EFFECTIVE PERFORMANCE MANAGEMENT

by

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A FLIGHT ANALOGY

If a plane starting in London and headed for Dallas is just one degree off its course, it will end up in Mexico City instead. Interestingly, most flights are off-course by greater than a degree **over 95% of the time—**because of changing wind conditions, turbulence in the air, the nature of the load in the plane etc. How do they still manage to reach their intended destination?

Organizations also encounter turbulence that is brought about by changing market conditions. In sharp contrast to planes, however, a much higher proportion of organizations fail to reach their intended destination as evidenced by the number of earnings disappointments and earnings declines reported every quarter. What lessons can organizations learn from flights? How can they create an effective performance management system to reach their intended destinations, **in spite** of all the variations that they **will** encounter along the way (Srinivas 2005, 2007)? That is the subject of this article.

The pilot flying the plane has a distinct advantage. He has a clear idea of the following:

1. The starting point *(London)*
2. The destination (*Dallas*)
3. The path to get there (*flight plan*)
4. Where he is relative to the path at any given point in time (*the degrees off-course*)
5. How to get back on the path (*agile course correction*)

In sharp contrast, organizations have to work hard to clearly understand each of these critical variables.

THE BUSINESS CHALLENGES

The Starting Point

The starting point is a clear understanding of the current reality—**as it is,** not as it ***should be***, ***could be***, or ***can be made to be***. The pilot is grounded (pun unintended) in reality, and there is no doubt in his mind that he is waiting for take off at the *London* airport. While this is straightforward for the pilot, most organizations have a distorted view of current reality for a variety of different reasons:

- A myopic financial view. While there are a number of initiatives to address this—including the Balanced Scorecard (Kaplan 1996)—the effective use of such approaches is still limited to a small subset of organizations.

- A financial reporting system that provides a misleading picture of current reality (Bragg 2007). For example, the financial reporting system in a hospital was indicating to management that their cardiac surgery unit was unprofitable and must be shut down. On further investigation, it was found that costs were getting allocated as a percentage of revenues, and cardiac surgery was getting an unfair share of cafeteria expenses, security, building administration, parking, and all kinds of other charges. When this was changed to look at a marginal view of the impact of cardiac surgery, management realized that it was in fact the unit that was making the highest marginal contributions.

- A reward system that can drive people to show a rosier picture (The number of companies that have been involved in accounting scandals and had to restate earnings is such a long list that you don't need reminders and references here).

The Destination

The pilot is crystal clear about their destination; their goal—reach *Dallas* safely. In sharp contrast, organizations have so many goals that it is difficult to clearly articulate what the destination is. In some organizations, there are more goals than employees—with each employee having dozens of goals! This would not be such a problem if the goals all aligned neatly with the overall organizational goals. This, however, is rarely the case.

"Several years ago, I went to meet a client in Asia. I was told that the quickest way to reach the client site was to catch a bus. Several of the buses came, but none of them stopped at the bus stop. After watching several buses go by without stopping, I walked back to the hotel, and caught a cab. I then described my situation to the client. He said that the driver was measured on whether he reached his destination on time or not. So when there was traffic, and they were behind, they didn't bother wasting time stopping at bus stops just to pick up passengers!" (Srinivas 2005)

Organizations are riddled with measures and reward systems that encourage behavior that is not aligned with the overall goals—plant managers are incented based on how much they produce, irrespective of how much can be sold; sales folks are incented on how much they can sell, irrespective of how much can be produced; customer service staff are incented on the number of calls they complete, irrespective of the satisfaction of the client or the resolution of the complaint. In other words, goals, measures and reward systems encourage people "to not waste time picking up passengers."

The end result of all this is a lack of clarity on the destination, accentuated by different people pursuing different destinations.

The Path

What is the path to get there? How do I get there in the shortest time using the least fuel? Given constraints, what is the best way to get there? Which constraints do I need to remove or get around? These are all questions that are articulated clearly for the pilot. In sharp contrast, while organizations have retreats & strategy sessions, and sophisticated analysts, they don't always translate into a clear path that provides them guidance to reach the destination safely.

"Most corporate strategic plans have little to do with strategy. They are simply three-year rolling resource budgets and some sort of market share projection. Calling this strategic planning creates false expectations that the exercise will somehow produce a coherent strategy," Richard Rumelt (Lovallo 2007).

In addition, the traditional annual budgeting process—characterized by fixed targets and performance incentives—is time-consuming, over-centralized, and outdated. Worse, it often causes dysfunctional and unethical managerial behavior (Hope 2003). It often drains resources, saps energy and leaves employees demoralized. It quickly gets down to a resource allocation ritual that is driven by timelines, power and politics (Lovallo 2007).

