

Simon A. Burtonshaw-Gunn & Malik Salameh



Essential Tools For

ORGANIZATIONAL PERFORMANCE

Tools, Models and Approaches for Managers and Consultants

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**Simon A. Burtonshaw-Gunn
and
Malik G. Salameh**



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We are grateful to the publishers, individuals and copyright holders who gave their permission to allow previously published work to be used in this book, and while every effort has been made to ascertain copyright and seek permission we apologize in advance for any omissions and would be pleased to correct these in any future edition.

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ABOUT THE AUTHORS

Professor Simon A. Burtonshaw-Gunn has over 30 years' working experience in both the public and private sectors covering a range of organizations and industries. As a practising management consultant he has undertaken assignments in Asia, North Africa, the Middle and Far East and Eastern Europe, and currently holds a full-time position as a Principal Management Consultant for the international risk management consultancy company, Risktec Solutions Limited. In addition, he has a *pro bono* position as a member of the Court at the University of Leeds - a member of the Russell Group Association of the top 20 UK research-intensive universities. To complement this experience he holds two Master's degrees and a PhD in various strategic management topics together with fellowships of four professional bodies including the Chartered Management Institute (FCMI) and the Institute of Business Consulting (FIBC).

He was a post-doctoral research fellow for four years at the Manchester Metropolitan University before relinquishing this at the beginning of 2005 to take up the role of a visiting professor at the University of Salford in Greater Manchester. Here he served for three years in the six-star research rated School of the Built Environment before being appointed as the first visiting professor to the Salford Business School in 2007. Professor Burtonshaw-Gunn has been a research examiner for the UK's Chartered Institute of Purchasing and Supply (CIPS) since 2002 and is one of the founding members of an international academic research group (ISCRiM) with a focus on supply chain risk management. In connection with this group he has presented conference

papers in Sweden, the USA, the UK and Hungary together with a number of refereed publications, professional journal articles and chapters in four collaborative management textbooks. On the subject of risk management he has recently published a book covering “Risk and Financial Management in Construction” aimed at industry practitioners and post-graduate students. His popular book *The Essential Management Toolbox*, covering management tools, models and notes aimed at students, managers and consultants alike, was published by John Wiley and Sons in January 2008.

Dr Malik G. Salameh read Aeronautical Engineering for his first degree, before completing a Master’s degree in Business and Operations Management and then specializing in implementing value-based cultural change within “blue-chip” corporate environments. He holds a PhD in Management and is an active member of a number of professional bodies including the Royal Aeronautical Society (MRAeS), the Chartered Institute of Marketing (MCIM), the Chartered Management Institute (MCMI) and the Chartered Institute of Personnel and Development (MCIPD).

Dr Salameh is a practising management consultant undertaking a wide range of strategic consultancy assignments in the UK and internationally including the Middle and Far East, North Africa, Eastern Europe, North America and Asia. His focus includes supporting senior management teams in all aspects of organizational design and development through to transition and implementation at both tactical and strategic levels. He actively contributes to the continued development of his discipline through publications, attendance at CPD lectures, debates and master classes at Lancaster University Management School, which is among the top MBA schools in the world and the first to be awarded a six star rating in the UK. He has also

been selected as post-doctoral examiner for Warwick University Business School in the UK.

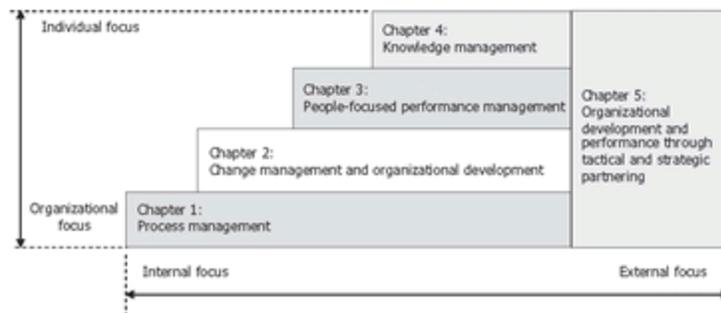
Professor Burtonshaw-Gunn and Dr Salameh have undertaken a range of management consultancy assignments together both in the UK and in more challenging international locations where skills, experience and academic knowledge require a wider cultural appreciation, understanding and respect of the external economic, political, religious and business influences. Over the last four years they have published a number of joint articles on a range of business topics with an established house style of combining management theory with practical experience.

INTRODUCTION

This book has been developed from an interest in the use of management tools and models published in January 2008 in *The Essential Management Toolbox: Tools, Models and Notes for Managers and Consultants*. This supplementary book describes a number of examples and shares the authors' practical experiences in the use of appropriate management tools and models taken from the Toolbox with a focus on the topic of organizational development and performance.

As an introduction, this book comprises five broad and inter-related chapters commencing with Process Management, leading to Change Management and Organizational Development, then to People-focused Performance Management and the role of Knowledge Management applicable to organizational and individual performance. The final chapter examines the topic of organizational development and performance from closer collaborative-partnered work between organizations.

Figure 0.1 Development of performance management.



These chapters also present a balance between the organizations and individual performance commitment,

although clearly both are needed to a greater or lesser extent in each topic.

It should be noted that the book title reflects that the narrative describes a range of tools and models on this important management topic and that the five chapters may be viewed as standalone topics or as elements of a systematic approach to organizational development and performance management. However, in practice, of course, the five topics will not always be applicable to every company.

The book is designed to be one of a series of sibling publications intended to group enabling management tools, techniques and models into related clusters. These publications will give managers, organizational leaders and consultancy practitioners a highly effective means of developing a composite view of an organization and where necessary helping to apply an appropriate level of intervention to drive performance improvement. Other titles are *Essential Tools for Management Consulting* and *Essential Tools for Operations Management*.

The structure follows the successful Toolbox formula of integrating contemporary management tools, techniques and models with those developed from practical experience of addressing the interconnectedness of a wide range of organizational challenges across multiple industries. While this approach provides the opportunity to discuss some new models, the majority of the figures and models are taken from *The Essential Management Toolbox: Tools, Models and Notes for Managers and Consultants*. Where the original source is not that of the authors then the source is shown with each model discussed. As with *The Essential Management Toolbox* and other books in this series, full references are provided to guide the reader to where further information may be found. To assist the reader, each