Strong, charismatic, visionary and sustained leadership	▪ Strategic management of people ▪ Effective process for hiring, training and retaining employees		▪ Strategic use of partnerships ▪ Focus on needs of clients and customers
276	C	**Emerging giants** *(Khanna and Palepu, 2006)*								▪ Exploit understanding of local product markets and tailoring to the needs of local customers ▪ Build on familiarity with resource markets, being more cost-effective because of knowledge of the local factors of production ▪ Treat institutional voids as business opportunities
277	C	**High performing organizations**	▪ Participation, collaboration and teamwork	▪ Compelling vision	▪ Shared information and open			▪ Ongoing learning, transferred	▪ Relentless focus on results	▪ Perspective from the customer

No.	Cat	Study	Organizational Structure				Leadership	Organizational Culture		External orientation
			Design	Strategy	Processes & Practices	Technology		Individuals & Roles	Culture	
		profile *(Ken Blanchard Companies, 2005)*	▪ Energizing systems and structures, aligned to support the organization's strategic direction		communication			throughout the company	▪ Shared power and high involvement	
278	C	**For love and money** *(Berry, Seiders and Greshman, 1997)*		▪ Defiance of common wisdom ▪ Clear concept of the business	▪ Speed of service		▪ Leadership with heart		▪ Core values permeates the organization	▪ Straight-forward, unencumbered, precise definition of why customer should shop with them rather than a competitor ▪ Know how to create value for the customer ▪ Merchandise credibility ▪ Trustworthy partners of vendors and customers ▪ Community improvement
279	C	**The passive-aggressive organization** *(Neilson et al., 2005)*			▪ Spread the word and the data ▪ Match motivators with contribution		▪ Make decisions and make them stick	▪ Bring in new blood	▪ Leave no building block unturned	
280	C	**PIMS** *(Malik, 1998)*	▪ Vertical integration	▪ Asset utilization ▪ Innovation/ differentiation	▪ Managing complexity			▪ People: adaptability, participative ness and		▪ Customer preference

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
								incentives		
281	C	**Effective com-munication** *(Watson Wyatt, 2006)*		▪ Linking communication objectives to business objectives	▪ Linking pay and benefit programs to achieving the business strategy ▪ Communication program in place		▪ Exhibiting strong leadership during organizational change		▪ Openly communicating with employees about matters that affect them ▪ Educating employees about organizational culture and values	▪ Aligning employees' actions with customer needs
282	C	**Management Matters** *(Dowdy et al., 2006)*		▪ Good target setting and	▪ Lean manufacturing ▪ Performance management			▪ Hiring, developing and keeping the right people		
283	C	**Failing to learn and learning to fail** *(Cannon and Edmondson, 2005)*					▪ Learn from failure and mistakes			
284	C	**The leadership-profit chain** *(Blanchard et al., 2006)*		▪ Management practices that drive procedures, policies, behaviours ▪ Procedures that clarify how each unit will achieve the overall strategy ▪ Clear vision	▪ Metrics ensure that all units follow the same strategy		▪ Perceived fairness	▪ Employee passion		▪ Customer devotion
285	C	**Creating a corporate culture** *(Dutra and Hagberg,*		▪ Combine a long term strategy with the short term	▪ Focus on excellence ▪ Get new products to		▪ Learn from past mistakes			▪ Customer driven mentality ▪ Respond to

No.	Cat	Study	Organizational Structure				Organizational Culture			
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	External orientation
		2007)			market quickly					market developments faster than competitors
286	C	**Innovation vs complexity** *(Gottfredson and Aspinall, 2005)*	▪ Introduce complexity as low done in the value chain as possible	▪ Regular revisit the product portfolio to ensure optimizing profits	▪ Demand a higher rate of return on new products ▪ Institutionalize simplicity in decision making					
287	C	**Love your 'dogs'** *(Quarls et al., 2005)*		▪ Buy and fix someone else's dog	▪ Improve operations					
288	C	**Maximizing the return on your human capital investment** *(Watson Wyatt, 2005)*			▪ Rewards that are higher than average ▪ Treat managers as a key audience and sharing information with them in advance ▪ Effective communication		▪ Turnover management is low ▪ Promotions filled from within	▪ Recruiting excellence so key positions are filled-in quickly ▪ Employee development, invest in training		
289	C	**Corporate Longevity** *(Kwee, 2004)*	▪ Reinvent business models and strategies as circumstances change	▪ Clear identity	▪ Conserve financial and non-financial assets and prevent waste		▪ Manage the succession of leadership ▪ Tolerance: accept diversity + encourage new ideas		▪ Learn from the past ▪ Learn from the future ▪ Change proactively ▪ Distribute and balance the power within the management structure	▪ Create and maintain external and internal networks of cooperative relationships ▪ Receive and interpret business-relevant signals from the environment

No.	Cat	Study	Organizational Structure				Organizational Culture			External orientation
			Design	Strategy	Processes & Practices	Technology	Leadership	Individuals & Roles	Culture	
										▪ Grow with own money
290	C	**How companies can avoid a midlife crisis** *(Sull and Holder, 2006)*		▪ Manage the product portfolio actively						

Appendix 4 – Detailed HPO characteristics

This appendix gives the details scores per element found in the 290 studies. Each HPO characteristic is composed from underlying elements which have been identified from the literature. This appendix lists all the elements for each type of literature study (A, B and C). The numbers in columns 'A', 'B' and 'C' refer to the studies from which the elements are taken (see Appendix 1). To weigh the elements, each element from study type A gets 6 points, B and C get 3 respectively 1 point. The column 'Total' calculates the total score for all the elements which have been grouped under a particular HPO-characteristic. There are 105 A-studies, 66 B-studies and 119 C-studies which gives a maximum score for a characteristic of (105x6) + (66x3) + (119x1) = 947 points. This score would be reached when all of the 290 studies contained an element which is grouped under the characteristic under consideration. Column '% of total' divides the total score by 947 to give the weighted percentage of the literature sources in which the particular HPO-characteristic can be found. A score of 100 percent would be reached when the underlying elements of the characteristic would occur in all sources. The score gives an indication of the importance of the characteristic for becoming a HPO. Finally, column '% of sources' divides the number of different sources the aspect is found (this is the numbers in columns A, B and C added up without double-counting, in coumn 'Total sources') by the total number of literature sources (290). This is a measurement of the frequency of occurrence in the literature of the specific characteristic.

In Appendix 4A a summary of the scores is given for elements of each of the eight factors of the framework influencing high performance (see Exhibit 1). In Appendix 4B detailed scores are given for each element. This appendix categorizes the various elements as given by the authors of the 290 research studies into the elements as used in this research paper.

Appendix 4A – Summary of the scores per framework factor

	A	B	C	Total points	% of total	Total sources	% of sources
Design characteristics							
Stimulate cross-functional and cross-organizational collaboration	15, 15, 16, 19, 22, 22, 22, 24, 30, 33, 34, 122, 125, 129, 132, 132, 137, 158, 165, 234, 234	42, 47, 50, 51, 51, 53, 55, 139, 263, 263, 266	64, 64, 66, 71, 80, 86, 149, 154, 186, 195, 195, 205, 216, 224, 224, 273, 277, 280	177	**18.7**	40	13.8
Simplify and flatten the organization by reducing boundaries and barriers between and around units	5, 5, 18, 18, 22, 22, 26, 27, 31, 34, 34, 97, 132, 135, 137, 234, 241, 255	51, 53, 54, 59, 60, 60, 61, 167, 170, 258, 265	77, 78, 78, 87, 217, 225, 227, 286	149	**15.7**	31	10.7
Foster organization-wide information, knowledge and best practices sharing	6, 10, 17, 22, 25, 26, 34, 122, 129	44, 50, 50, 55, 61, 145	79, 79, 83, 118, 195	77	**8.1**	18	6.2
Constantly realign the business with changing internal and external circumstances	5, 22, 23, 33, 34, 127	42, 51, 61, 146, 260, 261	81, 82, 87, 149, 198, 289	60	**6.3**	18	6.2
Create a sense of ownership and entrepreneurial feel by establishing an integrated network of small decentralized units	2, 136, 166	55, 55, 55, 57, 57, 59, 268	62, 71, 79, 87, 118, 192, 204, 204	47	**5.0**	14	4.8
Stimulate support functions to be integrated business partners	22, 96, 119, 241	44	65, 75	29	**3.1**	7	2.4
Create an infrastructure that supports the strategy and the value drivers	24	42, 44, 262, 262	81, 83, 86, 100, 185, 187, 197, 199, 219, 277	28	**3.0**	14	4.8
Implement a dynamic organizational design to enhance flexibility	3, 34, 127		85, 87, 157, 192, 216	23	**2.4**	8	2.8
Establish a consistent responsibility structure with clear roles and accountabilities		48, 59, 61, 144	62, 77, 77, 77, 77, 77, 80, 85, 205	21	**2.2**	9	3.1
Think in matrixes	22	55	201	10	**1.1**	3	1.0
Manage a virtual organization		172		3	**0.3**	1	0.3
Strategy characteristics							
Define a strong vision that excites and challenges	4, 4, 17, 19, 19, 22, 22, 23, 28, 28, 101, 105, 122, 241	38, 45, 47, 47, 55, 141, 169, 169, 172, 173, 175, 259, 262	62, 64, 70, 76, 110, 152, 154, 191, 193, 194, 195, 214, 215, 215, 218, 220, 221, 222, 224, 229, 230, 272	145	**15.3**	42	14.5

	A	B	C	Total points	% of total	Total sources	% of sources
Balance long-term focus and short-term focus	4, 6, 19, 19, 19, 20, 21, 31, 35, 119, 162, 232, 232, 236, 241	42, 48, 54, 59, 61, 61, 98, 145, 175, 181, 264	63, 66, 79, 149, 191, 196, 207, 275, 277, 285	133	**14.0**	32	11.0
Set clear, ambitious, measurable and achievable goals	2, 4, 13, 15, 18, 18, 27, 31, 103, 107, 232, 232, 241, 245	55, 59, 59, 173, 187	64, 76, 86, 86, 111, 191, 282	106	**11.2**	22	7.6
Create clarity and a common understanding of the organization's direction and strategy	15, 15, 22, 34, 35, 132, 132, 132, 245, 245	46, 47, 56, 60, 167	65, 65, 65, 67, 76, 76, 84, 88, 116, 116, 157, 197, 198, 199, 202, 204, 209, 223, 227, 272, 273, 278, 284, 289	99	**10.5**	21	7.2
Adopt the strategy that will set the company apart	5, 22, 24, 36, 109, 158, 163, 232	38, 47, 47, 140, 172, 181, 181, 182, 268	80, 81, 91, 99, 100, 150, 152, 186, 217, 221, 226, 231, 278, 280	89	**9.4**	29	10.0
Align strategy, goals and objectives with the demands of the external environment and build robust, resilient and adaptive plans to achieve these	11, 31, 33, 34, 34, 36, 132, 164	43, 55, 60, 146, 261, 267, 267, 267, 270	65, 70, 73, 74, 74, 76, 81, 100, 149, 184, 216	86	**9.1**	24	8.3
Focus on bottom-line profit and cash-flow as well as top-line growth	19, 22, 36, 105, 123, 136, 235, 235	57, 177, 178, 179, 186	86, 199, 280, 286	67	**7.1**	16	5.5
Keep growing the core business	34, 36, 240, 240, 246, 246	49, 49, 57, 174, 174, 178	79, 80, 191, 203, 207, 207, 207, 226, 290	63	**6.6**	15	5.2
Focus on a limited number of key priorities	15, 26, 36, 136	54, 59, 60, 262, 264, 269	64, 64, 76, 115, 149, 187, 202	49	**5.2**	16	5.5
Have a ruthless focus on value	22, 36, 123, 232	42, 48, 60	77, 77, 218, 227	37	**3.9**	10	3.4
Regularly alter and renew the organization	33, 34, 34	43, 60, 174, 181	115, 148, 226, 287	34	**3.6**	10	3.4
Have an integrated set of strategy, structure and systems	20, 128, 232	50, 173	62, 209, 216, 229, 281, 284, 284	31	**3.3**	11	3.8
Develop strategy and goals bottom-up using input of people on all organizational levels	5, 15, 15, 241	144	209, 227	29	**3.1**	6	2.1
Process characteristics							
Design a good and fair reward, promotion and incentive structure	2, 6, 8, 14, 15, 15, 18, 18, 19, 21, 22, 25, 27, 30, 30, 31, 34, 34, 35, 112, 119, 119, 122, 126, 126, 127, 129, 129, 129, 129, 137,	41, 47, 50, 51, 51, 54, 59, 61, 142, 142, 144, 180	64, 64, 64, 64, 64, 65, 65, 66, 66, 70, 73, 73, 75, 78, 79, 83, 85, 86, 86, 88, 149, 149, 216, 217, 228, 279, 287	297	**31.4**	55	19.0

	A	B	C	Total points	% of total	Total sources	% of sources
	233, 234, 234, 234, 234, 241, 252, 253						
Continuously innovate products, processes and services	5, 6, 10, 13, 15, 20, 20, 93, 105, 105, 114, 114, 123, 124, 235, 235, 238, 242, 242, 249, 251, 253	39, 42, 42, 44, 50, 50, 51, 52, 53, 53, 53, 54, 54, 59, 59, 60, 60, 61, 145, 171, 175	69, 73, 73, 86, 89, 148, 187, 191, 202, 202, 217, 226, 273, 272, 272, 273, 285, 286	213	**22.5**	45	15.5
Continuously simplify and improve all the organization's processes	6, 15, 18, 20, 20, 20, 20, 22, 22, 22, 22, 22, 25, 26, 26, 31, 34, 34, 93, 105, 125, 125, 125, 125, 125, 137	37, 37, 37, 40, 43, 45, 48, 51, 51, 59, 61, 145, 167, 167	61, 62, 63, 72, 72, 86, 118, 192, 192, 194, 195, 286, 287	211	**22.3**	34	11.7
Create highly interactive internal communication	15, 18, 28, 31, 34, 103, 107, 107, 117, 158, 158, 158, 166, 166, 166, 232, 234, 234, 234, 234, 234, 241, 241, 242, 252	46, 51, 55, 59, 60, 139, 144, 145, 173, 173, 266	65, 66, 70, 70, 73, 80, 83, 83, 110, 149, 154, 155, 155, 155, 202, 207, 209, 212, 213, 215, 216, 271, 277, 281, 287, 287	209	**22.1**	48	16.6
Measure what matters	2, 8, 12, 15, 28, 28, 31, 31, 125, 125, 127, 165, 232, 232, 234	42, 46, 47, 47, 51, 51, 51, 51, 51, 51, 51, 55, 56, 56, 59, 61, 167, 175, 258, 258, 264, 267	64, 64, 66, 66, 69, 73, 73, 73, 73, 74, 74, 74, 74, 74, 76, 79, 84, 85, 86, 148, 154, 184, 184, 184, 186, 197, 200, 202, 206, 208, 225, 228, 271, 275, 282, 284	192	**20.3**	49	16.9
Strive to be a best practice organization	21, 34, 96, 96, 103, 103, 114, 123, 125, 125, 125, 137, 137, 165, 232, 241	38, 39, 40, 43, 44, 47, 50, 50, 51, 53, 54, 140, 144, 145, 175, 258, 267	61, 67, 68, 70, 70, 71, 72, 73, 80, 83, 85, 87, 89, 153, 161, 230, 285	164	**17.3**	43	14.8
Report to everybody financial and non-financial information needed to drive improvement	6, 6, 11, 16, 18, 20, 23, 31, 31, 96, 125, 160, 162, 232, 232, 254	37, 40, 41, 44, 46, 46, 48, 48, 51, 55, 55, 59, 60, 61, 145, 170, 172	62, 68, 69, 72, 78, 82, 83, 196, 216, 217, 217, 229, 272, 279	161	**17.0**	40	13.8
Strive for continuous process optimalization	5, 8, 11, 22, 24, 95, 107, 114, 119, 119, 119, 125, 125, 125, 125, 125, 127, 164, 237, 237	42, 59, 146, 146, 167, 180, 258, 258	71, 83, 87, 151, 151, 171, 197, 197, 197, 216, 277, 280, 282	157	**16.6**	29	10.0
Deploy resources effectively	2, 2, 35, 36, 93, 120, 123, 257, 257	37, 37, 50, 50, 51, 97, 144, 145, 168, 179	68, 76, 82, 86, 86, 86, 151, 216, 217, 289	94	**9.9**	23	7.9
Create processes that support action	1, 136, 137, 232, 256	56, 61, 167, 169, 174, 174, 267	63, 73, 80, 157, 183, 199, 200, 207, 215, 216, 227	56	**5.9**	21	7.2

	A	B	C	Total points	% of total	Total sources	% of sources
Coordinate across units	2, 96, 127, 244, 246, 257	41, 51, 108	62, 83, 216, 271, 275,281	51	**5.4**	15	5.2
Make sure the work is meaningful		47, 142, 144	84, 191, 271, 272, 272	14	**1.5**	7	2.4
Let all processes reflect the values	28	45		9	**1.0**	2	0.7
Create an attractive earnings potential without significant personal risk		47	211	4	**0.4**	2	0.7
Become a real-time enterprise, by engaging in real-time opportunity detection		40		3	**0.3**	1	0.3

Technology characteristics

	A	B	C	Total points	% of total	Total sources	% of sources
Implement flexible ICT-systems throughout the organization	8, 16, 16, 18, 31, 35, 36, 166	47, 50, 51, 53	61, 62	62	**6.5**	12	4.5
Apply user-friendly ICT-tools to increase usage	16, 35, 35, 166, 233	42, 44, 60, 60, 145, 258, 258, 259, 266		57	**6.0**	11	3.8
Constantly identify and exploit new technologies to gain competitive advantage	10, 34, 34, 96, 114, 114, 233	37, 42, 167	72, 186, 187, 211	55	**5.8**	12	4.1
Become a pioneer at applying the chosen technologies	12, 17, 34, 35, 232, 243, 251		186, 211, 211	45	**4.8**	9	3.1

Leadership characteristics

	A	B	C	Total points	% of total	Total sources	% of sources
Maintain and strengthen trust relationships with people on all levels	6, 6, 11, 11, 12, 12, 12, 13, 18, 20, 30, 30, 33, 34, 35, 35, 101, 134, 134, 158, 158, 160, 162, 243, 243	41, 45, 46, 47, 47, 54, 55, 58, 59, 60, 60, 61, 61, 140, 142, 143, 143, 143, 143, 144, 147, 173, 173, 173, 175, 266	63, 64, 65, 65, 65, 70, 70, 72, 76, 84, 84, 90, 90, 110, 149, 149, 150, 152, 161, 188, 191, 200, 205, 208, 209, 212, 215, 217, 222, 222, 225, 271, 278	261	**27.6**	60	20.7
Live with integrity and lead by example	6, 6, 11, 18, 21, 22, 23, 23, 24, 28, 30, 32, 34, 107, 162, 162, 162, 162, 162, 249	41, 45, 47, 50, 51, 51, 51, 54, 59, 59, 59, 61, 61, 61, 140, 141, 143, 143, 145, 145, 145, 147, 147, 173, 175, 175	66, 68, 68, 69, 69, 76, 82, 82, 90, 90, 90, 90, 90, 90, 90, 90, 90, 149, 152, 155, 192, 193, 193, 195, 196, 196, 203, 207, 212, 217, 218, 222, 222, 222, 222, 222, 224, 226, 231, 272, 272, 272, 284	241	**25.4**	53	18.3
Develop effective, focused and strong leadership	7, 12, 16, 16, 18, 18, 18, 18, 20, 24, 24, 31, 34, 102, 104, 164, 165, 166	42, 46, 46, 47, 47, 51, 59, 61, 61, 139, 139, 140, 172, 259, 259	84, 85, 115, 184, 187, 187, 188, 193, 196, 199, 216, 219, 222, 222, 222, 231, 275, 281	171	**18.1**	38	13.1