Variation

The pilot knows that he will be off-course 95 % of the time. He **expects** variation and is prepared to make appropriate adjustments. Organizations, on the other hand, get flustered by variation—organizational systems are designed as if everything will go smoothly. As a result, rather than absorbing the situation calmly and **responding** with equanimity, they **react,** and introduce nervousness, instead of responding to the variation and addressing the root cause of the variation. While many companies have implemented TQM and Six Sigma, one of the most important lessons taught by Dr. Deming has been forgotten—the distinction between special causes and common causes, between noise and signal (Deming 2000). All too often, companies waste energy trying to address every variation as a special cause, when they are common causes that are part of the system and can only be eliminated by improving the system.

Agile Course Correction

The pilot has effective answers to questions such as: Is course correction **required** (Latzko and Saunders 1995)? If so, what should be the precise nature of the course correction? What is the path that will get us from here to the destination in the least time using the least fuel?

Organizations, on the other hand, have several handicaps:

1. A hazier definition of the planned path to compare against. How do we know if this is a variation? Is this difference because of poor strategy and planning or poor execution? So what needs to be corrected—the strategy (planned path) or execution?

2. A bigger delay between cause and effect. As a result, it is difficult to identify the true root causes of variations (Groopman 2008).

3. Difficulty cascading the implications of course correction right through the organization, and making it visible and relevant to each role.

4. Limited opportunities for course correction. A pilot has lots of opportunities for course correction. On that 15 hour flight from London to Dallas, if they course correct every minute that will be 15 * 60 or 900 opportunities for course correction. On the other hand, a typical organization with a monthly planning cycle has 2-3 opportunities for course correction when it comes to meeting quarterly goals. The only way such an organization can reach its destination is if nothing goes wrong—which is rare, cannot be relied upon, and which cannot be repeated every time.

As a result, there is a widening chasm between strategy and execution, and agile course correction is the area organizations have the greatest difficulty with (Bossidy 2002; Paladino 2007).

How can organizations overcome these challenges? That is the subject of the next section.

THE SOLUTION

Overview

“Number 1 or Number 2. Fix. Sell or Close the business,” Jack Welch.

Jack Welch realized that financial performance is an effect. The cause that governs financial performance is market leadership—because market leadership creates pricing power, which in turn results in superior financial performance. He then created a vision—a destination—around market leadership that was simple enough for everybody to relate to—Number 1 or Number 2. Fix, Sell or Close the Business—was a clear path to reach that destination. He emphasized being grounded on reality, to ensure that the starting point was accurate and well defined. He followed that up with a relentless focus on execution and fixing, selling or closing businesses to ensure that GE only remained in businesses where they could maintain market leadership (Slater 1999; Welch 2005). While his specific methods were unique to GE’s needs at that time, the concepts that are broadly applicable are:

1. Identify the **drivers** of financial performance and use them to understand the starting point and map the destination. In GE’s case it was market leadership.

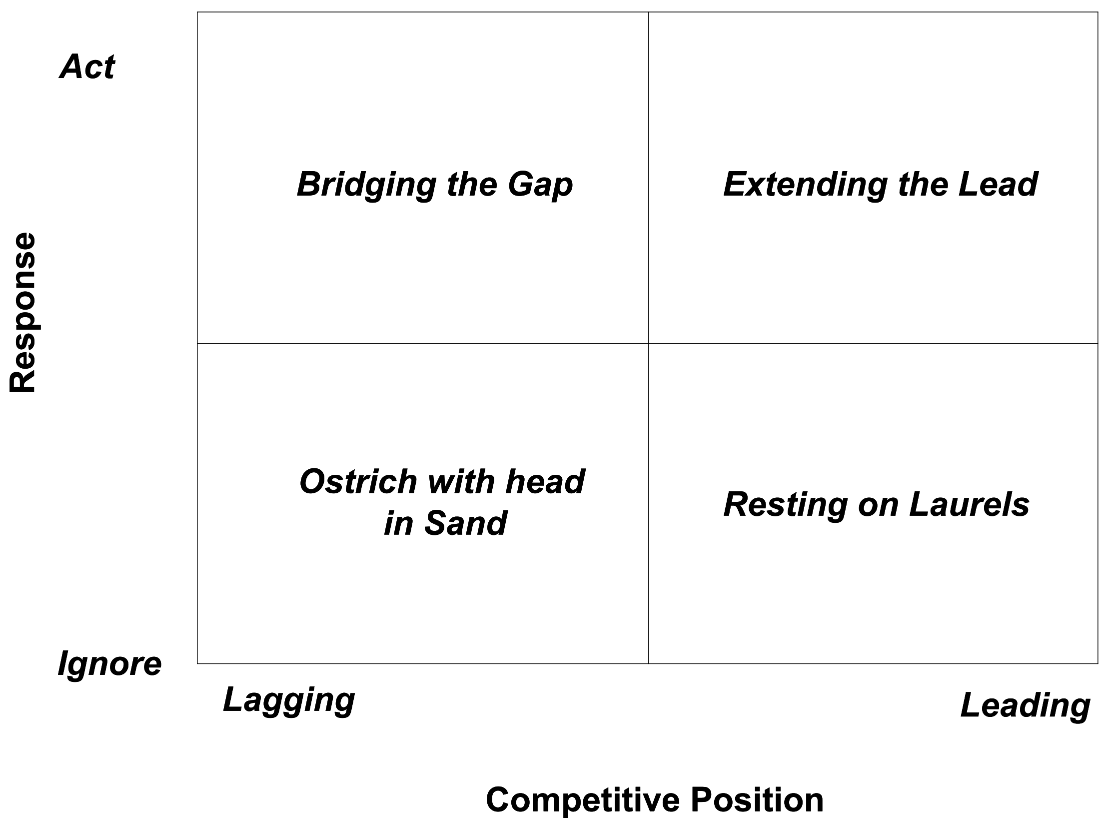
2. Distill it down to something that every one can relate to easily (Number 1 or Number 2).

