Complete Index to the Distance Consulting Web Site

This document contains a complete index to the DISTANCE CONSULTING web site. It also contains links to all the important site sections and to all the contents of most sections. Clicking on a heading below (e.g., Book Reviews) will take you to that section of the web site. Clicking on a numbered item in any section below will take you to that item. Blue text indicates an htm or html file. Red text indicates a pdf file. There are no links associated with black text. To make a comment, ask a question or request assistance, click here.

This index is updated periodically. The date of the most recent version of this index appears in the lower left-hand corner, and next to the link to this index on the DISTANCE CONSULTING home page.

Book Reviews

1. **Good People, Bad Managers** by Samuel A. Culbert (Reviewer Fred Nickols)
2. **Sea Stories: Tales about Leadership, Morale and More** by Fred Nickols (Reviewers: Various)
4. **Behavior: The Control of Perception** by William T. Powers (Reviewer: Scott Alexander)
6. **Controlling People** by Richard S. Marken & Timothy A. Carey (Reviewer: Bruce Nevin)
7. **Team of Teams** by General Stanley McChrystal
8. **Brain Snacks** by Karl Albrecht
9. **Doing Research on Purpose** by Richard S. Marken
10. **The Management Myth** by Matthew Stewart
11. **The Future and Its Enemies** by Virginia Postrel
12. **Making Sense of Behavior** by William T. Powers
13. **The One Best Way** (Robert Kanigel's Biography of Frederick Winslow Taylor)
14. **Serious Performance Consulting** by Geary A. Rummler
15. **Thinking for a Living** by Thomas H. Davenport
16. **Who Moved My Cheese?** by Spencer Johnson, M.D.

Communities of Practice: A Collection of Resources

1. CoP Overview
2. CoP Start Up Kit
3. CoP Roles
4. CoP What It's Like Inside
5. CoPs (A PowerPoint Presentation)
6. Definition, Indicators & Identifying Characteristics
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## Consulting

1. [Building Your Business through Referrals](#) (by Harvey Bergholz)
2. [CEO Transitions: Points to Consider](#) (by Harvey Bergholz)
3. [The Consultant as Equilateralist](#) (by Harvey Bergholz)
4. [Consulting Code of Conduct](#)
5. [The Consulting Competency Circle](#) (by Fred Nickols and Harvey Bergholz)
6. [The Consulting Competency Circle: A Postscript for Internal Consultants](#)
7. [The Consulting Process: A Bare Bones Outline](#)
8. [Do More than Fix My Company: Addressing Your Client’s Hidden Expectations](#) (by Harvey Bergholz)
9. [Generalist or Specialist, Whom Do I Consult?](#) [htm](#)
10. [Managing the Sales Ecosystem](#) (by Harvey Bergholz)
11. [Not for Profit Consulting](#) (by Harvey Bergholz)
12. [Protect Your Practice: Proactively!](#) (by Harvey Bergholz and Fred Nickols)
13. [What’s A Consultant?](#) [htm](#)

## Control Theory View of Human Performance

1. [The Autonomous Performer](#)
2. [A Consultant’s Lament](#)
3. [A Control Theory View of Human Performance in the Workplace](#)
4. [A Conversation about "Living Control Systems"](#)
5. [Feedback about Feedback](#)
6. [The GAP-ACT Model of Human Performance](#)
7. [Helping People Hit their Performance Targets](#)
8. [The Levels of HPCT](#)
9. [Manage Your Own Performance: No One Else Can](#)
10. [The Manager’s Job: Achieve Stable Results Under Varying Conditions](#)
11. [PCT and Levels of Control](#)
12. "PCT for the Beginner" (by William T. Powers)
13. [PCT 101: A Perceptual Control Theory Primer](#)
14. [PCT: One Leg at a Time](#)
15. [Perceptual Control Theory Unwittingly Applied](#)
16. [PERCOLATe: Perceptual Control Analysis of Tasks](#) (by Richard Marken)
17. [Performance Control Theory](#)
18. [A Performance Puzzle Solved: Applying the Target (GAP-ACT) Model](#)
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19. From Proximate to Ultimate Results: Linking Actions with Outcomes
20. Putting the GAP-ACT Model to Work
21. The Reflections Exercise: Familiarizing Yourself with the Target (GAP-ACT) Model
22. A Salute to William T. Powers (by Martin Taylor)
23. The Control of Human Performance
24. The Reflections Exercise: Familiarizing Yourself with the GAP-ACT Model
25. "The Tank that Filled Itself" (by William T. Powers)

Links to Other PCT-Related Sites

1. International Association for Perceptual Control Theory (IAPCT)
2. Living Control Systems Publishing
3. Martin Taylor’s PCT Site
4. Mind Readings: Rick Marken's PCT Site
5. Rupert Young's One-Pager on PCT
6. Tim Carey's "Method of Levels" (MOL) Web Site
7. University of Manchester PCT Site (U.K.)