	A	B	C	Total points	% of total	Total sources	% of sources
Grow leaders from within	4, 11, 13, 31, 34, 96, 114, 117, 122, 126, 129, 132, 162, 166, 232, 234, 253	47, 50, 50, 54, 59, 59, 175, 258	64, 65, 65, 65, 66, 66, 75, 76, 86, 88, 195, 207, 222, 226, 288, 289	142	**15.0**	36	12.4
Apply decisive action-focused decision-making	11, 12, 18, 18, 19, 22, 24, 31, 36, 137, 158, 158, 232	40, 42, 55, 56, 56, 61, 61, 97, 138, 175	65, 66, 76, 79, 87, 90, 90, 149, 152, 153, 154, 196, 207, 209, 209, 212, 279	125	**13.2**	34	11.7
Be confidently humble	6, 11, 12, 18, 103, 107, 136, 160, 162, 164, 234	39, 51, 55, 59, 61, 143, 143, 167, 175, 178	65, 90, 90, 90, 149, 149, 150, 186, 193, 222	106	**11.2**	27	9.3
Inspire the people to accomplish extraordinary results	11, 12, 22, 26, 30, 32, 34, 101, 101, 134, 135, 232	42, 45, 50, 167, 265	64, 65, 70, 70, 70, 71, 76, 84, 87, 89, 90, 149, 150, 185, 204, 205, 220, 224	105	**11.1**	32	11.0
Stimulate change and improvement	3, 4, 5, 11, 20, 22, 35, 103, 107, 241	38, 46, 51, 140, 172, 175, 180, 265	62, 65, 68, 84, 87, 87, 87, 171, 171, 209, 209, 224, 229, 273	98	**10.3**	28	9.7
Stretch yourselves and your people	8, 11, 11, 18, 21, 22, 30, 30, 34, 36, 101, 101, 101, 130	55, 59	64, 64, 90, 110, 222	95	**10.0**	16	5.5
Allow experiments and mistakes	4, 6, 6, 18, 24, 165, 232, 246	35, 50, 53, 55, 55, 56, 56, 57, 61, 143, 147	70, 72, 76, 76, 76, 79, 86, 90, 90, 149, 222, 283, 285	94	**9.9**	26	9.0
Hold people responsible for results and be decisive about non-performers	1, 8, 15, 19, 125, 164, 165, 232, 245	42, 140, 170, 173	64, 64, 65, 65, 66, 66, 69, 70, 73, 77, 78, 86, 90, 90, 149, 149, 149, 154, 154, 156, 191, 205, 207, 210, 216, 216, 222	93	**9.8**	32	11.0
Coach and facilitate	1, 6, 6, 6, 8, 15, 15, 18, 21, 22, 101	55, 55, 59	65, 65, 65, 73, 76, 84, 88, 171, 188, 188, 195, 224, 272	88	**9.3**	20	6.9
Be committed to the organization for the long haul	11, 19, 19, 19, 19, 20, 22, 96, 113	39, 51, 175, 258, 259	67, 70, 226, 288	85	**9.0**	15	5.2
Assemble a diverse and complementary management team and workforce	6, 9, 11, 18, 19, 131	42, 45, 47, 50, 59, 167	66, 72, 72, 75, 76, 90, 118, 183, 203, 204, 204, 213, 218, 222, 224, 289	70	**7.4**	26	9.0
Have a long-term orientation	5, 18, 18, 34	38, 42		30	**3.2**	5	1.7
Balance managerial power with the role of an active board	92, 92	50, 172	87, 87, 274	21	**2.2**	6	2.1
Hands-on management	125, 162	97, 108, 259		21	**2.2**	5	1.7
Owner of shares	109, 247			12	**1.3**	2	0.7

	A	B	C	Total points	% of total	Total sources	% of sources
Build a high degree of strategic consensus among the top team	132	59, 128, 175	184	10	**1.1**	5	1.7
Substitute inspirational leadership for formal structure		51		3	**0.3**	1	0.3
Individuals & Roles characteristics							
Create a learning organization	4, 5, 6, 6, 10, 14, 15, 19, 20, 21, 21, 22, 22, 25, 30, 34, 34, 35, 96, 101, 114, 114, 114, 114, 117, 119, 119, 119, 119, 122, 122, 122, 125, 125, 126, 129, 129, 132, 160, 232, 234, 234, 241, 241, 252, 253	41, 43, 47, 50, 53, 54, 55, 56, 60, 60, 61, 61, 61, 61, 142, 172, 175, 258, 246, 270	63, 64, 68, 73, 73, 73, 76, 76, 76, 78, 84, 85, 87, 88, 90, 151, 161, 197, 206, 209, 215, 230, 271, 271, 273, 273, 277, 288	364	**38.4**	69	23.8
Attract exceptional people with a can-do attitude who fit the culture	4, 6, 9, 9, 11, 12, 13, 18, 18, 18, 21, 24, 122, 123, 165, 232, 232, 234, 252	41, 47, 50, 54, 59, 59, 60, 142, 174, 176, 178, 258	65, 66, 66, 70, 75, 85, 86, 86, 88, 149, 150, 184, 187, 188, 197, 198, 199, 216, 216, 219, 219, 223, 271, 275, 279, 282, 288	176	**18.6**	50	17.2
Engage and involve the workforce	1, 9, 14, 22, 22, 28, 29, 117, 117, 117, 126, 129, 233, 245	37, 44, 46, 55, 57, 61, 141, 142, 146	64, 80, 100, 154, 200, 202, 206, 284	119	**12.6**	28	6.9
Develop people to be resilient and flexible	8, 11, 15, 20, 30, 31, 33, 103, 128, 128, 233, 255, 255	139, 141, 180	118, 154, 154, 156, 158, 158, 158, 158, 158, 199, 208, 208, 209, 213, 213, 213, 216, 280	105	**11.1**	24	8.3
Create a safe and secure workplace	13, 17, 17, 19, 19, 30, 30, 30, 34, 117, 119, 119, 130, 234, 255	266, 266	155, 271	98	**10.3**	13	4.5
Master the core competencies and be an innovator in them	12, 13, 13, 19, 19, 121, 137, 163	41, 42, 42, 59, 97, 144, 146, 258, 269	64, 84, 223, 230	79	**8.3**	18	6.2
Align employee behaviour and values with company values and direction	20, 20, 28, 29, 250, 250	54, 59, 139, 167	69, 69, 84, 84, 84, 88, 219, 272, 272	57	**6.0**	13	4.5
Create a work environment that is challenging, satisfying and fun	21, 34, 234	145, 169, 181, 266, 270	64, 66, 66, 68, 69, 75, 77, 78, 84, 85, 86, 150, 154, 193, 195, 206, 231, 271, 271, 272	53	**5.6**	26	9.0

	A	B	C	Total points	% of total	Total sources	% of sources
Treat individuals as investors actively building and deploying their human capital	29, 29, 133	59, 144, 144, 258	66, 73, 76, 148, 155	35	**3.7**	10	3.4
Inspire individual creativity, initiative and entrepreneurship	162	55, 55, 59, 60, 97, 167, 172, 177	79, 149, 150, 171, 187	35	**3.7**	13	4.5
Foster self-discipline of people	1, 1, 12, 24	55, 167	187, 194	32	**3.4**	7	2.4
Strive for peer respect	16	55	64, 70	11	**1.2**	4	1.4
Master deal-making and partnering skills		61		3	**0.3**	1	0.3
Culture characteristics							
Empower people and give them freedom to decide and act	1,1, 2, 2, 4, 6, 12, 12, 14, 15, 15, 18, 19, 20, 21, 22, 25, 26, 29, 29, 31, 31, 34, 35, 96, 113, 113, 114, 114, 122, 125, 128, 132, 135, 136, 158, 162, 164, 165, 234, 234, 234, 237, 244, 245, 245, 248, 252, 252, 253, 254	43, 45, 53, 54, 59, 59, 55, 59, 60, 61, 97, 97, 108, 145, 175, 175, 263, 270	71, 76, 78, 77, 78, 79, 88, 90, 115, 118, 149, 156, 156, 184, 192, 213, 215, 220, 272, 272, 272, 272, 277, 289	384	**40.5**	73	25.2
Develop and maintain a performance-driven culture	15, 24, 24, 34, 35, 117, 117, 125, 132, 134, 163, 244, 255	39, 41, 48, 54, 54, 54, 59, 60, 60, 139, 145, 145, 182	65, 65, 68, 69, 70, 70, 72, 86, 149, 152, 154, 154, 154, 155, 205, 212, 277, 279, 289	136	**14.4**	35	12.1
Establish strong and meaningful core values	1, 2, 4, 19, 23, 28, 34, 35, 35, 132, 134, 236, 236, 244	38, 41, 53, 54, 59, 59, 60	62, 65, 66, 70, 75, 76, 188, 191, 221, 278, 281	116	**12.2**	29	10.0
Create a culture of transparency, openness and trust	1, 2, 11, 12, 16, 18, 19, 20, 117, 158, 165, 241, 256	55, 55, 60, 61	72, 76, 156, 191, 196, 199, 217, 220, 228, 271, 281	101	**10.7**	27	9.3
Create a shared identity and a sense of community	6, 17, 19, 19, 31, 166, 245	55, 57, 61, 262	70, 70, 111, 272	58	**6.1**	13	4.5
Understand the role of culture	11, 11, 119, 128, 236, 243		88, 115, 116, 150, 151	41	**4.3**	10	3.4
Develop an adaptive culture to achieve long-term success	8, 8, 160	38, 175	71, 71, 87, 87, 87, 87, 91, 216, 220, 220, 225, 228, 232, 289, 289	39	**4.1**	13	4.5
External orientation characteristics							
Continuously strive to enhance customer value creation	2, 6, 9, 9, 10, 13, 13, 19, 19 20, 20, 20, 21, 21, 22, 32, 32, 34, 36, 36, 96, 125,	50, 50, 50, 51, 51, 51, 51, 51, 51, 53, 54, 54, 54, 59, 59, 59, 60, 60, 61, 61, 97,	62, 64, 64, 66, 66, 68, 69, 73, 73, 73, 76, 80, 85, 86, 86, 87, 118, 171, 200, 202,	346	**36.5**	75	25.9

	A	B	C	Total points	% of total	Total sources	% of sources
	125, 125, 125, 132, 137, 162, 163, 165, 243, 251, 253	140, 146, 146, 167, 175, 179, 188, 189, 261, 262, 266, 268, 269, 269, 269	202, 206, 212, 215, 215, 217, 218, 219, 222, 225, 230, 271, 275, 277, 278, 278, 280, 281, 284, 285				
Maintain good and long-term relationships with all stakeholders	7, 11, 19, 19, 19, 19, 19, 20, 20, 28, 28, 123, 135, 162, 162, 166, 235, 241, 246, 249, 253, 254, 254	38, 38, 39, 39, 50, 50, 50, 53, 54, 98, 169, 174. 175, 175, 175, 175, 181, 188, 188, 191, 269, 269	63, 67, 87, 184, 187, 197, 197, 206, 217, 217, 219, 226, 226, 231, 231, 278, 278	221	**23.3**	40	13.8
Monitor the environment consequently and respond adequately	6, 11, 11, 15, 20, 20, 20, 26, 31, 31, 94, 94, 132, 132, 134, 135, 135, 136, 137, 166, 251, 251	38, 38, 42, 43, 44, 44, 51, 57, 60, 61, 145, 146, 146, 146, 172, 177	62, 64, 74, 76, 76, 76, 87, 87, 89, 89, 199, 219, 220, 289	194	**20.5**	36	12.4
Choose to compete and compare with the best in the market place	2, 13, 13, 13, 18, 20, 20, 36, 36, 95, 135, 162, 251	47, 47, 50, 50, 50, 56, 59, 59, 140	70, 70, 71, 76, 76, 85, 197, 210, 210, 210, 217, 285	117	**12.4**	22	7.6
Grow through partnerships and be part of a value creating network	22, 26, 27, 33, 34, 125, 125, 125, 166, 255	42, 42, 50, 51, 51, 53, 60, 61, 61, 172, 258, 258, 259, 269	76, 78, 151, 151, 202, 205, 224, 273, 275, 289	112	**11.8**	27	9.3
Only enter new business that complement the company's strengths	22, 34, 34, 34, 35, 36, 163, 233	146, 174, 177, 178	86, 86, 194, 204, 211, 227, 227, 227	68	**7.2**	15	5.2
Develop a global mindset	11, 13, 22, 114, 158, 233	50, 53, 60, 146, 172	204, 224, 258	54	**5.7**	14	4.8
Establish a small market focus in regard to product, technology and application	13, 125, 125, 125, 244	169, 178	153, 153, 153, 188, 276, 276, 276	43	**4.5**	8	2.8
Emphasize organic growth over acquisitions	13, 36, 240	146, 181	153, 194, 198, 204, 289	29	**3.1**	10	3.4
Have a good image and reputation	106, 123, 134	169	191, 278	23	**2.4**	6	2.1

Appendix 4B – Detailed scores per framework factor

	A	B	C
Design characteristics			
▪ Stimulate functional interaction and cooperation	15, 15,	42, 47,	64, 64,
▪ Create team commitment	16, 19,	50, 51,	66, 71,
▪ Foster high levels of collaboration	22, 22,	51, 53,	80, 86,
▪ Foster teamwork	22, 24,	55, 139,	149,
▪ Stress teamwork	30, 33,	263,	154,
▪ Create self-managing work teams	34, 122,	263, 266	186,
▪ Create temporary diverse global teams	125,		195,
▪ Get everyone on the same team	129,		195,
▪ Develop warm, interesting and cooperative relationships with others	132,		205,
▪ Emphasize long-term internal partnerships	132,		216,
▪ Promote cooperation	137,		224,
▪ Use self-managing work teams	158,		224,
▪ Create ample team opportunities	165,		273,
▪ Create and sustain a collaborative working environment	234, 234		277, 280
▪ Develop a culture of teamwork and shared responsibility			
▪ Make managerial teamwork and cooperation standard			
▪ Organize around cross-functional business teams			
▪ Reflect the multidimensionality of the firm			
▪ Put a strong emphasis on team work			
▪ Make teamwork and collaboration top priorities			
▪ Cultivate a collaborative, team-oriented environment			
▪ Make team-working work			
▪ Focus on teamwork			
▪ Create small teams			
▪ High coordination among affected departments in product/service development process			
▪ Different functions and organizational units work together well to achieve common goals			
▪ Value is placed on working cooperatively toward common goals			
▪ Eliminate friction between units			
▪ Force collaboration and teamwork			
▪ Part of the team			
▪ People are accustomed to working in synergistic, cross-functional work teams			
▪ Departments collaborate instead of sticking to themselves			
▪ Team based working			
▪ Do not be territorial			
▪ Extensive use of cross-functional task forces			
▪ Reward practices that stimulate teamwork			

	A	B	C
§ Have a cooperative mindset			
§ Cross-functional/interdisciplinary thinking			
§ Build and lead High-Performance teams			
§ Cross-training by rotating across jobs			
§ Use work groups with independent budgets			
§ Use of innovation teams			
§ Vertical integration			
§ Use as little structure as possible	5, 5, 18,	51, 53,	77, 78,
§ Get rid of bureaucracy	18, 22,	54, 59,	78, 87,
§ Organize boundary less	22, 26,	60, 60,	217,
§ Fight organizational complexity	27, 31,	61, 167,	225,
§ Have a flat organizational design	34, 34,	170,	227, 286
§ Simplify structures	97, 132,	258, 265	
§ Have fuzzy business boundaries	135,		
§ Eliminate redundant organizational layers and bureaucratic structures	137,		
§ Reduce barriers between units	234,		
§ Get over the idea of sharply defined BUs with autonomous managers	241, 255		
§ Create a boundary less organization			
§ Implement structures that foster simplicity			
§ Remove organizational layers			
§ Set up simple but executable business models			
§ Remove horizontal boundaries (the inner walls)			
§ Be aware of approaches, attitudes and qualities needed to manage alternative organizational forms			
§ Flatten the organization			
§ Remove vertical boundaries (layers within the organisation)			
§ Centralize control and focus to exploit simple contexts			
§ Flatten the company, by breaking down hierarchical layers			
§ Remove geographic boundaries (the cultural walls)			
§ Pay attention to what is not structured			
§ Simple form, lean staff			
§ Organizational boundaries do not interfere with getting work done			
§ Getting big right			
§ Break down growth barriers			
§ Have a simple easy to understand business model			
§ Lean structure ensure proper managerial expertise at appropriate levels			
§ Eliminate the sales department			
§ Not only take the vertical hierarchy but also the horizontal networks into account			
§ Overcome key organizational hurdles			
§ Minimal hierarchical levels			

	A	B	C
▪ High degree of unity of purpose and elimination of barriers between departments ▪ Brokers, always looking to build internal linkages ▪ Off shore shared services ▪ Introduce complexity as low done in the value chain as possible			
▪ Deliberately encourage the sharing of ideas ▪ Establish structures to collect and translate knowledge company-wide ▪ Develop a shared knowledge base ▪ Foster cross-functional information sharing ▪ Share information ▪ Disseminate internal knowledge throughout the complete company ▪ Promote information exchange ▪ Cultivate and utilize ideas, knowledge and commitment from everyone ▪ Create, disseminate and transfer key knowledge ▪ Actively manage knowledge through the use of a knowledge architecture and process ▪ Share knowledge ▪ Transfer knowledge ▪ Share knowledge effectively ▪ Create the infrastructure and incentives for knowledge sharing ▪ Encourage internal best practices exchanges ▪ Openly share information between peers	6, 10, 17, 22, 25, 26, 34, 122, 129	44, 50, 50, 55, 61, 145	79, 79, 83, 118, 195
▪ Constantly realign the business with opportunities ▪ Commit to continuous realignment ▪ Realign the organization ▪ Realign the company regularly with changing internal and external realities ▪ Introduce disruptive business models ▪ Adapt the business model to shifts in customer values, buyers needs and market conditions ▪ Redefine managers as representing markets, products or processes ▪ Regularly change organizational structures ▪ Reinvent the business design at least every 5 years ▪ Continuously look for renewal in the business model ▪ Adapt the driving business model to exploit relevant opportunities ▪ Openly share information between peers ▪ Make organization flexible ▪ Growth architecture customised to local circumstances ▪ Ability to sustain coordinated deployment of assets aimed at achieving a firm's goals by coevolving with the environment ▪ Keep realigning to stay ahead of market changes ▪ Reinvent business models and strategies as circumstances change	5, 22, 23, 33, 34, 127	42, 51, 61, 146, 260, 261	81, 82, 87, 149, 198, 289