3. Take the time to plan a path that can be communicated easily (Fix, Sell or Close the Business); and, more importantly, **implemented with the competencies you have** or can acquire easily—in this case, the management talent to fix businesses, the negotiation talent to sell businesses at the right price, and the stomach, the raw guts, to close businesses that are not performing; as without these competencies, the strategy can't be implemented successfully.

4. Focus on execution, and have an agile course correction mechanism in place.

FIGURE 1

CURRENT MARKET REALITY



The Starting Point

The starting point is a clear understanding of the current reality—**as it is,** not as it should be, could be, or can be made to be. The current market reality chart (See Figure 1) is a good way to understand the current reality.

The X-Axis describes the competitive position. The leftmost end indicates a company that is lagging the market and is the smallest player. The rightmost end indicates a company that is leading the market and is the most dominant player.

The Y-Axis describes the company's response to the market reality. The bottom most position describes a company that is ignoring any market feedback and is continuing to do things the way things have always been done.

The top most position describes a company that has processes in place to systematically gather market feedback, interpret it objectively, and act aggressively to strengthen its market position.

Every organization will belong in one of four quadrants:

1. At the top-right quadrant are the companies that are currently market leaders and are acting aggressively to extend that lead (e.g., Microsoft in several market segments).

2. At the bottom-right quadrant are the companies that are currently market leaders and are resting on their laurels (e.g., Jack Welch realized when he took over as CEO that GE was resting on its laurels, and if he didn't act aggressively to extend the lead GE could be subjected to the same problems as the US consumer electronics companies. Companies like GM rested on their laurels for so long that they slowly lost their market leadership).

3. At the top-left quadrant are the companies that are small players that are acting aggressively to correct that situation. (e.g., Toyota and Southwest were both small players, but they acted aggressively to build market leadership positions).

4. At the bottom-left quadrant are the companies that are small players and are either not taking any action because they are ignorant, or they are in a "deer in headlights" mode and are taking lots of confused, incoherent actions. (e.g., all of the traditional audio and video entertainment companies have taken lots of "deer in headlight" actions in the face of the digital transformation that has been happening, thanks in no small measure to the success of iTunes and iPod).

Taking the time to clearly understand the current reality of which quadrant the organization fits in is a **critical** first step. As a market leader, there are a lot more choices you can pursue in terms of destinations compared to organizations that are lagging. In other words, just like the type of plane determines the distance it can travel, the current state of the organization shapes the kinds of goals it can set for itself. The starting point ***determines*** the destination. If you find 'determine' a strong word, you are right—the starting point ***strongly influences*** the destination that is realistic and possible, but you cannot ignore this strong connection.

The Destination

"Number 1 or Number 2" is a destination as clear to understand as *Dallas* is to the pilot. It is a goal that can energize and revitalize the organization. The key is to find the equivalent of that in your context. Keep the following principles in mind as you formulate your destination:

1. Take the current reality into account in setting the destination. If you are in the bottom left quadrant, aiming for the top right quadrant as the first destination is unrealistic; the initial destination must be to get to the top left quadrant.

2. Have a crisp destination that can be condensed into a few words.

3. Extend beyond the quarter and year, and have a long-term view of the company's potential. A 5 to 7 year period would be the minimum.