	A	B	C
▪ Establish a network of small units ▪ Focus on managing fewer businesses well ▪ Radically decentralize resources and responsibilities ▪ Decentralize ▪ Create an integrated network through distributed capabilities and expertise ▪ Create a sense of ownership by creating small performance units ▪ Create an entrepreneurial feel by establishing small units ▪ Divide to rule, winning the rewards of smallness while staying or growing large ▪ Implement structures that foster smallness ▪ Decentralize into a new organizational form ▪ Decentralize ▪ Networked organization (establish partnerships) ▪ Decentralizing, delayering ▪ Create café corporations ▪ Face a future of small firms ▪ Actively manage and minimize diseconomies of scale and create a 'small company feel	2, 136, 166	55, 55, 55, 57, 57, 59, 268	62, 71, 79, 87, 118, 192, 204, 204
▪ Establish a consistent responsibility structure ▪ Clarify roles of responsibilities between headquarters and operating units ▪ Show people the corporate map: the structure of the company, the way things operate, and who is accountable for what ▪ Commit to a management protocol (who owns what to whom?) ▪ Have the right functions in the right organization structure ▪ Translate accountabilities into jobs ▪ Create crystal clear interdependencies ▪ Have clear definitions of concurrent accountabilities ▪ Have tiebreakers who settle disputes ▪ Establish the right levels of decision-making accountability ▪ Create organizational clarity ▪ Employees know what's expected from them ▪ Organizational structures and routines reinforcing accountability, collaboration and innovation		48, 59, 61, 144	62, 77, 77, 77, 77, 77, 80, 85, 205
▪ Drive restructuring according to strategic needs ▪ Translate the drivers of value into differentiated operating models and business architectures ▪ Create an infrastructure (systems, structures, processes) that supports the vision ▪ Create a coherent business design based on customer selection, value capture, strategic control and scope ▪ Create business capabilities (structures, processes, systems) that are difficult to copy by competitors	24	42, 44, 262, 262	81, 83, 86, 100, 185, 187, 197, 199, 219, 277

	A	B	C
▪ Unify the whole business, in service of the customer ▪ Shaping the organization to be attuned to the innovative strategy ▪ Integrate structure and processes ▪ Align systems ▪ Special attention to infrastructure ▪ Perfect alignment of systems, procedures, people and leaders ▪ Create organizational practices and structures that simultaneously fit the strategic requirements of a business and the needs of its key employees ▪ Development of a winning model for sustaining growth ▪ Capability: activities, skills and assets that support the operational model and enable the successful execution of the growth strategy ▪ Energizing systems and structures, aligned to support the organization's strategic direction			
▪ Implement a dynamic organizational design to enhance flexibility ▪ Strive for flexibility ▪ Create organizational adaptiveness ▪ Increase flexibility to deal with complex environments ▪ Flexible in use of external HR suppliers ▪ Flexible in working arrangements with employees ▪ Design effective structures and processes ▪ Flexible but well-organized structure ▪ Change the organization structure – fast	3, 34, 127, 127		85, 87, 157, 192, 216
▪ See staff functions as integrated business partners ▪ Create a planning and support unit ▪ Make the personnel department part of the business process ▪ Re-engineer the corporate HR function as consulting centre to company management ▪ Progressive HRM practices ▪ HR functions and activities devolved to lime management ▪ HR plan focuses on skills/ competencies required to manufacture products	22, 96, 119, 241	44	65, 75
▪ Use a matrix organization ▪ Think in matrixes ▪ Create a matrix organization	22	55	201
▪ Manage a virtual organization		172	

Strategy characteristics

	A	B	C
▪ Develop an envisioned future ▪ Establish core purpose ▪ Create a shared identity and meaning ▪ Be mission and 'feel'-driven, not numbers-driven ▪ Have a substantive and meaningful mission	4, 4, 17, 19, 19, 22, 22, 23, 28, 28, 101,	38, 45, 47, 47, 55, 141, 169, 169,	62, 64, 70, 76, 110, 152, 154,

	A	B	C
▪ Have a compelling persuasive vision ▪ Continuous sell the vision ▪ Select an overarching objective that guides action ▪ Define a strong vision that excites and challenges ▪ Brand the organization to support the vision and values ▪ Have a clear and meaningful vision ▪ Develop a winning strategy or big idea ▪ Create a broad picture ▪ Establish a noble purpose ▪ Create a shared ambition ▪ State a reason for being ▪ Unite the units by common goals and an overarching purpose ▪ Have a compelling vision for the future ▪ Communicate a direction ▪ Have a vision for the organisation ▪ Attention through vision, by creating focus on the outcomes ▪ Overarching philosophy (a mission statement and HRM strategy) ▪ Relevant crusades ▪ Deep sense of shared purpose ▪ Strategic focus ▪ Control of destiny ▪ Create clear sense of purpose ▪ Have motivating growth ambitions ▪ Know what to want ▪ Mission statement supported throughout the company ▪ Develop a point of view on the future	105, 122, 241	172, 173, 175, 259, 262	191, 193, 194, 195, 214, 215, 215, 218, 220, 221, 222, 224, 229, 230, 272
▪ Build for the long-term while obtaining short-term results ▪ Think long-term ▪ Cherish continuity of the business and its contribution to the world ▪ Be long-term result oriented ▪ Manage for the future ▪ Effectively balance short-term operational and medium term development and growth issues and requirements ▪ Have a long-term orientation ▪ Plan against possible futures ▪ Manage with the future in mind ▪ Deal effectively with dilemmas ▪ Manage seemingly paradoxical values a.o. managing both for today and tomorrow) ▪ Balance long-term and short-term focus ▪ Aim for sustainable success over the long-term	4, 6, 19, 19, 19, 20, 21, 31, 35, 119, 162, 232, 232, 236, 241	42, 48, 54, 59, 61, 61, 98, 145, 175, 181, 264	63, 66, 79, 149, 191, 196, 207, 275, 277, 285

	A	B	C
▪ Balance long-term strategy with short-term action taking ▪ Create a long-term strategy even for short-term deals ▪ Produce short-term wins ▪ Have a high degree of balance between short- and long-term orientation ▪ Manage risk and quality ▪ Strive for longevity ▪ HR planning; focused on long-term prospects ▪ Keep a focus on the long term, loyalty and outcomes ▪ Seek for a balance of the short term and the long term ▪ Make short-term goals and long-term horizons ▪ Develop long-term strategic thinking and perspective ▪ Operate with long-term perspective ▪ Excellent long-term performance couple with preparedness to sacrifice short-term gains ▪ The firm has been managed according to long-standing policies and practices other than just of the current CEO ▪ Comprehensive/structured planning process that set short and long term goals			
▪ Set aspirational goals ▪ Set 'big hairy audacious goals' ▪ Define ambitious goals ▪ Set clear, ambitious and achievable goals ▪ Completely commit to the BIG objective ▪ Weed out anything that takes the focus of the BIG objective ▪ Provide a common goal to the agents so that their efforts converge ▪ Set just beyond-possible goals ▪ Create a sense of stretch by raising aspiration levels ▪ Be intolerant of 'dog businesses' ▪ Set stretch targets ▪ Set 'outrageous' targets without creating demotivation ▪ Set high expectations ▪ Set goals that are ambitious but achievable ▪ Set goals that can be measured ▪ Set challenging goals ▪ Goal emphasis ▪ Create overarching goal ▪ Goals are a balance of financial and non-financial targets ▪ Written strategy covering all operations that is agreed to by senior managers	2, 4, 13, 15, 18, 18, 27, 31, 103, 107, 232, 232, 241, 245	55, 59, 59, 173, 187	64, 76, 86, 86, 111, 191, 282
▪ Create clarity about strategy and direction ▪ Base company policy on company strategy ▪ Foster a commonly held strategic mind-set	15, 15, 22, 34, 35, 132,	46, 47, 56, 60, 167	65, 65, 65, 67, 76, 76,

	A	B	C
▪ Devise and maintain a clearly stated, focussed strategy	132,		84, 88,
▪ Develop a well-structured and focused strategy	132,		116,
▪ Create company-wide understanding of individual, group, departmental and divisional contributions	245, 245		116, 157,
▪ Articulate what matters most			197,
▪ Make sure everybody understands the strategy			198,
▪ Develop a clear distinctive vision and strategy			199,
▪ Determine clear goals and priorities			202,
▪ Develop plans for activities with short-term and long-term goals			204,
▪ Have alternative plans			209,
▪ Create clarity of purpose and action			223,
▪ Articulate a clear direction			227,
▪ Make the goals understood by all			272,
▪ Create common understanding of goals and priorities			273,
▪ Develop and adhere to an organizational mission with strategies, goals and values that employees can understand, support and believe			278, 284, 289
▪ Have a clear mission			
▪ Have a clear strategy			
▪ Clear strategic direction and intent			
▪ Clear goals and objectives			
▪ Clear vision			
▪ Have a clear strategic intent			
▪ Have a simple easy to understand strategy			
▪ A predictable framework for policies			
▪ Define explicitly how wealth is to be achieved			
▪ Tackle uncertainty and risk			
▪ Search for risk, uncertainty, and ambiguity – the places where the highest rewards are			
▪ Focus on the big picture, not the numbers			
▪ Tailor strategies to the levels of uncertainty	11, 31,	43, 55,	65, 70,
▪ Adopt robust and adaptive plans	33, 34,	60, 146,	73, 74,
▪ Let organizational capabilities drive critical development and investment decisions	34, 36,	261,	74, 76,
▪ Regularly alter and renew commitments to prevent reaching inertia	132, 164	267,	81, 100,
▪ Do not hesitate to cannibalize existing products		267,	149,
▪ Introduce new products, methods, processes and management practices which contribute to growth		267, 270	184, 216
▪ Forge resilient strategies and stick to them			
▪ Create a dynamic disequilibrium			
▪ Control growth and development in a constructive way			
▪ Regularly change objectives			

	A	B	C
▪ Adapt goals to the goals and abilities of the people			
▪ Set a new goal when the old is achieved			
▪ Make a strong strategy plan			
▪ Have solid strategies			
▪ Carefully formulate strategic intent			
▪ Use scenario thinking			
▪ Use 'what-ifs'			
▪ Build a robust strategic vision			
▪ Be more interested in resilience than in optimization			
▪ A strategy characterized by experimentation, feedback from the marketplace, and adaptation to competitive response			
▪ Organization create adaptive ways to meet changing needs			
▪ Be sufficiently diversified so that you can compensate for a decline in one segment with strengths in another segment			
▪ Develop a vision and strategy and propagate these, and translate strategy into action			
▪ Strategic Leadership: setting strategy, being expansive and innovation-oriented			
▪ Create a master plan of future ways of operating			
▪ Turn strategic priority issues into assigned, measurable action plans			
▪ Adjust the pace of the alignment process to the anticipated obstacles			
▪ Ground plans in economic reality			
▪ Use timing as well as level of performance to sharpen plans			
▪ Convert plans into actions and priorities			
▪ Plans and structures are changed when more efficient methods and means are found			
▪ Develop a diverse strategy and build it gradually ▪ Strive for quantum breakthroughs ▪ Find the strategy that will set the company apart ▪ Keep investing in R&D and market initiatives during bad times ▪ Exploit the window of opportunity Create widespread opportunity ▪ Look for plentiful high-risk, high-reward opportunities ▪ Focus on innovation ▪ Create many new options and alternatives to dying strategies ▪ Apply behavioural differentiation (unique behaviour that have value to the customers and reflect the value proposition) ▪ A innovative and unique strategy ▪ Sell differentiated products ▪ Be different ▪ Blow the doors off business-as-usual ▪ Do something that no one else can ▪ Ideas that are unusual, controversial or "different" are encouraged ▪ Be unique	5, 22, 24, 36, 109, 158, 163, 232	38, 47, 47, 140, 172, 181, 181, 182, 268	80, 81, 91, 99, 100, 150, 152, 186, 217, 221, 226, 231, 278, 280

	A	B	C
▪ Differentiate ▪ Freely challenge industry dogma ▪ Be willing to break traditional tradeoffs ▪ Have a revolutionary and inspiring vision of the mass market ▪ Have systems that constantly challenge business assumptions and orthodoxies ▪ Look at customers a little differently ▪ Strategy established the organization's identity and distinctive characteristics that differentiate the organization significantly from others ▪ Be creative in the strategy ▪ Provide a unique value proposition to encourage talented people to join the company above our competitors ▪ Get different before getting bigger and then use scale to get even more different ▪ Defiance of common wisdom			
▪ Limit the number of objectives ▪ Limit the scope of the business ▪ Focus on managing fewer businesses well ▪ Focus on the right things ▪ Balance focus with breadth of vision ▪ Identify and deliver key priorities ▪ Be ruthlessly focused on the direction and priorities ▪ Make focused investments in areas with the highest value for the company ▪ Make the goals simple ▪ Create stability ▪ Spear fishing: focus on golden opportunities ▪ Decide what's important ▪ Balance focus and options ▪ Create and sustain multiple growth initiatives ▪ Emphasize multiple business strategies (build lower cost base while simultaneously offering superior quality, customer service and innovation) ▪ Shrink the core by focusing on fewer activities	15, 26, 36, 136	54, 59, 60, 262, 264, 269	64, 64, 76, 115, 149, 187, 202
▪ Base corporate renewal on customers' need ▪ Develop the strategy from the outside in ▪ Maintain antennae to fine-tune the strategy to changes in the marketplace ▪ Align strategy, goals, objectives and internal operations with the demands of the external environment ▪ Address critical realities ▪ Regularly transform the strategy ▪ Create viable options ▪ Reject traditional marketing models ▪ Focus on adaptation	33, 34, 34	43, 60, 174, 181	115, 148, 226, 287

	A	B	C
▪ Buy and fix someone else's dog ▪ Balance creative vision with destroying old business models			
▪ Focus on adding value, not on productivity ▪ Understand the differentiating value drivers ▪ Constantly discern the important industry drivers of present and future value ▪ Make value-based strategies operational ▪ Understand the critical success factors for competitive success ▪ Have a ruthless focus on value ▪ Focus on efficiency and value creation ▪ Long-term investment value ▪ Focus on value rather than price	22, 36, 123, 232	42, 48, 60	77, 77, 218, 227
▪ Keep growing the core business ▪ Concentrate assets in areas where the company has a leadership position ▪ Build unique strength in a core business ▪ Expand into logical adjacencies that reinforce the core business ▪ Be risk-adverse ▪ Exploit economies of scale ▪ Focus on cost effectiveness ▪ Extend and defend core business ▪ Sell underperforming businesses ▪ Continue to invest in the core ▪ Be ground-breaking in the pursuit of core purpose ▪ Construct a bridge between past, present and future by deep knowledge of the business ▪ Aimed at own mission and strategy, more than the competition ▪ Not much diversification ▪ Focus on own markets and products ▪ Focus on continuity ▪ Invest more in R&D ▪ Higher capital expenditures ▪ Exploit existing assets and capabilities rather than exploring for new ones. ▪ Diversify business portfolio ▪ Manage the product portfolio actively	34, 36, 240, 240, 246, 246	49, 49, 57, 174, 174, 178	79, 80, 191, 203, 207, 207, 207, 226, 290
▪ Regard profit as an outcome, not an end in itself ▪ Focus on bottom-line profit as well as top-line growth ▪ Focus on generating cash flows in good times to be ready for the bad times ▪ Have cash in hand to obtain flexibility and independence ▪ Regard results as more important than process ▪ Focus on financial health ▪ Financial soundness	19, 22, 36, 105, 123, 136, 235, 235	57, 177, 178, 179, 186	86, 199, 280, 286

	A	B	C
▪ Triage: strategic diagnosis is followed by rapid and deep restructuring of costs ▪ Strive for profitable growth ▪ Strive for sustainable earnings ▪ Look for advantage, don't play the numbers game ▪ Reward sales on account profitability ▪ Manage the downside ▪ Good asset use ▪ Financial soundness ▪ Regular revisit the product portfolio to ensure optimizing profits			
▪ Develop strategy bottom-up ▪ Use input op people in the strategic discussion ▪ Involve people in setting goals based on facts ▪ Employees' opinion count ▪ Set detailed goals and leave the route to achieving them open ▪ Get the strategic sequence right ▪ Site mission aligned with central mission	5, 15, 15, 241	144	209, 227
▪ Integrate strategy and organizational development systems ▪ Have an integrated set of strategic vision, direction and imperatives ▪ Set strategy first, than develop the structure ▪ Emphasis on strategic planning ▪ Interconnect employee and company goals ▪ The only rules are useful rules ▪ Align your organization's work with the plan – from top to bottom ▪ Corporate goals are cascaded up to individual level ▪ Linking communication objectives to business objectives ▪ Management practices that drive procedures, policies, behaviours ▪ Procedures that clarify how each unit will achieve the overall strategy	20, 128, 232	50, 173	62, 209, 216, 229, 281, 284, 284

Process characteristics			
▪ Apply rewards based on relative performance ▪ Increase non-financial recognition and financial recognition for group performance ▪ Use an appropriate reward structure ▪ Link pay and incentives to long-term performance ▪ Be creative and flexible with rewards ▪ Reward people for performance, address poor results ▪ Use group productivity-based compensation ▪ Build compensation on respect and trust, not on money ▪ Use intrinsic incentives ▪ Compensate fairly ▪ Reward for results, not efforts	2, 6, 8, 14, 15, 15, 18, 18, 19, 21, 22, 25, 27, 30, 30, 31, 34, 34, 35, 112, 119,	41, 47, 50, 51, 51, 54, 59, 61, 142, 142, 144, 180	64, 64, 64, 64, 64, 65, 65, 66, 66, 70, 73, 73, 75, 78, 79, 83, 85, 86, 86, 88, 149,

	A	B	C
▪ Design supportive reward systems	119,		149,
▪ Reward and punish the agents by using contracts	122,		216,
▪ Treat people justly in relation to basic conditions of employment	126,		217,
▪ Give people satisfactory compensation and fringe benefits	126,		228,
▪ Create strong incentives for performance	127,		279, 287
▪ Reward achievement with praise and pay-for-performance	129,		
▪ Closely link pay of the management team to their performance	129,		
▪ Implement a good reward and incentive structure	129,		
▪ Put emphasis on the intrinsic rewards (fun, growth, teamwork, challenge, accomplishment)	129, 137,		
▪ Provide meaningful non-monetary recognition and rewards	233,		
▪ Create compensation practices and programs accurately reflect organizational performance	234, 234,		
▪ Aligning facilities, and compensation around processes	234,		
▪ Employ rewards that emphasize the group over the individual	234,		
▪ Recognize and reward achievement	241,		
▪ Create a fair employee deal	252, 253		
▪ Reward appropriate risk-taking and failure			
▪ Have compensation plans that support a performance culture			
▪ Reward growth (not cost savings)			
▪ Have a minimum threshold below which no incentive is paid			
▪ Have no cap on payouts of incentives			
▪ Budget for variable pay			
▪ Reward good performance			
▪ Make the relation between reward and performance transparent			
▪ Reward performance			
▪ Put a direct link between performance measurement and compensation			
▪ Reward telling the truth			
▪ Judiciously use recognition and rewards			
▪ Create a reward program that is designed especially for your organization			
▪ Establish a competitive pay and benefit packages to attract skilled workers, while remaining in line with the need for cost efficiencies			
▪ Provide proper shared incentives that promote organizational goals			
▪ Set the right incentives for good outcomes			
▪ Tie recognition and rewards to measures			
▪ Set the right financial and personal rewards			
▪ Provide strong incentives			
▪ Pay and promote everyone based on results			
▪ Devise and implement reward systems that reinforce their design, core values and strategy			

	A	B	C
▪ Pay policies are congruent with the strategy			
▪ Performance (versus seniority) based promotions			
▪ Skill-based pay			
▪ Group-based (gain sharing, profit-sharing) pay			
▪ Employee stock ownership			
▪ Continually look for ways to be more efficient	6, 15,	37, 37,	61, 62,
▪ Eliminate unnecessary procedures	18, 20,	37, 40,	63, 72,
▪ Continuously improve efficiency	20, 20,	43, 45,	72, 86,
▪ Focus on value creation and process management, not functional needs and hierarchies	20, 22,	48, 51,	118,
▪ Keep it relevant and simple	22, 22,	51, 59,	192,
▪ Apply a strong systems perspective	22, 22,	61, 145,	192,
▪ Focus not on the plan but on the process	25, 26,	167, 167	194,
▪ Simultaneously design and parallel processes	26, 31,		195,
▪ Use just-in-time processes	34, 34,		286, 287
▪ Reengineer processes to improve speed	93, 105,		
▪ Right-size processes	125,		
▪ Eliminate work	125,		
▪ Integrate the set of improvement practices	125,		
▪ Fight information overload	125,		
▪ Simplify processes	125, 137		
▪ Think lean about every aspect of work			
▪ Eliminate all forms of excess and waste			
▪ Simplify			
▪ Have simpler, faster, more focused processes			
▪ Eliminate unnecessary work			
▪ Standardize and simplify remaining work			
▪ Redesign processes to improve the ability to respond to events efficiently and effectively			
▪ Use integrated production technologies			
▪ Break down formalized hierarchies and decision-making processes			
▪ Balance integration with simplification			
▪ Drive out redundant work			
▪ Become adept at rapidly designing and installing new ways of working			
▪ Look for simple (but not simplistic) solutions to complex problems			
▪ Keep things simple			
▪ Go for speed			
▪ Develop standard processes and continuously improve these, then disaggregate them into modular components (differentiation)			
▪ Exploit total quality systems			

	A	B	C
▪ Have a deep knowledge of processes			
▪ Have an awareness of discriminatory detail			
▪ Know what can be controlled and what not			
▪ High level of planning sophistication			
▪ Be consistent			
▪ Well thought-out management practices			
▪ Transparent systems and smooth processes			
▪ Management has objectives for quality performance			
▪ Organization understands goal-setting process for quality			
▪ Quality issues are reviewed in management meetings			
▪ Management considers quality improvement as a way to increase profits			
▪ Use controls based on relative performance indicators	2, 8, 12,	42, 46,	64, 64,
▪ Measure what needs to be measured	15, 28,	47, 47,	66, 66,
▪ Confront the brutal facts	28, 31,	51, 51,	69, 73,
▪ Consequently monitor goal fulfilment	31, 125,	51, 51,	73, 73,
▪ Rigorously measure progress	125,	51, 51,	73, 74,
▪ Convert vision in measurable key success factors	127,	51, 55,	74, 74,
▪ Stay alert by measuring results, evaluating program success and creating clear expectations for performance	165,	56, 56,	74, 74,
▪ Use multiple measures that also look into the future	232,	59, 61,	76, 79,
▪ Live by a balanced scorecard performance culture that is taken seriously at all company levels	232, 234	167,	84, 85,
▪ Quantify everything up to the personal level		175,	86, 148,
▪ Establish clear measures and standards for business priorities		258,	154,
▪ Make performance measurement aligned and continuous		258,	184,
▪ Provide performance transparency		264, 267	184,
▪ Use customer-centred measures			184,
▪ Make measurement a part of every manager's job			186,
▪ Abandon the measures inherited from the past			197,
▪ Develop a model of the business that links overall goals to specific things you control			200,
▪ Put in place measures and targets for the key items in this model			202,
▪ Design measures that are objective, timely, understandable and easy to calculate			206,
▪ Make ongoing performance improvement inevitable by incorporating it into a disciplined measurement-based process			208,
▪ Develop new and different dimensions and metrics			225,
▪ Measure what matters			228,
▪ Routinely track a few key measures			271,
▪ Use performance measurement to challenge people			275,
▪ Measure the right things to support learning			282, 284
▪ Measure the sources of growth and their value chains			

	A	B	C
▪ Align performance measures closely with business goals			
▪ Establish clear, challenging and realistic indicators			
▪ Focus on output, not input			
▪ Accurately measure the changes			
▪ Determine the status of results			
▪ Identify qualitative and quantitative results that are focused on key areas for performance			
▪ Systematically gather and evaluate data			
▪ Dynamically monitor and adjust in real-time			
▪ Identify early-warning signals			
▪ Make assumptions explicit			
▪ Track broader measures			
▪ Focus on leading measures			
▪ Choose the measures on which to focus			
▪ Establish good connections between activities and information			
▪ Measure what the workforce is doing			
▪ Define personal and group performance indicators			
▪ Measure appropriately			
▪ Earn advancement because of ability to build knowledge			
▪ Create a knowledge marketplace			
▪ Protection of intellectual property			
▪ Draw logical conclusions from complex information	6, 6, 11, 16, 18, 20, 23, 31, 31, 96, 125, 160, 162, 232, 232, 254	37, 40, 41, 44, 46, 46, 48, 48, 51, 55, 55, 59, 60, 61, 145, 170, 172	62, 68, 69, 72, 78, 82, 83, 196, 216, 217, 217, 229, 272, 279
▪ Determine how to use information to reach goals			
▪ Choose wisely what information to disclose to whom			
▪ Circulate information on a regular basis			
▪ Create good quality real-time information			
▪ Measure and report to everybody financial and non-financial information needed to drive improvement			
▪ Run the numbers			
▪ Saturate the organization with information			
▪ Focus on direct, indirect and cascading effects of what is done			
▪ Deliver information that is tailored to the needs of the individual			
▪ Capture, receive, monitor and analyze information when the events occur			
▪ Share information widely			
▪ Adopt a common language and set of methods and standards for collecting data and measuring improvement			
▪ Send the right information to the management team			
▪ Use information effectively			
▪ Let facts and measurement triumph over intuition and opinion			
▪ Embrace information transparency			

	A	B	C
▪ Focus on what is truly important ▪ Democratize information ▪ Develop horizontal information flows ▪ Emphasise 'no surprises' ▪ Obtain and share relevant information ▪ Focus on what is really going on rather than just on appearances ▪ Face reality ▪ Demonstrate willingness to confront issues and disagree ▪ Use an adaptive loop to process information: sense – interpret – decide – act ▪ Be reluctant to simplify interpretations ▪ Foster access to information across all boundaries ▪ Don't deny problems ▪ Develop a balanced scorecard ▪ Timely feedback about affective wellbeing and intrinsic job satisfaction			
▪ Constantly create new sources of competitive advantage ▪ Foster generating new ideas ▪ Turn company-wide knowledge into innovative processes, services and products ▪ Continuously innovate products and services ▪ Excel at implementing new ideas ▪ Create flexibility for new ideas and support these ▪ Regularly introduce new products with highly desirable benefits ▪ Be creative ▪ Focus on innovation through learning, openness to change and a passion for execution ▪ Seek continuous improvement ▪ Look for both incremental and disruptive innovation ▪ Make innovation repeatable through detailed process design ▪ Consistently cultivate an environment of creativity and innovation ▪ Consistently create new markets and opportunities through new products and services ▪ Regularly incorporate new ideas into operations ▪ Be innovative and entrepreneurial ▪ Continuously innovate current core activities while simultaneously developing new activities ▪ Be obsessed with innovation ▪ Develop new products rapidly and bring them to market ahead of competition ▪ Rapidly develop new products and services to respond to market changes ▪ Put innovation centre-stage and spread it rapidly among operating units ▪ Experiment widely with a few chosen ideas ▪ Innovate ands experiment with new patterns of work	5, 6, 10, 13, 15, 20, 20, 93, 105, 105, 114, 114, 123, 124, 235, 235, 238, 242, 242, 249, 251, 253	39, 42, 42, 44, 50, 50, 51, 52, 53, 53, 53, 54, 54, 59, 59, 60, 60, 61, 145, 171, 175	69, 73, 73, 86, 89, 148, 187, 191, 202, 202, 217, 226, 273, 272, 272, 273, 285, 286

	A	B	C
▪ Ignore ideas that are not relevant			
▪ Challenge old methods			
▪ Create an innovative mentality			
▪ Replace old myths about quality, cost and effective operation by new truths			
▪ Look for ways to radically innovate the current work processes and procedures			
▪ Look for sources of innovative opportunity			
▪ Create or adapt 'next-generation' products and services			
▪ Strategic orientation on product innovation and development			
▪ Destroy the not invented here syndrome			
▪ Strive for quality	21, 34,	38, 39,	61, 67,
▪ Constantly strive to improve productivity	96, 96,	40, 43,	68, 70,
▪ Be world-class in everything you do	103,	44, 47,	70, 71,
▪ Direct everything that is necessary to be competent	103,	50, 50,	72, 73,
▪ Identify opportunities for improvement	114,	51, 53,	80, 83,
▪ Apply total quality management	123,	54, 140,	85, 87,
▪ Adopt the concept of the internal customer	125,	144,	89, 153,
▪ Put priority on continuous improvement	125,	145,	161,
▪ Strive for operational excellence and agility through flawless operations	125,	175,	230, 285
▪ Practice successful TQM methods to continuously improve value, quality and performance	137,	258, 267	
▪ Appoint senior process owners to measure, manage and improve processes	137,		
▪ Emphasize quality in everything which is done	165,		
▪ Be obsessed with quality	232, 241		
▪ Analyze the company's path of decision-making, on efficiency and effectiveness			
▪ Execute skilfully things that matter			
▪ Continuously search for best practices			
▪ Don't be complacent but strive for continuous improvement			
▪ Have excellent execution			
▪ Achieve total management quality, by managing everything much better			
▪ Frequently assess the overall health of the company, to discover 'loopholes' in operations			
▪ Develop an effective benchmarking and continuous improvement system			
▪ Focus on quality			
▪ Design efforts to enhance performance			
▪ Develop a work quality perspective			
▪ Adapt best practice to the specific situation of a business in time			
▪ Implement the best ideas, regardless of their origin			
▪ Committment to product and process			
▪ Reputation for quality innovation			
▪ Compete with own standards of excellence			
	A	B	C

	A	B	C
▪ Continuously seek to improve performance ▪ Quality circles/groups ▪ Use benchmarks ▪ Plan focuses on achievement of best practice			
▪ Communicate constantly ▪ Constantly communicate ▪ Communicate consistently by action, signals and words ▪ Foster open communication ▪ Clearly communicate the strategy ▪ Create highly interactive internal communication ▪ Ensure that every person understands processes and their role in them ▪ Create new channels of communication ▪ Use communication as driving engine of commitment ▪ See communication as an ongoing responsibility ▪ Communicate to spread convictions ▪ Drive clarity deep into the organization ▪ Have an open communication structure ▪ Make sure everybody knows what is expected from them ▪ Effectively communicate of both what is going on and why ▪ Establish good communications ▪ Communicate results of self-appraisals ▪ Communicate results ▪ Meaning through communication ▪ Let workforce have access to company incentive plans, profit-sharing plans, and gain-sharing plans ▪ Have regularly progress meetings with employees ▪ Have a continuous dialogue ▪ Engage in uninhibited dialogue, straightforward feedback, and open constructive conflict ▪ Value criticism ▪ Discuss the undiscussable ▪ Collaborate on decisions ▪ When the unit is considering a major strategic change, people hear about it in advance, so they have a chance to comment ▪ Respecting what others bring to the table and listening to their ideas ▪ Respect for employees' ideas ▪ Conversational ease ▪ Opinion acceptance	15, 18, 28, 31, 34, 103, 107, 107, 117, 158, 158, 158, 166, 166, 166, 232, 234, 234, 234, 234, 234, 241, 241, 242, 252	46, 51, 55, 59, 60, 139, 144, 145, 173, 173, 266	65, 66, 70, 70, 73, 80, 83, 83, 110, 149, 154, 155, 155, 155, 202, 207, 209, 212, 213, 215, 216, 271, 277, 281, 287, 287
▪ Make resources available when needed ▪ Apply continuous planning	2, 2, 35, 36, 93,	37, 37, 50, 50,	68, 76, 82, 86,

	A	B	C
▪ Use a flexible planning model and technology	120,	51, 97,	86, 86,
▪ Cut the right costs and divert resources to activities that create value	123,	144,	151,
▪ Spend twice as much time planning and analyzing as collecting and validating data	257, 257	145,	216,
▪ Spend less money		168, 179	217, 289
▪ Constantly redeploy and reconfigure resources efficiently			
▪ Deploy assets optimally and with a clear purpose			
▪ Commit the required resources			
▪ Keep some slack resources			
▪ Secure key resources			
▪ Divert resources from yesterday's products and programs to tomorrow's			
▪ Secure the real assets			
▪ Focus on profits and cash			
▪ Assemble operating plans to achieve results			
▪ Strategic innovation on efficiency			
▪ Productivity through people			
▪ Have slack resources			
▪ Use of corporate assets			
▪ Employees have the materials and equipment to do work			
▪ Build in resource redundancy without increasing costs			
▪ Allocate resources effectively, putting your money and people where your future is			
▪ Relentlessly pursue productivity			
▪ Push creditors to the limit			
▪ Be willing to accept higher level of receivables			
▪ Time pace changes	5, 8, 11,	42, 59,	71, 83,
▪ Apply creative destruction to deal with changes	22, 24,	146,	87, 151,
▪ Connect the entire value chain	95, 107,	146,	151,
▪ Create a proactive change orientation	114,	167,	171,
▪ Install a group of spearheaders	119,	180,	197,
▪ Identify, measure and leverage intangible assets and tangible assets unique to the business	119,	258, 258	197,
	119,		197,
▪ Balance evolutionary with revolutionary change	125,		216,
▪ Drive radical change in the entire corporate system, not just in its parts	125,		277,
▪ Apply service profit chain thinking	125,		280, 282
▪ Adapt value chain efficiency models to the stage of learning in the value chain	125,		
▪ Obtain high vertical integration	125,		
▪ Work facilitation: stress standard procedures, offer new approaches, check work vs. capacity, meet deadlines	127,		
	164,		
▪ Integration of functions	237, 237		
▪ HRM policies are formulated through explicit and formal planning procedures			
▪ HR planning tightly linked to business planning			

	A	B	C
▪ Performance appraisal integrated with other HR practices ▪ Implementation/productibility considered in product/service design process ▪ Inspection, review or checking of work is automated ▪ Production schedule/work distribution is stable ▪ Processes highly automated ▪ Statistical techniques are used in order to reduce variance in processes ▪ Maintain ongoing, effective programs that reduce costs and raise quality ▪ Control distribution ▪ Develop part and platform commonality and modular product designs ▪ Increase use of standards ▪ Aligned motivators encourage employees to pursue the right goals ▪ One standard of excellence for investments worldwide ▪ One worldwide standard of speed and efficiency ▪ Efficiency of transactions ▪ Formalization of organizational routines ▪ Informalization of non-routines			
▪ Create processes that support action ▪ Give general guidance for action ▪ Measure and reward speed ▪ Aim for speed of response ▪ Take any necessary action for correcting errors ▪ Focus on speed of response ▪ Emphasis on planning ▪ Effective time-competitive execution ▪ Implement well ▪ Make corrections quickly ▪ Executional excellence ▪ Use diverse predictive models ▪ Emphasis on efficient execution of plans and realization of strategy ▪ Energizing Systems and Structures ▪ Focus on action taking and innovation ▪ Identify and remove the real bottlenecks to execution ▪ Build lasting execution disciplines	1, 136, 232, 256	56, 61, 167, 169, 174, 174, 267	63, 73, 80, 157, 183, 199, 200, 207, 215, 216, 227
▪ Dynamically coordinate across units ▪ Use team-based systems ▪ Set up a process council for resolving cross-process issues of politics, priorities and resource allocation ▪ Decentralize decision-making ▪ Measure across operating units ▪ Planning function organizationally separated from control function	2, 96, 127, 244, 246, 257	41, 51, 108	62, 83, 216, 271, 275,281

	A	B	C
▪ HR system integrated with wider MIS ▪ Embed departmental planning ▪ No uncontrolled change ▪ Be conservative about change ▪ Excel at inventory management ▪ Knowing exactly what you do and how your work affects others			
▪ Let all processes reflect the values ▪ Implement reinforcing management systems, such as performance measurements, compensation practices, and information systems, which are consistent with and reinforce the values and strategy	28	45	
▪ Enhance the work itself ▪ Create commitment based on meaningful work and rewards ▪ Make work valuable and important ▪ The mission/ purpose make employees feel like their work is important ▪ A culture that allows people to be themselves and to feel they are personally making a difference and utilizing their distinct talents ▪ High quality programs that produce results and make work meaningful ▪ Work is varied ▪ Recognition given for good work		47, 142, 144	84, 191, 271, 272, 272
▪ Become a real-time enterprise, by engaging in real-time opportunity detection		40	
▪ Create an attractive earnings potential without significant personal risk ▪ Utilize some of the resources of the mainstream organization to address innovation but be careful not to leverage its processes and values		47	211

Technology characteristics			
▪ Implement flexible ICT-systems ▪ Leverage unique IT systems ▪ Create an accessible and credible database ▪ Use IT to extent and leverage the enterprise and neutralize traditional sources of competitive advantage ▪ Regard IT as crucial to the business ▪ Have back-up systems to take over when accidents happen ▪ Introduce IT everywhere in the workplace ▪ Use IT systems ▪ Stay aligned by providing effective IT ▪ Use the internet to share information and streamline transactions ▪ Be IT-based ▪ Let technology aid communications ▪ Develop a high-level business design using IT ▪ Investments in ICT	8, 16, 16, 18, 31, 35, 36, 166	47, 50, 51, 53	61, 62

	A	B	C
▪ Use a centralized data repository			
▪ Develop IT in close cooperation with users ▪ Use decision-support systems for quick decision-making ▪ Use early warning systems ▪ Cultivate employee receptivity and a strategic IT-mindset to rapidly deploy new technologies ▪ Install a team management system ▪ Use accessible tools, techniques and processes ▪ Learn the proper use and application of IT ▪ Give people access to technology ▪ Reducing complexity in technology ▪ Ability to strategically use technology	16, 35, 35, 166, 233	42, 44, 60, 60, 145, 258, 258, 259, 266	
▪ Become a pioneer at applying the chosen technology ▪ Exploit old technologies to design products and enhance operations ▪ Standardize the technological infrastructure ▪ Have a clear technology strategy ▪ Have a business intelligence team ▪ Plan to fail early and inexpensively ▪ Use modern manufacturing techniques to reach the objectives ▪ Link innovativeness to technology utilized ▪ Be at the cutting edge of technology	12, 17, 34, 35, 232, 243, 251		186, 211, 211
▪ Constantly identify and access new technologies ▪ Introduce disruptive technologies ▪ Exploit new technologies to design products and enhance operations ▪ Apply technology to achieve superior performance ▪ Make appropriate investments in technology with a focus on long-term success ▪ Have a deep knowledge of technology ▪ Technological progressiveness ▪ Engage in innovation of technology ▪ Introduction of new technology ▪ Use technology to drive efficiencies through the value chain ▪ Be in constant state of proactive migration from current technologies ▪ Strategic use of technology ▪ Embed projects to develop and commercialize disruptive technologies ▪ Place projects to develop disruptive technologies in organizations small enough to get excited about small opportunities and wins ▪ Effectively search for new technology	10, 34, 34, 96, 114, 114, 233	37, 42, 167	72, 186, 187, 211