4. Plot the destination view of where you would like to be in the current market reality chart (Figure 1).

5. While financial performance is important, pay attention to the drivers of financial performance. There are three key possible drivers:

    a. Market Leadership
    b. Productivity (e.g., Walmart focused on productivity measures to support "We sell for Less")

   c. Solution Leadership (Rather than talk about products or services, I am using the word solution leadership to emphasize the fact that customers are looking for solutions and you need to look at unique ways of providing better solutions (e.g., the way iPod and iTunes revolutionized the industry by providing a complete solution)

6. It may not always be about quantity. Quality is equally important. Are we pursuing growth for growth's sake? Is it growth, or profitable growth? What are the risks associated with choosing this destination? Are they worth taking?

The Path

"Fix, Sell or Close the Business" clearly articulates what the path is. What you need is something simple enough that it can be understood by every one in the organization and implemented effectively. Avis's "We Try Harder" is another example of a path that every one in the organization can understand and implement.

Every path must chart out growth by penetrating the market deeper and/or extending the market reach by clearly articulating the nature of the change:

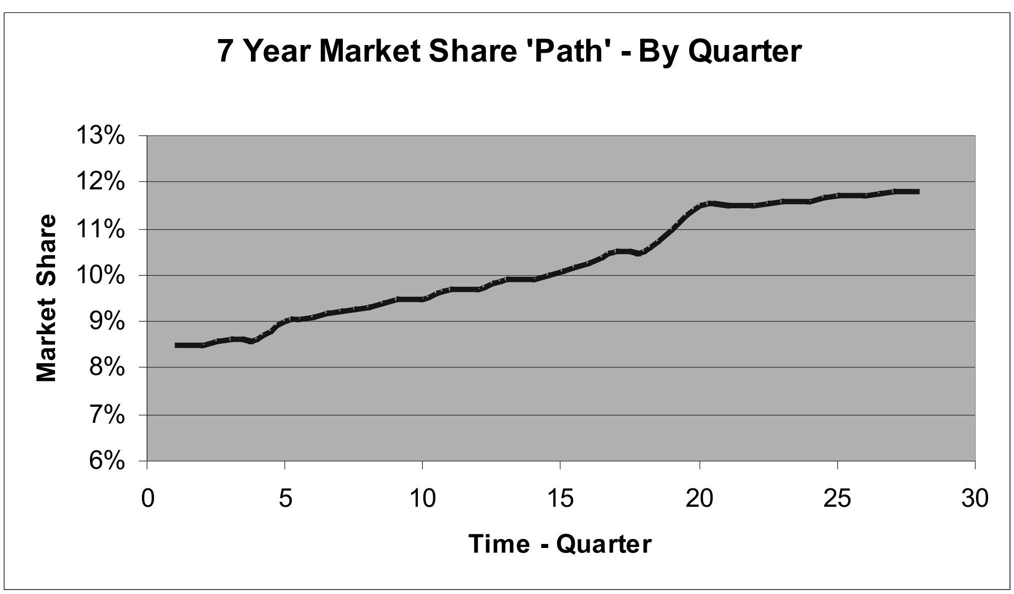
1. Penetrating the market deeper
   a. How will the value proposition be improved for the customer either by leveraging technological innovation or business model innovation?
   b. How will the value proposition be communicated better?

2. Extending the market reach
   a. How will we penetrate new geographic regions?
   b. How will we create new markets?

Ensure that you define the path using well defined measures that have a strong connection to the results that matter—measures that can be backed by data that can be collected as a normal part of people doing their work.

FIGURE 2

PLANNED 'PATH'



However, restrict these measures to the key performance indicators. These should truly be **key** performance indicators—no more than a handful. Figure 2 highlights a 'path' using market share as an example.

Variation

Just like the pilot, know that you will be off-course 95 % of the time, and have systems in place to absorb the situation calmly and **respond** with equanimity, rather than **reacting**. Have a good system in place to distinguish between special causes and common causes, between noise and signal (Deming 2000). Avoid the temptation to address every variation as a special cause when they are common causes that are part of the system and can only be eliminated by improving the system. **Expecting** variation, distinguishing between common and special causes, between noise and signal; and building the flexibility and agility to cope with variation can create significant improvements in performance.

Some ways to ensure these goals are:

1. Compare performance over a longer term horizon. What seems spiky in the short-term looks a lot smoother in the longer-term, and reveals the true, underlying pattern of variation.