Leadership characteristics

	A	B	C
▪ Value people	6, 6, 11,	41, 45,	63, 64,

	A	B	C
▪ Treat smart people smart	11, 12,	46, 47,	65, 65,
▪ Listen to, ask help from and learn from others	12, 12,	47, 54,	65, 70,
▪ Value respect, relationships and loyalty	13, 18,	55, 58,	70, 72,
▪ Exhibit participative leadership in regard to details	20, 30,	59, 60,	76, 84,
▪ Maintain individual relationships with people	30, 33,	60, 61,	84, 90,
▪ Give confidence to people by only criticizing them when they are present or in	34, 35,	61, 140,	90, 110,
bilateral conversation	35, 101,	142,	149,
▪ Have belief and trust in others	134,	143,	149,
▪ Have a sense of elemental fairness in the way people are treated	134,	143,	150,
▪ Value relationships highly	158,	143,	152,
▪ Show people respect	158,	143,	161,
▪ Recognize people for their achievements	160,	144,	188,
▪ Apply a collaborative, reconciliatory style	162,	147,	191,
▪ Strengthen relationships with people on all levels	243, 243	173,	200,
▪ Value people		173,	205,
▪ Treat employees well		173,	208,
▪ Build reciprocal trust with employees		175, 266	209,
▪ Build trust			212,
▪ Listen more			215,
▪ Put high value on individual initiative and risk taking			217,
▪ Show people their true value			222,
▪ Value employees' contribution			222,
▪ Create a sense of fairness and equity in management decision-making			225,
▪ Develop good superior-subordinate relationships			271, 278
▪ Make sure to be part of 'us'			
▪ Understand that relationships have to be established and nurtured			
▪ Collaborate with each other			
▪ Listen to people of all levels			
▪ Acknowledge others' efforts to change, by giving them credit			
▪ Maintain trust relationships with employees			
▪ Be in touch with employees			
▪ Know your people and your enterprise			
▪ Listen to employees			
▪ Set up a dialogue with people			
▪ Motivate people based on mutual respect			
▪ Fight to the death for your people			
▪ Have a deep knowledge of people			
▪ Build and manage a network of personal relationships			
▪ Ask how people can contribute			
▪ Listen to people			

	A	B	C
▪ Stand up for your people			
▪ Don't go at it alone			
▪ Individualized consideration			
▪ Trust through positioning			
▪ Create buy-in			
▪ Value employees as whole people			
▪ Ask others their opinion and show you value them			
▪ Deliver bad news well			
▪ Avoid destructive comments			
▪ Show others you care			
▪ Emotional intelligence			
▪ Lead with love			
▪ Compassionate leader			
▪ Capacity to develop rapport with a range of people			
▪ Create congruity between words and actions	6, 6, 11,	41, 45,	66, 68,
▪ Create congruity between values that are preached and actually lived	18, 21,	47, 50,	68, 69,
▪ Have a set of ethics and standards	22, 23,	51, 51,	69, 76,
▪ Be honest	23, 24,	51, 54,	82, 82,
▪ Show commitment, enthusiasm and respect	28, 30,	59, 59,	90, 90,
▪ Walk-the-talk	32, 34,	59, 61,	90, 90,
▪ Do the hard work yourself	107,	61, 61,	90, 90,
▪ Endure, don't stop	162,	140,	90, 90,
▪ Set a good example and be a strong role model	162,	141,	90, 149,
▪ Live the vision and values	162,	143,	152,
▪ Be credible and consistent	162,	143,	155,
▪ Act boldly in everything	162, 249	145,	192,
▪ Become personally involved in winning the war for talent		145,	193,
▪ Ensure that the values are maintained		145,	193,
▪ Put high value in behavioural consistency		147,	195,
▪ Live with integrity and lead by example		147,	196,
▪ Set ands sustain a higher level of ethical and moral behaviour		173,	196,
▪ Display committed executive leadership		175, 175	203,
▪ Stay personally engaged			207,
▪ Commit to specific goals in public			212,
▪ Set an example			217,
▪ Demonstrate remarkable persistence			218,
▪ Have a high developed sense of rightness			222,
▪ Be the right role model			222,
▪ Lead by example			222,
▪ Be sincere			222,

	A	B	C
▪ Be visible as a leader during trying times			222,
▪ Be clear about your personal role in strategy implementation			224,
▪ Maintain a sense of vulnerability			226,
▪ Set an example			231,
▪ Have exemplary behaviour			272,
▪ Keep a perspective in a crisis			272,
▪ Be opportunistic			272, 284
▪ Don't be nostalgic			
▪ Don't be arrogant			
▪ Don't put form over function, style over substance			
▪ Don't try to win a popularity contest			
▪ Don't be volatile			
▪ Solicit strong opinions			
▪ Don't focus on the negative			
▪ Don't be aloof			
▪ Pick your battles			
▪ Don't give lip service when you're not convinced			
▪ High morale			
▪ Be fully engaged			
▪ Be overwhelmingly honest			
▪ Keep promises			
▪ Be visible and accessible			
▪ Embrace stewardship			
▪ Balance thought and action	11, 12,	40, 42,	65, 66,
▪ Exhibit authoritarian leadership in regard to fundamental issues	18, 18,	55, 56,	76, 79,
▪ Ask with every decision what a good business reason is for it	19, 22,	56, 61,	87, 90,
▪ Don't make decisions based on needs and circumstances of the moment	24, 31,	61, 97,	90, 149,
▪ Act with speed, boldness and originality	36, 137,	138, 175	152,
▪ Apply decisive action-focused decision-making	158,		153,
▪ Be broad-minded, balanced and decisive	158, 232		154,
▪ Strengthen command and control to assure that investments are well spent			196,
▪ Act decisively when trouble is at hand			207,
▪ Take effective action			209,
▪ Be a master of action			209,
▪ Foster action			212, 279
▪ Focus on action			
▪ Help build systems that turn knowledge in action			
▪ Take action, avoid over analysis and come up with decisions			
▪ Fix problems ahead of you, not behind you			
▪ Attach importance to follow-ups			

	A	B	C
▪ Put a strong emphasis on taking initiative ▪ Be decisive ▪ Make decisions quickly ▪ When resistance is strong, use a top-down approach ▪ Focus ▪ Prioritize ▪ A bias for action ▪ Improve decision-making process ▪ Know what needs to be known ▪ Spread the risk: have many initiatives			
▪ Help people to undertake action ▪ Don't tell people how to achieve their goals ▪ Bring taboo subjects into the light ▪ Project workgroups from interference ▪ Be supportive ▪ Give immediate and concrete feedback ▪ Coach people ▪ Coach ▪ Apply coaching ▪ Coach and facilitate ▪ Coach one-on-one coaching ▪ Help and guide people ▪ Take the role of chief coach seriously ▪ Make critical comments ▪ Get things done through others ▪ Give senior management support ▪ Be available ▪ Give feedback to people on their results ▪ Provide feedback ▪ Leaders provide opportunity ▪ Be 'mothering' ▪ Be a 'parent'	1, 6, 6, 6, 8, 15, 15, 18, 21, 22, 101	55, 55, 59	65, 65, 65, 73, 76, 84, 88, 171, 188, 188, 195, 224, 272
▪ Set high standards ▪ Stretch yourselves and your people ▪ Balance impatience with constructive pushing for excellence ▪ Be competitive ▪ Set high standards ▪ Set stretch goals ▪ Make people proud of the company ▪ Give people challenging work	8, 11, 11, 18, 21, 22, 30, 30, 34, 36, 101, 101, 101, 130	55, 59	64, 64, 90, 110, 222

	A	B	C
▪ Keep raising the performance bar			
▪ Set priorities based on detailed knowledge of how the company creates value			
▪ Set clear standards and expectations			
▪ Do not be satisfied too soon			
▪ Set the bar high			
▪ Demand realism			
▪ Don't elevate (unrealistic) expectations			
▪ Raising followers' self-expectations			
▪ Intellectual stimulation			
▪ Challenging			
▪ Deployment of self though positive self-regard			
▪ Climate for initiative			
▪ Implement skilled and strong leadership	7, 12,	42, 46,	84, 85,
▪ Solve conflicts in a constructive manner	16, 16,	46, 47,	115,
▪ Be committed to IT and information in general	18, 18,	47, 51,	184,
▪ Lead the development of information systems	18, 18,	59, 61,	187,
▪ Have disdain for waste	20, 24,	61, 139,	187,
▪ Reject bureaucracy	24, 31,	139,	188,
▪ Embrace simplicity	34, 102,	140,	193,
▪ Manage the detail, not the concept	104,	172,	196,
▪ Pay attention to detail	164,	259, 259	199,
▪ Show attention to detail	165, 166		216,
▪ Dispel concerns before they get out of hand			219,
▪ Ignore irrelevant issues that impede command			222,
▪ Spot opportunities and problems early			222,
▪ Develop effective leadership			222,
▪ Create focused leadership			231,
▪ Make sure the strategy has been received and embraced			275, 281
▪ Create a strong values/value-driven leadership			
▪ Apply hands-off leadership			
▪ Communicate effectively			
▪ Continually look for ways to communicate the values			
▪ Think 24/7			
▪ Share the vision, by repeating it and by doing it			
▪ Explain what you are trying to achieve			
▪ Have a leadership orientation			
▪ Exhibit leadership			
▪ Be a forceful leader			
▪ Force the hard decision			
▪ Practice tough management without being a tough guy			

	A	B	C
▪ Provide strategic leadership ▪ Have dynamic management ▪ Combine rational and emotional characteristics			
▪ Allow experiments and mistakes ▪ Permit taking risks and making mistakes ▪ See mistakes as an opportunity to learn ▪ Allow mistakes ▪ Create room for mistakes and mavericks ▪ Be willing to take risks ▪ Encourage experimentation and intelligent risk taking ▪ Establish a tolerance for failure ▪ Create opportunities for risk-taking ▪ Be tolerant of failure and error ▪ Treat failure as an opportunity to learn ▪ Be tolerant and open to experimentation ▪ Be tolerant of mistakes and setbacks ▪ Identify and support risk-takers ▪ Learn from mistakes ▪ Be preoccupied with failures rather than successes ▪ Take risks responsibly ▪ Accept failures ▪ Give support to risk taking ▪ Let lots of people try many experiments ▪ Don't punish failures ▪ Don't be excessively cautious ▪ Don't cover up mistakes ▪ Properly handle mistakes ▪ Be forgiving	4, 6, 6, 18, 24, 165, 232, 246	35, 50, 53, 55, 55, 56, 56, 57, 61, 143, 147	70, 72, 76, 76, 76, 79, 86, 90, 90, 149, 222, 283, 285

	A	B	C
▪ Inspire and develop people ▪ Mobilize individual initiative ▪ Apply charismatic leadership ▪ Create a sense of urgency for the need to improve ▪ Create a larger-than-life mindset ▪ Take pride in one ones and the organization's accomplishments ▪ Inspire all to do their best ▪ Unleash the organization's energies and collective capabilities to maximise workforce productivity ▪ Inspire employees to achieve greatness ▪ Mobilize the people to accomplish extraordinary results ▪ Instil a sense of confidence, collective will, can-do attitude, unified way of thinking, single-minded determination, emotional energy ▪ Motivate and stimulate ▪ Let people feel they are part of a bigger thing ▪ Be proud on the company ▪ Create a true believer mentality ▪ Manage the motivators, so that people can motivate themselves ▪ Act with urgency and energy ▪ Engage people in what you try to achieve ▪ When the urgency is high, move fast ▪ Possess a crusading enthusiasm ▪ Take time to win people over ▪ Charisma ▪ Helping followers achieve higher levels of functioning ▪ Going for the gold ▪ Strong drive to be successful ▪ Make business heroic ▪ Have visionary leadership with interrelatedness perspective	11, 12, 22, 26, 30, 32, 34, 101, 101, 134, 135, 232	42, 45, 50, 167, 265	64, 65, 70, 70, 70, 71, 76, 84, 87, 89, 90, 149, 150, 185, 204, 205, 220, 224
▪ Promote from within ▪ Encourage people to become leaders ▪ Carefully choose managers on purposefulness, energy, stamina, and their a Teach managers to put the needs of the enterprise as a whole first bility to inspire others ▪ Grow leaders from within ▪ Fill positions with internal talent ▪ Distribute leadership broadly ▪ Create leadership development opportunities though job rotation and enrichment and investment programs ▪ Practice long-term succession planning and development for the next generation leaders	4, 11, 13, 31, 34, 96, 114, 117, 122, 126, 129, 132, 162, 166,	47, 50, 50, 54, 59, 59, 175, 258	64, 65, 65, 65, 66, 66, 75, 76, 86, 88, 195, 207, 222, 226, 288, 289

	A	B	C
▪ Grow leadership from within ▪ Balance gentle with abrupt succession ▪ Ensure that potential CEOS know the business ▪ Identify aggressively high-potentials and emerging leaders and put these in critical business opportunities ▪ Stimulate the skills of employees by passing through your knowledge experience to next generation leaders ▪ Be personally involved in hiring people ▪ Establish a pipeline for potential leaders ▪ Promote from within ▪ Provide leadership assessment and development ▪ Prepare a successor ▪ Practice collective command ▪ Hire and develop leaders who can create commitment, trust, success and motivating work environment ▪ Rotation between functions ▪ Fill non-entry level jobs from within ▪ Opportunities for internal promotion and management development ▪ Job rotation	232, 234, 253		
▪ Develop dynamic managerial capabilities to enhance flexibility ▪ Stimulate change and improvement ▪ Make reinvention the goal ▪ Strive for self-awareness and renewal ▪ Be a leader of the change process ▪ Continuously challenge ideas ▪ Support change and creativity ▪ Apply transformational leadership that responds to the needs of people in- and outside the company ▪ Be personally involved in changing the culture ▪ Move the company forward in incremental steps in shorter time frames ▪ Demand widespread participation and engagement in making the change happen ▪ Apply context-and-coordination leadership Exhibit behavioural changes ▪ Increase managerial mobility ▪ Involve people in moving forward ▪ Start with internal conditions for change ▪ Complement your style to fit the conditions ▪ Adapt the driving leadership style and change processes to the evolving conditions ▪ Have a tolerance for ambiguity ▪ Willingness to make changes ▪ Be willing to reinvent yourself	3, 4, 5, 11, 20, 22, 35, 103, 107, 241	38, 46, 51, 140, 172, 175, 180, 265	62, 65, 68, 84, 87, 87, 87, 171, 171, 209, 209, 224, 229, 273

	A	B	C
• Embrace cultural change • Management by exception • Manage change and corporate transformation • Transformational CEOs			
• Include people who have complementary skills • Make sure to have great managers • Make sure to have people who differ in ability, background and personality • Encourage diversity • Assemble a diverse and empowered management team • Focus on people by using differentiated approaches to recruiting, identifying and developing talent, and growing leaders • Build a great management team with complementary skills and shared values • Let highly ambitious individuals predominate in the workforce • Aggressively cultivate pluralism • Balance leaders with managers • Encourage collaboration between executives • Encourage different opinions and scepticism towards received wisdom • Cultivate diversity to help spot the complexities in operations • Guarantee the workplace diversity • Have diversity • Strive for diversity • Diversify (by appointing women in the top management) • Build a multilayered talent pool • Have diverse perspectives from different people	6, 9, 11, 18, 19, 131	42, 45, 47, 50, 59, 167	66, 72, 72, 75, 76, 90, 118, 183, 203, 204, 204, 213, 218, 222, 224, 289
• Balance common purpose with self-interest • Act as steward • Be committed to the enterprise for the long haul • Foster lengthy executive apprenticeships and tenures • Exercise careful stewardship • Avoid 'fad-surfing' • Unite personal interests with group interest Focus on the survival of the company • Teach managers to put the needs of the enterprise as a whole first • Obtain commitment from everybody • Create long-term relationship with the company • Long-term commitment • Turnover management is low	11, 19, 19, 19, 19, 20, 22, 96, 113	39, 51, 175, 258, 259	67, 70, 226, 288
• Know yourself, your strengths and weaknesses • Be confidently humble • Exhibit level 5 leadership: the right blend of humility and professional will • Be humble	6, 11, 12, 18, 103, 107,	39, 51, 55, 59, 61, 143, 143,	65, 90, 90, 90, 149, 149,

	A	**B**	**C**
▪ Serve, instead of lead, the company	136,	167,	150,
▪ Be committed to discipline and teamwork	160,	175, 178	186,
▪ Foster discipline: people keep to their promises	162,		193, 222
▪ Balance pride with humility	164, 234		
▪ Be open			
▪ Know yourself, be authentic, self-conscience, self-disciplined and modest to become emotional robust			
▪ Don't be arrogant			
▪ Keep on learning			
▪ Recognize your limitations			
▪ Have internal locus of control			
▪ Friendliness			
▪ Good leadership in turbulence			
▪ Be composed, and conduct yourself with dignity in times of stress.			
▪ Let your guard down, by being authentic, showing sincerity, and revealing personal information			
▪ Realism and optimism			
▪ Avoid stress			
▪ Have guts			
▪ Sense of self-awareness			
▪ Apply full accountability	1, 8, 15,	42, 140,	64, 64,
▪ Apply accountability for results	19, 125,	170, 173	65, 65,
▪ Make people personally responsible	164,		66, 66,
▪ Enforce intolerance of mediocrity	165,		69, 70,
▪ Deal decisively with underperformers	232, 245		73, 77,
▪ Be decisive about non-performers (fire or demote them)			78, 86,
▪ Hold people accountable for achieving high-level results			90, 90,
▪ Make tough decisions			149,
▪ Manage hard			149,
▪ Hold executives personally accountable, individually and as a team			149,
▪ Make sure executives face the consequences			154,
▪ Don't be afraid to fire people			154,
▪ Hold teams accountable			156,
▪ Keep focus on results, maintain clear accountability for performance, and make tough decisions			191,
▪ Manage poor performance			205,
▪ Carefully and thoroughly assess personnel performance (top-down and bottom-up)			207, 210,
▪ Eliminate poor performers			216,
▪ Be dissatisfied with current performance			216, 222
▪ Be accountable			

	A	B	C
▪ Management evaluated for quality performance ▪ Be strict on results ▪ Take responsibility and feel accountable, and ▪ Let others feel accountable ▪ Deal with bad performance ▪ Ostracize those who do not value the culture ▪ Expect to be held accountable for both the quality of decisions ▪ Clear lines of accountability			
▪ Have a long-term orientation ▪ Solve short-term issues by taking a long-term view ▪ Have a long-term focus ▪ Keep leaders and directors committed to the business ▪ Do not focus strictly on task-based transactional priorities ▪ Use a third of the time to strategic issues	5, 18, 18, 34	38, 42	
▪ Cultivate actively an engaged board involvement ▪ Balance managerial power with the role of the board ▪ Get a clear mandate and support ▪ Participative boards ▪ Board separate from leadership ▪ Create a winning board ▪ Have a strong and involved board	92, 92	50, 172	87, 87, 274
● Substitute inspirational leadership for formal structure		51	
▪ Build a high degree of strategic consensus among the top team ▪ Organizational members are able to reach agreement on critical issues ▪ Build consensus to facilitate effective implementation ▪ Decision-making based on consensus ▪ Create one-company governance by having a partnership at the top	132	59, 128, 175	184
▪ Hands-on, value driven ▪ High involvement in planning ▪ Management participate in quality improvement process ▪ Keep your hands dirty ▪ Appropriate involvement of leadership in leading and supporting projects that are strategic to organization	125, 162	97, 108, 259	
▪ Owner of shares ▪ Firms lead by their founders	109, 247		