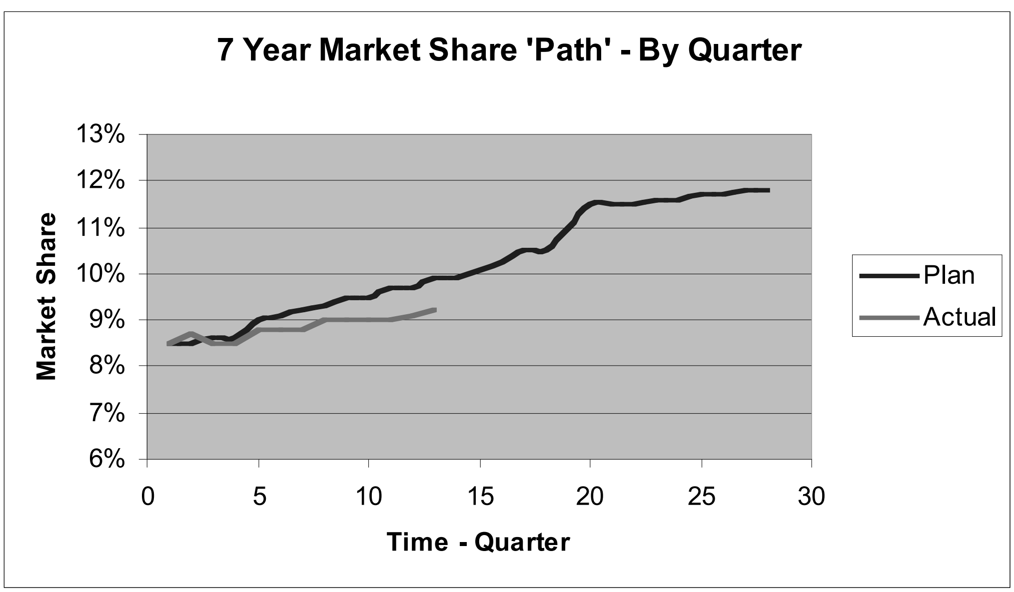
2. Use variation as a means to improve the underlying process/system, instead of using it as a means to reward/punish people.

3. Use variation as an input for an agile course correction system by measuring at a frequency that gives you enough opportunities for course correction.

4. Look at the trends in the variations over many time periods: are they all on one side, or are they going up & down, relative to plan? Look at variations across the different units within the organization: are they all on one side, or are they going up & down? The nature of the answers to these two questions may have fundamental clues as to the nature of course correction required—whether the strategy needs to be changed, or the ability to execute needs to be changed.

FIGURE 3

WHAT IS THE COURSE CORRECTION REQUIRED?



Agile Course Correction

The reason the flight reaches the intended destination **in spite of** all the variation is because of the speed, flexibility and agility of the course correction system. This is the key to bridging the chasm between strategy and execution. To ensure an agile course correction system:

1. Create more opportunities for course correction by increasing the frequency of tracking performance against plan. If it is currently annual, make it quarterly. If it is quarterly, get to monthly. If it is monthly, get to weekly. The number of opportunities for course correction is the most critical variable.

2. Compare performance against the 5 to 7 year goal; not quarter to quarter or year-to-year; as this tends to give a myopic view of performance. Figure 3 illustrates this using Market Share data.

3. Keep the focus on the few key performance indicators that are the root cause of superior financial performance; but drill down to the root causes of the variance **without any preconceived notions.**

4. Integrate agile course correction into the organization's culture by creating a regular forum like the GE Workout (Slater 2001).

ALIGNMENT

Going back to the plane analogy, every one is in the plane because they are eager to reach the destination—the **same** destination. In sharp contrast, organizations have to work hard to ensure every one is working towards the same destination. Successful alignment is the result of:

1. Clarity

2. Communication

3. Resource Allocation

4. Reinforcement

Clarity

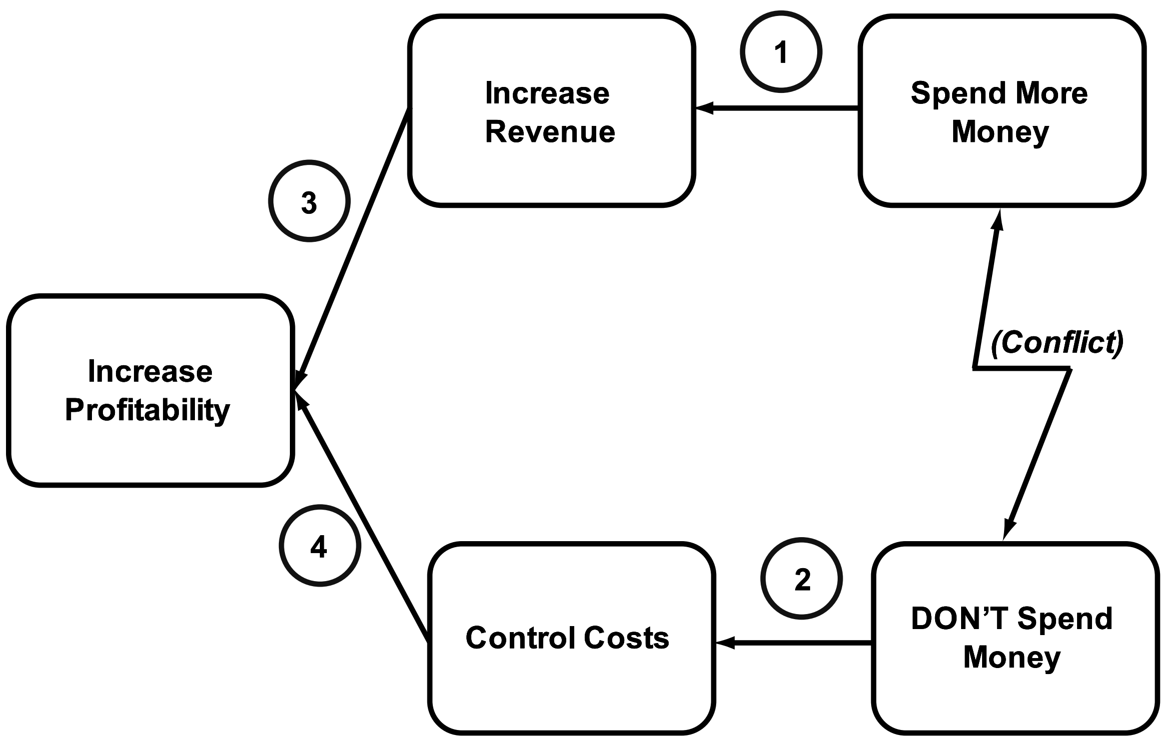
What is the right destination? What is the best path? How do we measure how far off course we are? How do we create agility in the organization? Unless senior management devotes time and energy to answering these questions, clarity will not come. There are no "best practice" answers that organizations can take and adapt. Every organization has to go through the confusion created by these questions, but work diligently and persistently for clarity to emerge.

As you go through this process, understand that clarity is hard to come by. It has to be discovered, uncovered, a layer at a time. This is necessary because there is an underlying conflict that is inherent to the situation that has been covered in layers of compromise and confusion over many years—the older the organization, the deeper the layers of compromise and confusion that has to be uncovered. A Conflict Resolution Diagram (See Figure 4) is an excellent tool to unearth unstated assumptions, eliminate the layers of compromise and confusion, and gain clarity and insight (Dettmer 2007).

Figure 4 illustrates a classic conflict that organizations resolve by striking compromises. For the purpose of illustrating the nature of this conflict let us assume it is the advertising team that insists on spending money and the finance team that insists on controlling costs. We can gain clarity into this situation by identifying the implicit assumptions underlying each of the arrows (Numbered 1 through 4 in Figure 4), scrutinizing them thoroughly, and coming up with a way to invalidate at least one of the assumptions.

FIGURE 4

CONFLICT RESOLUTION DIAGRAM



Some of the assumptions underlying Arrow 1 include (with the words that can be challenged highlighted in **bold**):

1. Our markets **traditionally** respond well to advertising campaigns.
2. This is the **only** way to communicate our superior value proposition and get better prices.
3. Increasing advertising expenditure **always** increases sales.
4. Bigger advertising expenditures are **always** more cost effective.

Some of the assumptions underlying Arrow 2 include (with the words that can be challenged highlighted in **bold**):

1. Limiting spending is the **only** way to control costs.
2. NOT spending more money is **always** the best way to control costs.
3. NOT spending more money **never** has a negative effect on sales.
4. Bigger advertising expenditures are **never** cost effective.

While this example illustrates confusion in 'path', this method is equally applicable in resolving conflicts, and gaining and communicating clarity in every aspect of an effective performance management system—starting point, destination, path, variation, and course correction.

Drawing the conflict resolution diagram exposes the nature of the conflict. Highlighting the challenging words streamlines the process of challenging the assumptions. Such an approach makes the whole process more objective and less political.

Communication

Once clarity has emerged, then it is time to communicate right through the organization. To do this effectively, the destination has to be distilled down to a few words. The path must be distilled down to a few words. The communication has to be sincere and intense (Charan 2008).

Just like senior management had to work hard to arrive at clarity; while communicating with employees, senior management must **expect** confusion, and be prepared to respond to that with incisive and insightful answers that help employees **transcend** from confusion and attain clarity (as against **suppressing** the confusion, as this will then raise its ugly head at a later point in time).

Resource Allocation

When it is clear that the communication step has been completed successfully, it is time to allocate resources in line with the new way—realigning the organization, ensuring clear roles and responsibilities that address all the areas critical to the organization's success, and allocating the finances needed to succeed.