Individuals & Roles characteristics			
▪ Establish good management development programs ▪ Learn from the past ▪ Invest in training and upgrading of skills	4, 5, 6, 6, 10, 14, 15,	41, 43, 47, 50, 53, 54,	63, 64, 68, 73, 73, 73,

	A	B	C
▪ Create a learning environment	19, 20,	55, 56,	76, 76,
▪ Constantly identify and access new competencies	21, 21,	60, 60,	76, 78,
▪ Train people to enhance their problem-solving and quality improvement skills	22, 22,	61, 61,	84, 85,
▪ Exploit the potential of people by training and developing them	25, 30,	61, 61,	87, 88,
▪ Invest profoundly in the business ands its people	34, 34,	142,	90, 151,
▪ Develop skills and knowledge through involvement in learning programs	35, 96,	172,	161,
▪ Develop skills and knowledge	101,	175,	197,
▪ Develop people to be technically and interpersonally competent	114,	258,	206,
▪ Stress organizational learning	114,	246, 270	209,
▪ Develop self-reliance in people	114,		215,
▪ Regularly train and develop people	114,		230,
▪ Acquire new skills	117,		271,
▪ Create and maintain top-of-the-line training programs	119,		271,
▪ Put the best people closest to the action	119,		273,
▪ Develop strategic capabilities	119,		273,
▪ Continually invest in people by providing opportunities for development and career growth	119, 122,		277, 288
▪ Strive to be a learning organization	122,		
▪ Foster individual growth and achievement	122,		
▪ Let employees develop new skills	125,		
▪ Encourage learning, probing, and discovery	125,		
▪ Invest regularly in employees	126,		
▪ Build an integrated process of organizational learning	129,		
▪ Learn by trying a lot of things	129,		
▪ Introduce a range of new skills and approaches	132,		
▪ Build a learning organization	160,		
▪ Create a learning organization	232,		
▪ Encourage employees' activities outside of their jobs, which fosters creativity	234,		
▪ Assess each learning initiative in the context of your organizational culture to ensure effectiveness	234, 241,		
▪ Make learning – not winning- the objective	241,		
▪ Educate people	252, 253		
▪ Emphasize internal training, on-the-job learning and external coaching			
▪ Invest in training			
▪ Make training and development mandatory and ongoing			
▪ Develop specific training and development tools that work for the organization			
▪ Review and measure the value of the training tools			
▪ Encourage individual learning			
▪ Share individual learning			
▪ Leverage the learning			

	A	B	C
▪ Help people develop the skills and capabilities to use information and authority wisely ▪ Develop capabilities through feedback and learning ▪ Develop a learning climate ▪ Build a portfolio of capabilities ▪ Continuously train employees ▪ Develop people			
▪ Make sure people fit the culture ▪ Make use of the highest and best talents of employees ▪ Identify strengths of employees ▪ Have the right employees ▪ Attract, retain and leverage more talented staff ▪ First get the right people, then decide on the strategy ▪ Carefully choose employees ▪ Fire the cynics in the management ▪ Make sure the hiring process supports the culture ▪ Get rid of the wrong managers ▪ Create high standards for hiring and training people ▪ Foster a can-do, pro-active outlook ▪ Hire people who fit the values ▪ Make purposeful selection of people ▪ Hire and nurture highly talented employees ▪ Give bright people space to change ▪ Attract good people ▪ Recruit the best people for the job ▪ Put a focus on attitudes and behaviour ▪ Create the right fit ▪ Identify precisely the kinds of people you are looking for ▪ Attract the best people ▪ Attract exceptional people with a can-do attitude ▪ Hire, train and motivate workers with the skills needed for the new marketplace ▪ Create clarity of personal ability ▪ Hire smart on personality traits ▪ Make sure everybody knows how they fit in ▪ Create a value proposition to attract and retain the right people ▪ Strict selection ▪ Hire people who don't suck ▪ Identify, attract, and retain star performers ▪ Manage stars across geographic distance, business lines, and generation	4, 6, 9, 9, 11, 12, 13, 18, 18, 18, 21, 24, 122, 123, 165, 232, 232, 234, 252	41, 47, 50, 54, 59, 59, 60, 142, 174, 176, 178, 258	65, 66, 66, 70, 75, 85, 86, 86, 88, 149, 150, 184, 187, 188, 197, 198, 199, 216, 216, 219, 219, 223, 271, 275, 279, 282, 288
▪ Foster the personal involvement of people	1, 9, 14,	37, 44,	64, 80,

	A	B	C
▪ Foster the engagement of people ▪ Involve people in decision-making ▪ Involve people ▪ See people as partners ▪ Involve people in developing vision and values ▪ Make the relationship between organization and individual an adult-to-adult one ▪ Involve people in the future of the company ▪ Work with people to design a desirable future ▪ Involve people in interactive discussions and the decision-making process ▪ Foster personal commitment ▪ Foster a strong relationship between organisation and people ▪ Keep everyone involved ▪ Engage the workforce ▪ Obtain dedicated people ▪ Achieving organizational commitment ▪ Include workforce in formal information sharing program ▪ Let workforce participate in quality programs and labour-management participation teams ▪ Create a special culture to get your employees involved ▪ Employees communicate their perspective on organizational problems upward	22, 22, 28, 29, 117, 117, 117, 126, 129, 233, 245	46, 55, 57, 61, 141, 142, 146	100, 154, 200, 202, 206, 284
▪ Work on retaining employees ▪ Do not layoff employees ▪ Create a safe and secure workplace ▪ Create an enlightened 'welfare state' ▪ Strive for low turnover ▪ Give people job security ▪ Don't lay-off people (until it cannot be avoided) ▪ Give people a sense of safety (physical and psychological) ▪ Hold on to talented employees and find more ▪ Give the job of workforce a formal job analysis ▪ Climate for psychological safety ▪ Job duties and requirements defined explicitly ▪ High employee security ▪ Acknowledge the presence of fear ▪ Social support: providing people with the security and latitude they need to perform ▪ Health performance: being physically and mentally healthy at work ▪ Adequate competence: resources and competence in relation to work demands	13, 17, 17, 19, 19, 30, 30, 30, 34, 117, 119, 119, 130, 234, 255	266, 266	155, 271
▪ Decide and stick to what the company does best ('the hedgehog concept') ▪ Keep core competencies inside the company ▪ Outsource non-core competencies	12, 13, 13, 19, 19, 121,	41, 42, 42, 59, 97, 144,	64, 84, 223, 230

	A	B	C
▪ Build core competencies ▪ Push people to develop, sustain and renew unique core competencies ▪ Build core capabilities based on the values ▪ Outsource noncore activities intelligently ▪ Master the core competencies and be an innovator in them ▪ Ensure that core competencies are the organizational glue ▪ Outsource effectively ▪ Define the right competencies ▪ Do not diversify, concentrate on the core ▪ Focus on what made the organization strong ▪ Employees can do what they do best every day ▪ Focus on core strength, stick to your mission	137, 163	146, 258, 269	
▪ Make sure people can cope with uncertainty ▪ Develop people to be resilient and flexible ▪ Develop personal flexibility of people ▪ Embrace and accept change as an essential part of doing business ▪ Recruit a workforce with maximum flexibility ▪ Train workforce for agility by drawing lessons from the past ▪ Be ready to change continuously ▪ Have a tolerance for ambiguity ▪ Ability to anticipate ▪ Maintain flexibility • Able to grasp complexity • Sensitive to the range of human needs ▪ Conflict is seen as creative as opposed to disruptive ▪ People shift job responsibilities in the year ▪ Changes are considered facts of life, and people take them in stride ▪ Acknowledge current behaviour in order to change ▪ Take ownership of the change ▪ Learn and adapt ▪ Test many diverse options, experiment, don't plan ▪ Take the initiative and are alert to opportunities beyond the confines of their own jobs ▪ Multitaskers who are comfortable wearing more than one hat	8, 11, 15, 20, 30, 31, 33, 103, 128, 128, 233, 255, 255	139, 141, 180	118, 154, 154, 156, 158, 158, 158, 158, 158, 199, 208, 208, 209, 213, 213, 213, 216, 280
▪ Align employee behaviour with company values and direction at all organizational levels ▪ Know how individual activities and efforts contribute to 'the big picture' ▪ Translate vision into local objectives ▪ Let individuals realize they have accountabilities and obligations to themselves and the organization	20, 20, 28, 29, 250, 250	54, 59, 139, 167	69, 69, 84, 84, 84, 88, 219, 272, 272

	A	B	C
▪ Don't ask employees to sacrifice or compromise personal standards ▪ Create alignment between people's basic values and those of the leadership ▪ Commit to doing the right thing ▪ Align everyone's objectives in support of corporate goals ▪ Set clear expectations for group and individual contribution ▪ Align the talent to the strategy ▪ Align the culture with individual beliefs and values ▪ Hire people who fit with their values, core competencies and strategic goals ▪ Align with the company's values ▪ Get stars committed to the firm's strategy ▪ Agreement on the competencies that contribute to competitive advantage ▪ Competencies are tactic and located in the organization's culture			
▪ Foster the discipline of people ▪ Use the willpower of people ▪ Make sure people are self-disciplined ▪ Develop self-discipline ▪ Make it happen, again and again ▪ Disciplined approach to business	1, 1, 12, 24	55, 167	187, 194
▪ Strive for employee satisfaction ▪ Create a work environment that is challenging, satisfying and fun ▪ Be an expert in managing strategic HR disciplines ▪ Measure work force satisfaction ▪ Focus on employee measures ▪ Have a continuous stream of data from employees ▪ Create a supportive employee environment ▪ Develop a competency-based personnel framework ▪ Create 'doable' jobs ▪ Design work so that it is meaningful for people ▪ Develop a workforce strategy ▪ Develop talent management practices ▪ Provide a pleasant place to work and the best tools possible ▪ Inspire fun ▪ People operate within flexible interpretations of their existing roles ▪ Blend work and play ▪ Playfulness ▪ Informal activities ▪ Creative work: developing and learning at work, meaningful and stimulating work, variation at work	21, 34, 234	145, 169, 181, 266, 270	64, 66, 66, 68, 69, 75, 77, 78, 84, 85, 86, 150, 154, 193, 195, 206, 231, 271, 271, 272
▪ See individuals as investors actively building and deploying their human capital ▪ Let individuals participate in determining the conditions of their association	29, 29, 133	59, 144, 144, 258	66, 73, 76, 148,

	A	B	C
▪ Balance challenging people with nurturing people			155
▪ See career development as an investment			
▪ Create a process for fully developing the potential of each individual			
▪ Treat employees as time constrained			
▪ Emphasis on good employee relations			
▪ Encourages development of employees			
▪ Employees have opportunities to learn and grow			
▪ Manage employee relations			
▪ Pay attention to interpersonal conduct			
▪ Inspire individual creativity and initiative	162	55, 55, 59, 60, 97, 167, 172, 177	79, 149, 150, 171, 187
▪ Release the entrepreneurial hostages			
▪ Nurture creativity and proactive behaviour			
▪ Foster the entrepreneurial spirit			
▪ Do not wait for top-down decisions			
▪ Have everyone think and act like an owner			
▪ Meritocratic and entrepreneurial			
▪ Work the individual plan			
▪ Let peers review each other's performance	16	55	64, 70
▪ Challenge based on internal peer comparisons			
▪ Encourage healthy competition inside the company			
▪ Strive for peer respect			
▪ Master deal-making and partnering skills		61	

Culture characteristics			
▪ Give people freedom to act	1,1, 2, 2, 4, 6, 12, 12, 14, 15, 15, 18, 19, 20, 21, 22, 25, 26, 29, 29, 31, 31, 34, 35, 96, 113, 113, 114, 114, 122,	43, 45, 53, 54, 59, 59, 55, 59, 60, 61, 97, 97, 108, 145, 175, 175, 263, 270	71, 76, 78, 77, 78, 79, 88, 90, 115, 118, 149, 156, 156, 184, 192, 213, 215, 220, 272, 272,
▪ Establish a climate of choice			
▪ Establish clear boundaries			
▪ Devolve decision making authority			
▪ Give autonomy to operate			
▪ Give people freedom to make decisions			
▪ Give freedom to people to act within the constraints			
▪ Establish clear constraints on what is allowed and what not			
▪ Decentralize responsibilities			
▪ Restrict checkpoints			
▪ Delegate responsibilities			
▪ Give people responsibility			
▪ Give freedom to let people be decisive, speedy and innovative			
▪ Assign responsibility for operational decision making and performance improvement to individuals and work teams			
▪ Empower people			

	A	B	C
▪ Empower people to let them feel like owners	125,		272,
▪ Move decision-making power downward	128,		272,
▪ Let people with the best information and perspective make the decisions	132,		277, 289
▪ Create freedom for individuals to develop their natures and express their diverse qualities	135, 136,		
▪ Stress that the liberty of individuals is not at the expense of others	158,		
▪ Stay agile by giving people authority to make routine decisions on their own	162,		
▪ Create freedom to learn and to imagine	164,		
▪ Empower the front lines to respond to customer needs	165,		
▪ Use empowerment	234,		
▪ Empower employees on all levels	234,		
▪ Let people feel free to question and challenge decisions	234,		
▪ Encourage a genuine sense of ownership at all levels	237,		
▪ Foster empowerment and accountability	244,		
▪ Make people feel like owners	245,		
▪ Balance control with autonomy	245,		
▪ Give freedom to act	248,		
▪ Balance strategic with financial control	252,		
▪ Give people the power to make independent decisions about actions and resources	252,		
▪ Give responsibility and autonomy	253, 254		
▪ Devolve leadership, without losing control or direction			
▪ Don't try to control everything			
▪ Shift from command and control to creating shared mindsets, stretch goals, and empowered colleagues			
▪ Foster employee involvement and participation by empowerment			
▪ Get out of the way			
▪ Transform to coordinate-and-cultivate leadership			
▪ Empower employees			
▪ Delegate			
▪ Establish core values	1, 2, 4,	38, 41,	62, 65,
▪ Establish clear values	19, 23,	53, 54,	66, 70,
▪ Establish core values	28, 34,	59, 59,	75, 76,
▪ Stress clarion values	35, 35,	60	188,
▪ Only make commitments that are aligned with the core values	132,		191,
▪ Have strong values	134,		221,
▪ Establish clear values	236,		278, 281
▪ Have strong values	236, 244		
▪ Have clear ethics which are supported by policies			
▪ Have clear and meaningful values			
▪ Have a clear, well-articulated set of values that are widely shared			

	A	B	C
▪ Have a clear set of values			
▪ Encourage challenge within core values			
▪ Become a value-based organization			
▪ Balance values with rules			
▪ Emphasize vision, goals, values and objectives			
▪ Set governing principles and boundaries			
▪ Alter values and norms, to change behaviour			
▪ Take culture and values seriously			
▪ Have simple but strong values			
▪ Create a common company-wide value system			
▪ Incorporate values			
▪ Celebrate successes	15, 24,	39, 41,	65, 65,
▪ Challenge the enemies of a winning mindset	24, 34,	48, 54,	68, 69,
▪ Abandon inertia and complacency	35, 117,	54, 54,	70, 70,
▪ Develop and maintain a performance-oriented culture	117,	59, 60,	72, 86,
▪ Focus strongly on getting high excellence in whatever the organization does	125,	60, 139,	149,
▪ Practice what you preach	132,	145,	152,
▪ Develop a strong culture which serves as a control system which guides people's behaviour	134,	145, 182	154,
▪ Enforce performance-driven behaviour	163,		154,
▪ Develop a strong culture	244, 255		154,
• Have a healthy culture			155,
▪ Stimulate people to achieve high performance			205,
• Foster empowerment and accountability			212,
▪ Create a performance-driven culture			277,
▪ Set out to make aspirations reality			279, 289
▪ Expect disappointments			
▪ Have discipline in execution			
▪ Accomplish made agreements			
▪ Have a healthy dissatisfaction with the status quo			
▪ Don't assume success is permanent			
▪ Celebrate success daily			
▪ Do not use finger pointing and excuses			
▪ Commit to resilience			
▪ Realize that nothing lasts forever			
▪ Give workforce formal performance appraisals			
▪ Use performance appraisals to determine workforce			
▪ Set high expectations			
▪ Create a sense of pride, positive self-image, continuous self-development			
▪ Exhibit an indomitable will to realize the vision			
	A	B	C

	A	B	C
▪ Establish shared understanding ▪ Openly share information ▪ Strive for openness and trust ▪ Make sure people have the opportunity to be heard ▪ Create an information ethos ▪ Tell the truth and be open ▪ Foster informality ▪ Demonstrate integrity and openness in all work areas and dealings with others ▪ Create a trust-based culture ▪ Strive for transparency and openness ▪ Create a culture of openness and trust ▪ Encourage open and honest debate ▪ Encourage reporting errors ▪ Create openness and trust ▪ Let workforce have access to a formal grievance procedure and complaint resolution system ▪ Create transparency ▪ An OK from just one or two people is enough ▪ No blame culture ▪ Open en dissent ▪ Managers encourage change and implement culture of trust, involvement and commitment	1, 2, 11, 12, 16, 18, 19, 20, 117, 158, 165, 241, 256	55, 55, 60, 61	72, 76, 156, 191, 196, 199, 217, 220, 228, 271, 281
▪ Adopt and foster an 'all for one, one for all' mentality ▪ Create a shared identity and meaning ▪ Create a sense of community and 'unite the tribe' ▪ Nurture a cohesive, caring culture with committed and motivated people ▪ Cultivate a feeling of corporateness ▪ Create a collective identity ▪ Have a strong identity ▪ Eliminate politics by establishing a true meritocracy ▪ Create a positive atmosphere ▪ Have fun ▪ Joint responsibility for results ▪ Shared corporate identity ▪ Peers provide support to one another ▪ Conviction: creation of organizational belief, momentum and resilience in moving toward growth goals	6, 17, 19, 19, 31, 166, 245	55, 57, 61, 262	70, 70, 111, 272
▪ Develop an adaptive culture ▪ Manage adaptively while striving for operational control ▪ Strive for agility	8, 8, 160	38, 175	71, 71, 87, 87, 87, 87,

	A	B	C
- Reshape culture, to achieve long-term success - Achieve constant renewal, stopping success from sowing the seeds of decay - Shift the driving organizational behaviour towards entrepreneurship when resources are readily available, towards collaboration when they are scarce - Watch for strains in the existing organization to time the shifts in the driving organizational behaviour - Shift the driving behaviour to support value creation during each phase of the organization's life - Lead within the existing organizational culture in the short run, shape it for the long run - Apply behavioural differentiation (unique behaviour that have value to the customers and reflect the value proposition) - Pleasant work environments that are challenging and supportive - Create tension to generate forward movement - Master momentum and bounce - Solving problems is part of daily work - Learn from the future - Change proactively			91, 216, 220, 220, 225, 228, 232, 289, 289
- Understand the psychology of cultural self-awareness - Enrich the own culture with what is learnt abroad - Understand the role of culture - Have a good culture - HR functions integrated into the organizational climate and employee role behaviour - Emphasis on organizational culture - Brand the cultures - Invest in culture - Managers commonly speak of their company's style or way of doing things	11, 11, 119, 128, 236, 243		88, 115, 116, 150, 151