This is the step that most companies struggle with. Once the destination and path have been identified, the company has to get out of everything that is not aligned, and channel resources exclusively to businesses that are aligned. In GE's case, this meant fixing, selling or closing every business that is not number 1 or number 2, irrespective of the heritage associated with the business (whether that happened to be where the company started), the person running the business, the politics associated with making this decision, and the intensity of screaming that will undoubtedly come from employees and customers. No wonder that Jack Welch wrote a book titled *Jack: Straight from the Gut* to describe his experience—he realized the importance of guts (Welch 2003). However, the rewards of such actions are immense, as can be seen in company after company that has been thorough and aligned with its resource allocation. Examples of such transformations include GE that got out of everything that was not number 1 or number 2, Avis that got out of everything that was not related to leasing and renting vehicles (Townsend 1988); Kimberley Clark got out of all the forestry related businesses (even though that was its heritage) to become a consumer products company; and Nokia that got out of forestry and unrelated businesses to focus exclusively on cell phones.

Reinforcement

Even if you are clear about the destination, you have communicated it with clarity, and allocated resources in line with the new destination; the new way needs to be reinforced continuously and consistently. The key to effective reinforcement is:

1. Continuous reinforcement of the new way at every opportunity

2. Showing that you mean business by:
    a. Making people decisions in line with the new way.
    b. Making initiative decisions in line with the new way.

Continuous Reinforcement

"Over time Merck had developed into several fiefdoms, each doing their own thing. To break these fiefdoms and unite Merck operationally, CEO Richard Clark insisted on "One Merck", a catch phrase he repeated often. The result has been an enormous increase in productivity—from 3 missed quarterly earnings and no drug pipeline in 2004, to 7 new drugs in 24 months" (Simons 2008).

As another example, Walmart reinforced its "We Sell for Less" with a constant emphasis on costs. When employees traveled, they stayed in low cost hotels. They shared rooms. When a large number of people traveled, they traveled in buses. The Head Office was more like a converted warehouse.

People Decisions

In addition to the constant reinforcement, a concerted effort has to be made to ensure that the new behaviors are identified and rewarded. This is the most important way of ensuring that you mean business.

Figure 5 illustrates a 2 X 2 matrix that can be used to understand and evaluate the relative potential of individuals. The X-Axis describes the demonstrated conviction of the individual in the destination and path. The leftmost end indicates individuals that do not believe in the destination and path, and are vocal about it. The rightmost end indicates individuals that are deeply convinced about the destination and path and can't stop talking about it to any one they encounter. The Y-Axis describes their demonstrated ability to execute and produce results of relevance to the new way. The bottom most position describes individuals that are not able to produce results in the new world. The top most position describes individuals that are a roaring success and have demonstrated significant ability to produce results of relevance to the destination.

Every individual will belong in one of four quadrants:

1. At the top-right quadrant are the individuals that are the 'new leaders'—they believe in the new way and have demonstrated ability to deliver results of significance to the new way. No matter how young they are, what their current role is, they have to be given more significant leadership positions.

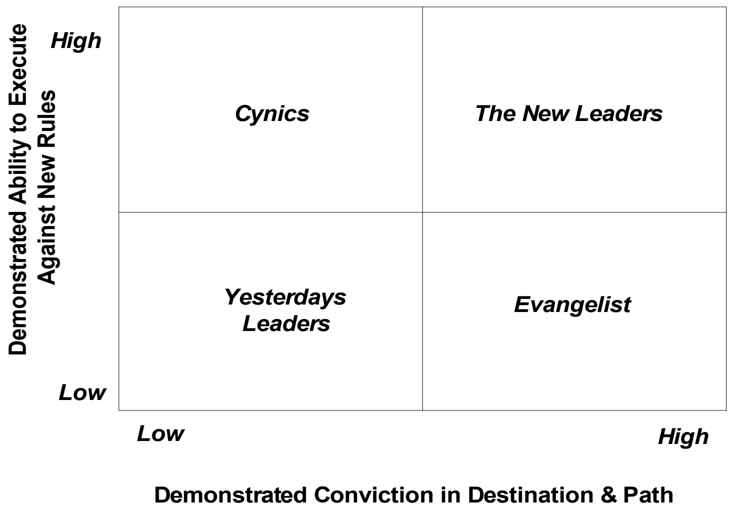
2. At the bottom-right quadrant are the 'evangelists'—they are vocal about championing the new cause, but do not have the ability to produce results. It is easy to make the mistake of appointing evangelists to leadership positions. However, when it is clear that they are not producing results of relevance to the new way, they must be replaced swiftly with people who **can.**

3. At the top-left quadrant are the 'cynics.' These are the toughest to deal with. They have significant contributions to make, but are vocal about their belief that either the destination or the path is faulty. The first option must be to address their cynicism. If that doesn't work, they must be shifted to 'individual contributor' roles rather than leadership roles. If they continue to sap the energy of others they will have to be eased out of the organization compassionately.

4. At the bottom-left quadrant are 'yesterday's leaders.' They were good contributors, good leaders, but have not been able to make the transition to the new way. They have to be coached and trained to perform in the new world. If not, they will have to be made 'individual contributors' in areas of their strength. If that also doesn't work, they have to be eased out of the organization compassionately.

FIGURE 5

PEOPLE ALIGNMENT



Every one of the decisions pertaining to each of the quadrants is tough to make; but they must be made, made swiftly, and with compassion. It is equally important to make a big deal of these changes. The message accompanying these changes is as important as the changes themselves; as the main purpose of these moves is to reinforce the 'we mean business' message. This will drastically reduce the change management barriers that will otherwise have to be overcome. More importantly, following these principles will result in a 'meritocracy' that is the foundation of successful organizations.

Initiative Decisions

Every initiative currently in progress needs to be scrutinized closely. Will it help understand the starting point—the current reality—more objectively, **as it is**? Will it help reach the destination? Will it clarify the path? Will it help us understand the true nature of variation? Will it serve as a course correction system? Will it help us track progress against the path on a more frequent basis? If not, it should be terminated, regardless of the time, dollars and effort that have gone into it. Every new initiative being proposed must be evaluated using this lens, in addition to the financial lens. In addition, it is important to seek new ideas and initiative suggestions to help accelerate progress towards the destination. This will consistently reinforce the 'we mean business' message.

Culture

Ultimately, effective performance management must become an integral part of the organization's culture (For more on culture, refer to Hellriegel 2008). Without this, the change won't be systemic. It will get dislodged as soon as something changes—a new CEO, a very stiff competitor, a demanding customer, a bad quarter, tough times, just to give a few common reasons for change not lasting. Ironically, these are the very same situations where the organization needs the guidance and constancy of purpose of an effective performance management system even more. By embedding performance management in the culture and creating a performance-centric culture, you can make the change lasting, create superior performance, and leave behind a legacy.

SUMMARY

The synergistic effect of holistically addressing **all** of the variables highlighted by this paper will result in organizations **consistently** reaching their intended destination. Skipping steps creates the illusion of speed, but rarely results in progress. While effective performance management is incredibly difficult, it is also critical to an organization's survival and prosperity. Systematically addressing these critical success factors will ensure consistency and success:

1. The starting point—A clear, objective understanding of current reality, **as it is.**
2. The destination—A clear view of where you want the organization to be, taking the current realities into account.
3. The path—A growth plan that will take you from the current reality to the intended destination.
4. Variation—A culture and system that expects variation, distinguishes between noise and signal, ignores the noise, and acts on the signals.
5. Agile Course Correction—A strong foundation that increases the number of course correction opportunities dramatically.
6. Alignment—A clear understanding that unlike planes where every one is eager to reach the same destination, organizations have to work hard to make sure every one works towards the same destination by improving:

    a. Clarity—Taking the time to ensure clarity at the leadership level, knowing fully well that the rest of the steps needed for alignment cannot be executed well.
    b. Communication—Destination and Path distilled down to a few words, and communicated consistently.
    c. Resource Allocation—Having the guts, the conviction, to allocate resources—people and money—in line with the new way, because focus is the only way to ensure success.
    d. Reinforcement—Repeating the new way at every opportunity, and aligning people and initiative decisions with the 'new way'; reinforcing the 'we mean business' message at every opportunity.

On the other hand, current approaches do not address **all** of these critical variables in a holistic way. Figure 6 summarizes the focus of key references on this topic.

As is evident, current literature does not address all of the variables that are critical to successfully navigating today's turbulent market conditions. The synergistic effect of holistically addressing all of the variables highlighted by this article can significantly help organizations consistently reach their intended destination. The number of companies that miss earnings estimates is an indication that holistically addressing these variables is necessary so more organizations can become consistent performers.

FIGURE 6

LITERATURE REVIEW

						Alignment			
	Starting Point	Destination	Path	Variation	Course Correction	Clarity	Communication	Resource Allocation	Reinforcement
Anthony (2007)		•	•	•	•			•	•
Besanko (2006)	•	•	•					•	
Bossidy (2002)					•	•	•	•	•
Brickley (2007)		•	•					•	•
Hope (2003)			•					•	
Kaplan (1996)	•	•		•					
Kaplan (2000)	•	•	•	•			•		
Meyer (2002)	•	•	•	•			•		
Paladino (2007)		•	•				•		•
Simons (2000)		•	•					•	

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