External orientation characteristics

	A	B	C
- Focus on improving customer outcomes - Learn what customers want - Build excellent relationship with customers - Engage the customers - Constantly identify and access market knowledge about leading-edge customers worldwide - Have direct contact with customers - Pay much attention to demanding customers - Partner intimately with major clients - Stay in touch with clients - Understand the set of 'order winners'	2, 6, 9, 9, 10, 13, 13, 19, 19, 20, 20, 20, 21, 21, 22, 32, 32, 34, 36, 36, 96, 125,	50, 50, 50, 51, 51, 51, 51, 51, 51, 53, 54, 54, 54, 59, 59, 59, 60, 60, 61, 61, 97, 140,	62, 64, 64, 66, 66, 68, 69, 73, 73, 73, 76, 80, 85, 86, 86, 87, 118, 171, 200,

	A	B	C
▪ Actively strive to enhance customer value creation	125,	146,	202,
▪ Strive for good client relationships	125,	146,	202,
▪ Create high standards for dealing with clients	125,	167,	206,
▪ Anticipate unarticulated customer needs	132,	175,	212,
▪ Seek out the customers that stretch the capabilities, hold on to average ones and put extra effort in the most demanding ones	137, 162,	179, 188,	215, 215,
▪ Make customers realize the full value of the products and innovations	163,	189,	217,
▪ Deliver products and services that consistently meet customers' expectations	165,	261,	218,
▪ Collaborate with customers to improve value propositions	243,	262,	219,
▪ Reach out to customers to better understand their pressures and needs	251, 253	266,	222,
▪ Demonstrate and promote a culture of customer focus and service		268,	225,
▪ Set a standard for communicating with customers and the community on important matters		269, 269, 269	230, 271,
▪ Consistently create high-value image and acceptance among consumers relative to price and performance			275, 277,
▪ Become easy to do business with			278,
▪ Present a single face to the customer			278,
▪ Anticipate the customer's needs			280,
▪ Take a broad view of customers' underlying problems that go beyond your products			281,
▪ See yourself as a provider of solutions, rather than products			284, 285
▪ Embrace the radical vision of virtual integration with customers			
▪ Get as close to the customer as possible			
▪ Focus intensely on customers			
▪ Improve products and services to provide superior customer service			
▪ Focus on retaining customer loyalty			
▪ Work with demanding customers			
▪ Balance customer care with customer count			
▪ Build relationships with customers that have 'character'			
▪ Build relationships with customers			
▪ Make customer satisfaction a central goals and value			
▪ Be obsessed by the customer			
▪ Make sure both parties benefit			
▪ Be customer oriented			
▪ Be in touch with customers			
▪ Focus on profitability and customers			
▪ Put a strong emphasis on customer focus			
▪ Focus on shareholder value and customer measures			
▪ Have a continuous stream of data from customers			
▪ Create realistic customer interactions			
▪ Focus on customer value added			

	A	B	C
▪ Identify the key factors that are critical for superior customer satisfaction ▪ Carefully craft forms of feedback for determining customer satisfaction ▪ Understand key customer values ▪ Be responsive to the customer ▪ Have a customer orientation ▪ View customers as the boss ▪ Communicate with the customer ▪ Adapt product/market innovation models to the stage of customer learning ▪ Staying close to the customer			
▪ Focus on all stakeholders ▪ Focus on corporate social responsibility ▪ Maintain good and long-term relationships with clients, suppliers, partners and the broader community ▪ Socialize persistently ▪ Develop win-win relationships with outside parties ▪ Network broadly ▪ Be generous to society ▪ Engage stakeholders ▪ Develop and maintain extremely close relationships that create mutual beneficial opportunities ▪ Understand the needs of key stakeholders ▪ Use vision to align and unite stakeholders ▪ Inculcate meaning and purpose in all stakeholders ▪ Be connected with communities ▪ Develop a good corporate reputation ▪ Take care and responsibility for stakeholders and society ▪ Effectively manage investor relations ▪ Demonstrate significant financial commitment to local economies and environments ▪ Actively manage relationships with local communities ▪ Be stakeholder focused ▪ Reconcile different stakeholder needs ▪ Maintain trust relationships with suppliers and the community ▪ Create mutually beneficial relationships with important constituencies ▪ Focus on institutions and individuals, not the clichés of national culture ▪ Community and environmental responsibility ▪ Be in frequent contact with customers, workers, vendors and suppliers ▪ Build communities	7, 11, 19, 19, 19, 19, 19, 20, 20, 28, 28, 123, 135, 162, 162, 166, 235, 241, 246, 249, 253, 254, 254	38, 38, 39, 39, 50, 50, 50, 53, 54, 98, 169, 174. 175, 175, 175, 175, 181, 188, 188, 191, 269, 269	63, 67, 87, 184, 187, 197, 197, 206, 217, 217, 219, 226, 226, 231, 231, 278, 278
▪ Adapt quickly to changes in the environment ▪ Survey the markets to understand the context of the business	6, 11, 11, 15,	38, 38, 42, 43,	62, 64, 74, 76,

	A	B	C
▪ Identify trends and explore scenarios	20, 20,	44, 44,	76, 76,
▪ Monitor the environment consequently and respond adequately	20, 26,	51, 57,	87, 87,
▪ Develop an exceptional sense of reality	31, 31,	60, 61,	89, 89,
▪ Know the limits of the business growth breakpoint	94, 94,	145,	199,
▪ Respond quickly to shifts and opportunities in the marketplace	132,	146,	219,
▪ Capture external information quickly and accurately	132,	146,	220, 289
▪ Stay adaptive by regularly surveying customers	134,	146,	
▪ Anticipate adversaries through careful study and assessment	135,	172, 177	
▪ Be extrovert with keen antennae to sense trends and opportunities	135,		
▪ Pro-actively anticipate and take advantage of trends, markets and potential of resources	136, 137,		
▪ Anticipate and shape changes in customer values, buyers needs and market conditions	166, 251, 251		
▪ Continually and dynamically adjust to the environment			
▪ Pursue and integrate useful information from outside the organization			
▪ Connect with other organizations to share information and insights			
▪ Create a warning system to spot changes to which you must respond quickly			
▪ Be highly sensitive to environmental changes			
▪ Understand what is happening in the environment and its implications			
▪ Watch your competitors for signs of change and be ready to act			
▪ Be sense-and-respond (instead of make-and-sell)			
▪ Work with common assumptions about the external environment			
▪ Focus on the external environment			
▪ Actively observe			
▪ Have an external focus			
▪ Study the landscape			
▪ Deal proactively with externalities and their stakeholders			
▪ Anticipate industry oscillations and breakpoints			
▪ Start with a view of the market place			
▪ Instil an 'outside-in' perspective			
▪ Obtain superior information about the environment			
▪ Apply environmental scanning			
▪ Organization is able to read business environment, react quickly to current trends, and anticipate future changes			
▪ Organization receives, translates and interprets signals from environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities			
▪ Strive for relative success compared to competitors	2, 13,	47, 47,	70, 70,
▪ Obtain a leading market position	13, 13,	50, 50,	71, 76,
▪ Create a clear competitive advantage and defend it fiercely	18, 20,	50, 56,	76, 85,

	A	B	C
▪ Strive to be the best	20, 36,	59, 59,	197,
▪ Find an external enemy to fight	36, 95,	140	210,
▪ Practice time-based competition	135,		210,
▪ Lead the pack in all industry standards and practices	162, 251		210,
▪ Know how the products stack up against the competition			217, 285
▪ Price for profitability			
▪ Look for a rapidly growing dynamic marketplace			
▪ Operate in a highly competitive and mobile marketplace			
▪ Consistently set the standard and rules so competitors must react			
▪ Consistently set high quality benchmarks and standards relative to competitors			
▪ Have a pre-eminent brand name and image			
▪ Fight the competition, not each other			
▪ Choose to compete and compare with the best			
▪ Put competitive advantage before cost			
▪ Strive to crush the competition			
▪ Want to be the best in business			
▪ Keep the competitive edge in a world where the old ways of winning no longer work			
▪ Understand competitor behaviour			
▪ Identify a niche			
▪ Have a competitor orientation			
▪ Create high marketing intensity			
▪ Use market benchmark			
▪ Stay on the offensive but avoid frontal assaults			
▪ Plan and be prepared to pivot			
▪ Look for leverage in the strangest place			
▪ Never play on a level field			
▪ Grow through partnerships	22, 26,	42, 42,	76, 78,
▪ Be part of a value creating network	27, 33,	50, 51,	151,
▪ Have a robust system of agents that autonomously act to configure and optimize the system	34, 125, 125,	51, 53, 60, 61,	151, 202,
▪ Turn the organization into an international network corporation	125,	61, 172,	205,
▪ Make growth happen with mergers and partnerships	166, 255	258,	224,
▪ Seek alliance and partnership opportunities for noncore activities		258,	273,
▪ Use someone else's solutions		259, 269	275, 289
▪ Make selective and effective use of alliances			
▪ Embrace the radical vision of virtual integration with suppliers			
▪ Create efficient partnering arrangements			
▪ Find the best partner you can			
▪ Share a common vision with your partner			
▪ Redesign and streamline interenterprise processes			

	A	B	C
▪ Ask outside help ▪ Build and manage a web of external relationships ▪ Remove external boundaries (the external walls) ▪ Customers are involved in product/ service design ▪ Suppliers are offered long-term relationships ▪ Develop supply chains win which products are customized at the last moment ▪ Establish flexible contracts with suppliers ▪ Partner deliberately ▪ External confidence: a network to provide resources			
▪ Have a proactive merger and acquisition strategy ▪ Acquire new businesses that leverage existing customer relationships ▪ Enter new business that complement the company's strengths ▪ Develop a systematic capability to identify, screen and close deals ▪ Have a balanced portfolio ▪ Walk away from bad business ▪ Don't start up if you can buy it ▪ Always have an exit strategy ▪ Develop high-growth application-specific products for markets with growth potential ▪ Build emerging businesses ▪ Connect new initiatives to existing markets ▪ Don't be seduced by sexy markets, but recognize rare games ▪ Acquisition of related businesses (keep to the core)	22, 34, 34, 34, 35, 36, 163, 233	146, 174, 177, 178	86, 86, 194, 204, 211, 227, 227, 227
▪ Develop a global/local mindset ▪ Have a world-focus for sales ▪ Set a global strategy for market expansion ▪ Achieve and sustain superior global market penetration and representation ▪ Be global ▪ Go global and build an international network ▪ Exports to foreign customer groups ▪ Extend your global reach ▪ Cosmopolitans who are not confined to a single world view ▪ Reinvent the corporation towards the globally integrated enterprise ▪ Global operations that maintain a localized focus	11, 13, 22, 114, 158, 233	50, 53, 60, 146, 172	204, 224, 258
▪ Regard cooperation as a last option ▪ Emphasize organic growth over acquisitions ▪ Make for smooth transitions in managing your acquisitions ▪ Balance strategies: apply both organic expansion and acquisition ▪ Favour organic growth to growing by mergers and acquisition ▪ Clear choice of how much M&A will be used	13, 36, 240	146, 181	153, 194, 198, 204, 289

	A	B	C
▪ Manage mergers and acquisitions ▪ Focused mergers and acquisitions			
▪ Establish a small market focus in regard to product, technology and application ▪ Number of suppliers is reduced ▪ Suppliers are evaluated according to quality, delivery performance and price ▪ Suppliers are selected based on quality ▪ Set up smaller growth objectives which are manageable ▪ Expand growth capabilities ▪ Manage for growth: set up a system that coordinates and focuses all growth processes and structures ▪ Be realistic about ambitions ▪ Dominate the niche ▪ No excessive growth ▪ Exploit understanding of local product markets and tailoring to the needs of local customers ▪ Build on familiarity with resource markets, being more cost-effective because of knowledge of the local factors of production ▪ Treat institutional voids as business opportunities	13, 125, 125, 125, 244	169, 178	153, 153, 153, 188, 276, 276, 276
▪ Have a good image and reputation ▪ Brand cultivation ▪ Excellent reputation with consumers and other political and social stakeholders ▪ Merchandise credibility	106, 123, 134	169	191, 278

Appendix 5 –HPO characteristics before and after 1995

This appendix categorises each of the 290 studies used in the HPO research in one of two time periods: research conducted in or before 1995, or after 1995. For each characteristic the studies are listed per type, and the percentage of the total studies in the time period (in or before 1995: 22 A, 5 B, 9 C: total 36 studies, 156 points; after 1995: 83 A, 61 B, 110 C: total 254, 791 points) is given.

	After 1995				Before 1995			
	A	**B**	**C**	**% of total**	**A**	**B**	**C**	**% of total**
Design characteristics								
Stimulate cross-functional and cross-organizational collaboration	15, 15, 19, 22, 22, 22, 24, 30, 33, 34, 122, 125, 129, 132, 132, 137, 158, 165, 234, 234	42, 47, 50, 51, 51, 53, 139, 263, 263, 266	64, 64, 66, 71, 80, 86, 149, 154, 186, 195, 195, 205, 216, 224, 224, 273, 277	21.1	16	55	280	6.4
Simplify and flatten the organization by reducing boundaries and barriers between and around units	5, 5, 18, 18, 22, 22, 26, 27, 31, 34, 34, 97, 132, 135, 137, 234, 241, 255	51, 53, 54, 59, 60, 60, 61, 167, 170, 258, 265	77, 78, 78, 87, 225, 227, 286	18.7			217	0.6
Foster organization-wide information, knowledge and best practices sharing	6, 10, 17, 22, 25, 26, 34, 122, 129	44, 50, 50, 61, 145	79, 79, 195	9.2		55	83, 118	3.2
Constantly realign the business with changing internal and external circumstances	5, 22, 23, 33, 34, 127	42, 51, 61, 146, 260, 261	81, 82, 87, 149, 198, 289	6.3				
Create a sense of ownership and entrepreneurial feel by establishing an integrated network of small decentralized units	2, 136, 166	59, 268	62, 71, 79, 87, 192, 204, 204	3.9		55, 55, 55, 57, 57	118	10.3
Create an infrastructure that supports the strategy and the value drivers	24	42, 44, 262, 262	81, 86, 185, 187, 197, 199, 219, 277	3.3			83, 100	1.3
Stimulate support functions to be integrated business partners	22, 96, 119, 241	44	65, 75	2.9	96			3.8
Implement a dynamic organizational design to enhance flexibility	3, 34, 127		85, 87, 157, 192, 216	2.4				
Establish a consistent responsibility structure with clear roles and accountabilities		48, 59, 61, 144	62, 77, 77, 77, 77, 77, 80, 85, 205	2.2				
Think in matrixes	22		201	0.9		55		1.9
Manage a virtual organization		172		0.3				
Strategy characteristics								
Balance long-term focus and short-term focus	4, 6, 19, 19, 19, 20, 21, 31, 35, 119, 162, 232, 232, 236,	42, 48, 54, 59, 61, 61, 98, 145, 175, 181, 264	63, 66, 79, 149, 191, 196, 207, 275, 277, 285	16.1	4			3.8

	After 1995				Before 1995			
	A	**B**	**C**	**% of total**	**A**	**B**	**C**	**% of total**
	241							
Define a strong vision that excites and challenges	4, 4, 17, 19, 19, 22, 22, 23, 28, 28, 101, 105, 122, 241	38, 45, 47, 47, 141, 169, 169, 172, 173, 175, 259, 262	62, 64, 70, 76, 152, 154, 191, 193, 194, 195, 214, 215, 215, 218, 220, 221, 222, 224, 229, 230, 272	14.8	4, 4, 101, 105	55	110	17.9
Align strategy, goals and objectives with the demands of the external environment and build robust, resilient and adaptive plans to achieve these	11, 31, 33, 34, 34, 36, 132, 164	43, 55, 60, 146, 261, 267, 267, 267, 270	65, 70, 73, 74, 74, 76, 81, 100, 149, 184, 216	10.4		55	100	
Set clear, ambitious, measurable and achievable goals	2, 4, 13, 15, 18, 18, 27, 31, 103, 107, 232, 232, 241, 245	59, 59, 173, 187	64, 76, 86, 86, 191, 282	9.9	4, 13, 103, 107	55	111	17.9
Adopt the strategy that will set the company apart	5, 22, 24, 36, 109, 158, 163, 232	38, 47, 47, 140, 172, 181, 181, 182, 268	80, 81, 91, 99, 100, 150, 152, 186, 217, 221, 226, 231, 278, 280	9.9	109		99, 100, 217, 278, 280	2.6
Create clarity and a common understanding of the organization's direction and strategy	15, 15, 22, 34, 35, 132, 132, 132, 245, 245	46, 47, 56, 60, 167	65, 65, 65, 67, 76, 76, 84, 88, 116, 116, 157, 197, 198, 199, 202, 204, 209, 223, 227, 272, 273, 284, 289	9.0			278	0.6
Keep growing the core business	34, 36, 240, 240, 246, 246	49, 49, 57, 174, 174, 178	79, 80, 191, 203, 207, 207, 207, 226, 290	7.6		57		1.9
Focus on bottom-line profit and cash-flow as well as top-line growth	19, 22, 36, 105, 123, 136, 235, 235	57, 177, 178, 179, 186	86, 199, 280, 286	7.2	105	57	280	6.4
Focus on a limited number of key priorities	15, 26, 36, 136	54, 59, 60, 262, 264, 269	64, 64, 76, 115, 149, 187, 202	5.2				7.1
Have a ruthless focus on value	22, 36, 123, 232	42, 48, 60	77, 77, 218, 227	3.9				
Regularly alter and renew the organization	33, 34, 34	43, 60, 174, 181	115, 148, 226, 287	3.6				
Have an integrated set of strategy, structure and systems	20, 128, 232	50, 173	62, 209, 216, 229, 281, 284, 284	3.3				
Develop strategy and goals bottom-up using input of people on all organizational levels	5, 15, 15, 241	144	209, 227	3.1				
Process characteristics								
Design a good and fair reward, promotion and incentive structure	2, 6, 8, 15, 15, 18, 18, 19, 21, 22, 25, 27, 30, 30, 31, 34, 34, 35, 112, 119, 119, 122, 126, 126, 127, 129, 129, 129, 129, 137, 233, 234, 234, 234, 234, 241, 252, 253	41, 47, 50, 51, 51, 54, 59, 61, 142, 142, 144, 180	64, 64, 64, 64, 64, 65, 65, 66, 66, 70, 73, 73, 75, 78, 79, 85, 86, 86, 88, 149, 149, 216, 228, 279, 287	36.5	14		83, 217	5.1

	After 1995				Before 1995			
	A	**B**	**C**	**% of total**	**A**	**B**	**C**	**% of total**
Continuously simplify and improve all the organization's processes	6, 15, 18, 20, 20, 20, 20, 22, 22, 22, 22, 22, 25, 26, 26, 31, 34, 34, 125, 125, 125, 125, 125, 137	37, 37, 37, 40, 43, 45, 48, 51, 51, 59, 61, 145, 167, 167	61, 62, 63, 72, 72, 86, 118, 192, 192, 194, 195, 286, 287	25.2	93, 105			7.7
Measure what matters	2, 8, 12, 15, 28, 28, 31, 31, 125, 125, 127, 165, 232, 232, 234	42, 46, 47, 47, 51, 51, 51, 51, 51, 51, 51, 56, 56, 59, 61, 167, 175, 258, 258, 264, 267	64, 64, 66, 66, 69, 73, 73, 73, 73, 74, 74, 74, 74, 74, 76, 79, 84, 85, 86, 148, 154, 184, 184, 184, 186, 197, 200, 202, 206, 208, 225, 228, 271, 275, 282, 284	23.9		55		1.9
Continuously innovate products, processes and services	5, 6, 10, 15, 20, 20, 114, 114, 123, 124, 235, 235, 238, 242, 242, 249, 251, 253	39, 42, 42, 44, 50, 50, 51, 52, 53, 53, 53, 54, 54, 59, 59, 60, 60, 61, 145, 171, 175	69, 73, 73, 86, 89, 148, 187, 191, 202, 202, 226, 273, 272, 272, 273, 285, 286	22.5	13, 93, 105, 105		217	16.0
Create highly interactive internal communication	15, 18, 28, 31, 34, 158, 158, 158, 166, 166, 166, 232, 234, 234, 234, 234, 234, 241, 241, 242, 252	46, 51, 59, 60, 139, 144, 145, 173, 173, 266	65, 66, 70, 70, 73, 80, 149, 154, 155, 155, 155, 202, 207, 209, 212, 213, 215, 216, 271, 277, 281, 287, 287	22.1	103, 107, 107, 117	55	83, 83, 110	19.2
Strive for continuous process optimalization	5, 8, 11, 22, 24, 114, 119, 119, 119, 125, 125, 125, 125, 125, 127, 164, 237, 237	42, 59, 146, 146, 167, 180, 258, 258	71, 87, 151, 151, 171, 197, 197, 197, 216, 277, 282	18.1	95, 107		83, 280	9.0
Strive to be a best practice organization	21, 34, 114, 123, 125, 125, 125, 137, 137, 165, 232, 241	38, 39, 40, 43, 44, 47, 50, 50, 51, 53, 54, 140, 144, 145, 175, 258, 267	61, 67, 68, 70, 70, 71, 72, 73, 80, 85, 87, 89, 153, 161, 230, 285	17.6	96, 96, 103, 103		83	16.0
Report to everybody financial and non-financial information needed to drive improvement	6, 6, 11, 18, 20, 23, 31, 31, 125, 160, 162, 232, 232, 254	37, 40, 41, 44, 46, 46, 48, 48, 51, 59, 60, 61, 145, 170, 172	62, 68, 69, 72, 78, 82, 196, 216, 229, 272, 279	17.0	16, 96	55, 55	83, 217, 217	13.5
Deploy resources effectively	2, 2, 35, 36, 123, 257, 257	37, 37, 50, 50, 51, 97, 144, 145, 168, 179	68, 76, 82, 86, 86, 86, 151, 216, 289	9.9	93, 120		217	8.3
Coordinate across units	2, 96, 127, 244, 246, 257	41, 51	62, 216, 271, 275,281	5.9		108	83	2.6
Create processes that support action	1, 232	56, 61, 167, 169, 174, 174, 267	63, 73, 80, 157, 183, 199, 200, 207, 215, 216, 227	4.0	96, 256			7.7
Make sure the work is meaningful		47, 142, 144	84, 191, 271, 272, 272	1.5				
Let all processes reflect the values	28	45		1.0				
Create an attractive earnings potential without significant personal risk		47	211	0.4				
Become a real-time enterprise, by engaging in		40		0.3				

	After 1995				Before 1995			
	A	**B**	**C**	**% of total**	**A**	**B**	**C**	**% of total**
real-time opportunity detection								
Technology characteristics								
Implement flexible ICT-systems throughout the organization	8, 18, 31, 35, 36, 166	47, 50, 51, 53	61, 62	6.3	16, 16			7.7
Apply user-friendly ICT-tools to increase usage	35, 35, 166, 233	42, 44, 60, 60, 145, 258, 258, 259, 266		6.2	16			3.8
Constantly identify and exploit new technologies to gain competitive advantage	10, 34, 34, 114, 114, 233	37, 42, 167	72, 186, 187, 211	6.2	96			3.8
Become a pioneer at applying the chosen technologies	12, 17, 34, 35, 232, 243, 251		186, 211, 211	4.8				
Leadership characteristics								
Maintain and strengthen trust relationships with people on all levels	6, 6, 11, 11, 12, 12, 12, 18, 20, 30, 30, 33, 34, 35, 35, 134, 134, 158, 158, 160, 162, 243, 243	41, 45, 46, 47, 47, 54, 58, 59, 60, 60, 61, 61, 140, 142, 143, 143, 143, 143, 144, 147, 173, 173, 173, 175, 266	63, 64, 65, 65, 65, 70, 70, 72, 76, 84, 84, 90, 90, 110, 149, 149, 150, 152, 161, 188, 191, 200, 205, 208, 209, 212, 215, 222, 222, 225, 271	30.8	13, 101	55	217, 278	10.9
Live with integrity and lead by example	6, 6, 11, 18, 21, 22, 23, 23, 24, 28, 30, 32, 34, 162, 162, 162, 162, 162, 249	41, 45, 47, 50, 51, 51, 51, 54, 59, 59, 59, 61, 61, 61, 140, 141, 143, 143, 145, 145, 145, 147, 147, 173, 175, 175	66, 68, 68, 69, 69, 76, 82, 82, 90, 90, 90, 90, 90, 90, 90, 90, 90, 149, 152, 155, 192, 193, 193, 195, 196, 196, 203, 207, 212, 218, 222, 222, 222, 222, 222, 224, 226, 231, 272, 272, 272, 284	29.6	107		217	4.5
Develop effective, focused and strong leadership	7, 12, 18, 18, 18, 18, 20, 24, 24, 31, 34, 164, 165, 166	42, 46, 46, 47, 47, 51, 59, 61, 61, 139, 139, 140, 172, 259, 259	84, 85, 115, 184, 187, 187, 188, 193, 196, 199, 216, 219, 222, 222, 222, 231, 275, 281	18.6	16, 16, 102, 104			15.4
Grow leaders from within	4, 11, 31, 34, 114, 122, 126, 129, 132, 162, 166, 232, 234, 253	47, 50, 50, 54, 59, 59, 175, 258	64, 65, 65, 65, 66, 66, 75, 76, 86, 88, 195, 207, 222, 226, 288, 289	15.7	13, 96, 117			11.5
Apply decisive action-focused decision-making	11, 12, 18, 18, 19, 22, 24, 31, 36, 137, 158, 158, 232	40, 42, 56, 56, 61, 61, 97, 138, 175	65, 66, 76, 79, 87, 90, 90, 149, 152, 153, 154, 196, 207, 209, 209, 212, 279	15.4		55		1.9
Inspire the people to accomplish extraordinary results	11, 12, 22, 26, 30, 32, 34, 134, 135, 232	42, 45, 50, 167, 265	64, 65, 70, 70, 70, 71, 76, 84, 87, 89, 90, 149, 150, 185, 204, 205, 220, 224	11.8	101, 101			7.7
Be confidently humble	6, 11, 12, 18, 136, 160, 162,	39, 51, 59, 61, 143, 143,	65, 90, 90, 90, 149, 149,	11.5	103, 107	55		9.6

	After 1995				Before 1995			
	A	**B**	**C**	**% of total**	**A**	**B**	**C**	**% of total**
	164, 234	167, 175, 178	150, 186, 193, 222					
Stimulate change and improvement	3, 4, 5, 11, 20, 22, 35, 241	38, 46, 51, 140, 172, 175, 180, 265	62, 65, 68, 84, 87, 87, 87, 171, 171, 209, 209, 224, 229, 273	10.9	103, 107			7.7
Allow experiments and mistakes	4, 6, 6, 18, 24, 165, 232, 246	35, 50, 53, 56, 56, 61, 143, 147	70, 72, 76, 76, 76, 79, 86, 90, 90, 149, 222, 283, 285	10.7		55, 55, 57		5.8
Be committed to the organization for the long haul	11, 19, 19, 19, 19, 20, 22, 113	39, 51, 175, 258, 259	67, 70, 226, 288	10.0	96			3.8
Hold people responsible for results and be decisive about non-performers	1, 8, 15, 19, 125, 164, 165, 232, 245	42, 140, 170, 173	64, 64, 65, 65, 66, 66, 69, 70, 73, 77, 78, 86, 90, 90, 149, 149, 149, 154, 154, 156, 191, 205, 207, 210, 216, 216, 222	9.8				
Coach and facilitate	1, 6, 6, 6, 8, 15, 15, 18, 21, 22	59	65, 65, 65, 73, 76, 84, 88, 171, 188, 188, 195, 224, 272	9.6	101	55, 55		7.7
Stretch yourselves and your people	8, 11, 11, 18, 21, 22, 30, 30, 34, 36, 130	59	64, 64, 90, 110, 222	9.4	101, 101, 101	55		13.5
Assemble a diverse and complementary management team and workforce	6, 9, 11, 18, 19, 131	42, 45, 47, 50, 59, 167	66, 72, 72, 75, 76, 90, 183, 203, 204, 204, 213, 218, 222, 224, 289	8.7			118	0.6
Have a long-term orientation	5, 18, 18, 34	38, 42		3.2				
Hands-on management	125, 162	97, 108, 259		2.2				
Balance managerial power with the role of an active board		50, 172	87, 87, 274	1.1	92, 92			7.7
Build a high degree of strategic consensus among the top team	132	59, 128, 175	184	1.1				
Owner of shares	247			0.8	109			3.8
Substitute inspirational leadership for formal structure		51		0.3				
Individuals & Roles characteristics								
Create a learning organization	5, 6, 6, 10, 15, 19, 20, 21, 21, 22, 22, 25, 30, 34, 34, 35, 114, 114, 114, 114, 117, 119, 119, 119, 119, 122, 122, 122, 125, 125, 126, 129, 129, 132, 160, 232, 234, 234, 241, 241, 252, 253	41, 43, 47, 50, 53, 54, 56, 60, 60, 61, 61, 61, 61, 142, 172, 175, 258, 246, 270	63, 64, 68, 73, 73, 73, 76, 76, 76, 78, 84, 85, 87, 88, 90, 151, 161, 197, 206, 209, 215, 230, 271, 271, 273, 273, 277, 288	42.6	4, 14, 96, 101	55		17.3
Attract exceptional people with a can-do attitude	6, 9, 9, 11, 12, 18, 18, 18,	41, 47, 50, 54, 59, 59, 60,	65, 66, 66, 70, 75, 85, 86,	20.8	4, 13			7.7

	After 1995				Before 1995			
	A	**B**	**C**	**% of total**	**A**	**B**	**C**	**% of total**
who fit the culture	21, 24, 122, 123, 165, 232, 232, 234, 252	142, 174, 176, 178, 258	86, 88, 149, 150, 184, 187, 188, 197, 198, 199, 216, 216, 219, 219, 223, 271, 275, 279, 282, 288					
Develop people to be resilient and flexible	8, 11, 15, 20, 30, 31, 33, 103, 128, 128, 233, 255, 255	139, 141, 180	154, 154, 156, 158, 158, 158, 158, 158, 199, 208, 208, 209, 213, 213, 213, 216	13.0			118, 280	1.3
Engage and involve the workforce	1, 9, 22, 22, 28, 29, 126, 129, 233, 245	37, 44, 46, 61, 141, 142, 146	64, 80, 154, 200, 202, 206, 284	11.1	14, 117, 117, 117	55, 57	100	19.9
Create a safe and secure workplace	17, 17, 19, 19, 30, 30, 30, 34, 119, 119, 130, 234, 255	266, 266	155, 271	10.9	13, 117			7.7
Master the core competencies and be an innovator in them	12, 19, 19, 121, 137, 163	41, 42, 42, 59, 144, 146, 258, 269	64, 84, 223, 230	8.1	13, 13	97		9.6
Align employee behaviour and values with company values and direction	20, 20, 28, 29, 250, 250	54, 59, 139, 167	69, 69, 84, 84, 84, 88, 219, 272, 272	7.3				
Create a work environment that is challenging, satisfying and fun	21, 34, 234	145, 169, 181, 266, 270	64, 66, 66, 68, 69, 75, 77, 78, 84, 85, 86, 150, 154, 193, 195, 206, 231, 271, 271, 272	5.6				
Foster self-discipline of people	1, 1, 12, 24	167	187, 194	3.7		55		1.9
Treat individuals as investors actively building and deploying their human capital	29, 29, 133	59, 144, 144, 258	66, 73, 76, 148, 155	3.7				
Inspire individual creativity, initiative and entrepreneurship	162	59, 60, 167, 172, 177	79, 149, 150, 171, 187	3.3		55, 55, 97		5.8
Strive for peer respect	16		64, 70	1.0		55		1.9
Master deal-making and partnering skills		61		0.3				
Culture characteristics								
Empower people and give them freedom to decide and act	1,1, 2, 2, 6, 12, 12, 15, 15, 18, 19, 20, 21, 22, 25, 26, 29, 29, 31, 31, 34, 35, 114, 114, 122, 125, 128, 132, 135, 136, 158, 162, 164, 165, 234, 234, 234, 237, 244, 245, 245, 248, 252, 252, 253, 254	43, 45, 53, 54, 59, 59, 59, 60, 61, 145, 175, 175, 263, 270	71, 76, 78, 77, 78, 79, 88, 90, 115, 149, 156, 156, 184, 192, 213, 215, 220, 272, 272, 272, 272, 277, 289	43.1	4, 14, 96, 113, 113	55, 97, 97, 108	118	27.6
Develop and maintain a performance-driven culture	15, 24, 24, 34, 35, 125, 132, 134, 163, 244, 255	39, 41, 48, 54, 54, 54, 59, 60, 60, 139, 145, 145, 182	65, 65, 68, 69, 70, 70, 72, 86, 149, 152, 154, 154, 154, 155, 205, 212, 277, 279, 289	15.7	117, 117			7.7

	After 1995				Before 1995			
	A	**B**	**C**	**% of total**	**A**	**B**	**C**	**% of total**
Establish strong and meaningful core values	1, 2, 19, 23, 28, 34, 35, 35, 132, 134, 236, 236, 244	38, 41, 53, 54, 59, 59, 60	62, 65, 66, 70, 75, 76, 188, 191, 221, 281	13.8	4		278	4.5
Create a culture of transparency, openness and trust	1, 2, 11, 12, 18, 19, 20, 117, 158, 165, 241	60, 61	72, 76, 156, 191, 196, 199, 220, 228, 271, 281	10.4	16, 256	55, 55	217	12.2
Create a shared identity and a sense of community	6, 17, 19, 19, 31, 166, 245	61, 262	70, 70, 272	6.1		55, 57	111	6.4
Understand the role of culture	11, 11, 119, 128, 236, 243		88, 115, 116, 150, 151	4.3				
Develop an adaptive culture to achieve long-term success	8, 8, 160	38, 175	71, 71, 87, 87, 87, 87, 91, 216, 220, 220, 225, 228, 232, 289, 289	4.1				
External orientation characteristics								
Continuously strive to enhance customer value creation	2, 6, 9, 9, 10, 19, 19 20, 20, 20, 21, 21, 22, 32, 32, 34, 36, 36, 125, 125, 125, 125, 132, 137, 162, 163, 165, 243, 251, 253	50, 50, 50, 51, 51, 51, 51, 51, 51, 53, 54, 54, 54, 59, 59, 59, 60, 60, 61, 61, 140, 146, 146, 167, 175, 179, 188, 189, 261, 262, 266, 268, 269, 269, 269	62, 64, 64, 66, 66, 68, 69, 73, 73, 73, 76, 80, 85, 86, 86, 87, 171, 200, 202, 202, 206, 212, 215, 215, 218, 219, 222, 225, 230, 271, 275, 277, 281, 284, 285	40.5	13, 13, 96	97	118, 217, 278, 278, 280	16.7
Maintain good and long-term relationships with all stakeholders	11, 19, 19, 19, 19, 19, 20, 20, 28, 28, 123, 135, 162, 162, 166, 235, 241, 246, 249, 253, 254, 254	38, 38, 39, 39, 50, 50, 50, 53, 54, 169, 174, 175, 175, 175, 175, 181, 188, 188, 191, 269	63, 67, 87, 184, 187, 197, 197, 206, 219, 226, 226, 231, 231	26.0	7	98	217, 278, 278	7.7
Monitor the environment consequently and respond adequately	6, 11, 11, 15, 20, 20, 20, 26, 31, 31, 132, 132, 134, 135, 135, 136, 137, 166, 251, 251	38, 38, 42, 43, 44, 44, 51, 60, 61, 145, 146, 146, 146, 172, 177	62, 64, 74, 76, 76, 76, 87, 87, 89, 89, 199, 219, 220, 289	22.6	94, 94	57		9.6
Grow through partnerships and be part of a value creating network	22, 26, 27, 33, 34, 125, 125, 125, 166, 255	42, 42, 50, 51, 51, 53, 60, 61, 61, 172, 258, 258, 259, 269	76, 78, 151, 151, 202, 205, 224, 273, 275, 289	11.8				
Choose to compete and compare with the best in the market place	2, 18, 20, 20, 36, 36, 135, 162, 251	47, 47, 50, 50, 50, 56, 59, 59, 140	70, 70, 71, 76, 76, 85, 197, 210, 210, 210, 285	11.6	13, 13, 13, 95		217	16.0
Only enter new business that complement the company's strengths	22, 34, 34, 34, 35, 36, 163, 233	146, 174, 177, 178	86, 86, 194, 204, 211, 227, 227, 227	7.2				
Develop a global mindset	11, 22, 114, 158, 233	50, 53, 60, 146, 172	204, 224, 258	6.1	13			3.8
Establish a small market focus in regard to product, technology and application	125, 125, 125, 244	169, 178	153, 153, 153, 188, 276, 276, 276	4.7	13			3.8
Emphasize organic growth over acquisitions	36, 240	146, 181	153, 194, 198, 204, 289	2.9	13			3.8
Have a good image and reputation	123, 134	169	191	2.0	106		278	4.5

About the Author

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André's Ph.D. thesis was on the topic of the role of behavioral aspects in the successful implementation and use of performance management systems. As an independent consultant, he focuses on performance management and high performance organizations. He has been teaching and conducting projects in this field in countries like China, Vietnam, Bangladesh, Mongolia, Nepal, Peru, Surinam, U.K., Poland, Saudi-Arabia, Yemen, South-Africa, Namibia and Tanzania. André has been selected by managementboek.nl as one of the *Dutch Masters in Management*, ten people who have influenced management thinking in The Netherlands the most in the past decade. Especially his research into high performance organisations and high performance individuals attracts a lot of (international) attention.

André has published over two hundred twenty articles and twenty-four books. Among his books are: *Power of Performance Management, How Leading Companies Create Sustained Value* (John Wiley & Sons, 2001), *Presteren is Mensenwerk* (Kluwer, 2001), *Minder is Meer, competitief voordeel door beyond budgeting* (Holland Business Press, 2002), *Quest for Balance, the human element in performance management systems* (John Wiley & Sons, 2002), *Management Rages, 35 managementconcepten ontrafeld* (Kluwer, 2002), *Ontwikkelingen en Trends in de Financiële Functie* (Kluwer, 2003), *Prestatiegericht Gedrag* (Kluwer, 2003), *Beyond budgeting, het praktische alternatief voor budgetteren* (Kluwer, 2004), *De resultaatgerichte overheid, op weg naar de prestatiegedreven overheidsorganisatie* (SDU, 2004), *De financiële manager van de 21ste eeuw* (Kluwer, 2006) and *Strategic Performance Management, A Managerial and Behavioural Approach* (Palgrave MacMillan, 2007), *Maak van je bedrijf een toporganisatie!* (Van Duuren Management, 2009) and *10 Rituelen van Slecht Management* (Van Duuren Management, 2010).

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