General Interest

1. An Achievement Manifesto
2. Ben Franklin's Decision-Making Job Aid
3. Bucking the System
4. Drucker's Dictums: Knowledge Work, Workers & Working
5. The Du Pont ROI Model
6. Employee Categories
7. Feedback About Feedback
8. Frederick Winslow Taylor: A Portrait
9. General Rules for Better Thinking: A Reprise of Chapter Six from The Art of Practical Thinking
10. Generalists and Specialists
11. Homer's Mentor: Duties Fulfilled or Misconstrued?  htm
12. Mentor, Mentors and Mentoring  htm
13. Seven Principles of Jewish Leadership
14. Technology and the Future of Education

Knowledge Work and Knowledge Management

1. CoPs (A PowerPoint Presentation)
2. Communities of Practice (A Collection of Resources)
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3. Drucker's Dictums: Knowledge Work, Workers & Working
4. The Knowledge in Knowledge Management  htm
5. Knowledge Management and Process Performance  htm
6. The Knowledge Worker Column in ISPI's PerformanceXpress
7. The Knowledge Worker's Credo
8. Knowledge Work: What's It All About
9. Managing Communities of Engagement
10. Meeting the Challenge of the Shift to Knowledge Work: Making Knowledge Work Productive
11. Shaking Off the Myth of Knowledge Work
12. The Shift to Knowledge Work: A Chronicle by Peter Drucker
13. The Shift to Knowledge Work (A KM "classic")  htm
14. Think About It!

Knowledge Workers Column

2020 Columns
1. The Control of Human Performance (March 2020)
2. The Performance Path (February 2020)
3. A Moment of Insight (January 2020)

2019 Columns
1. What Kind of Problem Solver are You? (December 2019)
2. What Business are You In? (October 2019)
3. What’s in A Name? A Case in Point (September 2019)
4. What’s in A Name? (August 2019)
5. A Transfer of Training Problem (July 2019)
6. The Jigsaw Puzzle of Performance Improvement (June 2019)
7. Quality of Service Profile (May 2019)
9. What Kind of Performance Improvement Professional are You? (March 2019)
11. The Systems View: A Poem of Sorts (January 2019)

2018 Columns
1. Good People in a Bad System (December 2018)
2. When Control Systems Collide (November 2018)
3. A Control Theory View of Goal Achievement (October 2018)
4. The Heart of Achievement (September 2018)
5. The Quality of Performance Matrix (August 2018)
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6. The Achievement Path - A Workplace Example (July 2018)
7. No Knowledge Worker Column (June 2018)
8. The Achievement Path (May 2018)
9. The Achievement Cycle (April 2018)
10. The Energy Equations (March 2018)
11. The Kaleidoscope Effect (February 2018)
12. Training Needs Assessment: Tool or Trap (January 2018)

2017 Columns

1. My Last Column (December 2017)
2. DIKW and Shakespeare (November 5, 2017)
3. Performance Control Theory (October 9, 2017)
4. Smart Ain't Enough (September is a repeat of the August Column)
5. Smart Ain't Enough (August 3, 2017)
6. Boosting Knowledge Worker Productivity (July 8, 2017)
7. Feedback Isn't Between You and Me (June 7, 2017)
8. Drucker’s Dictums (May 12, 2017)
9. We Live in Two Different Worlds (March 30, 2017)
11. Work is Disappearing (February 4, 2017)
12. Do It Yourself Performance Improvement (January 6, 2017)

2016 Columns

1. Reframing Performance Appraisals (December 1, 2016)
2. The First Commandment of Leadership (November 1, 2016)
3. Seven Performance Hats (October 3, 2016)
4. Successful Performance (September 1, 2016)
5. A Technician's Perspective (August 1, 2016)
6. Three Problem Solving Elves (July 1, 2016)
7. Kurt Lewin meets B.F. Skinner (June 1, 2016)
8. The Domino Theory of Results (May 2, 2016)
9. Using the Rules to Your Advantage (April 1, 2016)
10. The Age of Contribution (March 1, 2016)
11. Solution Paths - Another Example (February 15, 2016)

2015 Columns

1. Solution Paths - An Example (December 1, 2015)
2. Solution Paths - Getting from Here to There (November 2, 2015)
3. That Other Mission Statement (October 1, 2015)
4. Taking Aim at Management Practices (September 1, 2015)
5. Worthy Performance and the Actions-Outcomes Matrix (August 1, 2015)
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6. One More Time: How Do You Manage Change? (July 1, 2015)
7. Seven Skills of Knowledge Work (June 1, 2015)
8. What's Going on Here? (May 1, 2015)
9. Goal Clarity (April 1, 2015)
11. Solving Problems in the Workplace (February 2, 2015)
12. What Does Your Work Profile Look Like (January 5, 2015)

2014 Columns

1. Recognition & Accountability: Two Sides of the Same Coin (December 1, 2014)
2. Change Management in A Nutshell (November 3, 2014)
3. Employee Engagement: Enticing but Elusive (October 1, 2014)
4. Five Keys to Successful Change Management (September 1, 2014)
5. The Performance Sweet Spot (August 1, 2014)
6. Putting the GAP-ACT Model to Work (July 1, 2014)
7. The GAP-ACT Model of Human Behavior & Performance (June 2, 2014)
8. Thinking about Performance Engineering (May 1, 2014)
10. The Consultant's Competency Circle: A Postscript for Internal Consultants (March 1, 2014)
11. A Baker's Dozen of Factors Affecting Human Performance (February 1, 2014)
12. First, Define Your Terms (January 1, 2014)

2013 Columns

1. Two Keys to Improving Productivity through Training (December 1, 2013)
2. Where the Heck are the Schematics? (November 1, 2013)
3. The Self-Managed Employee as a Living Control System (October 1, 2013)
4. There's a New SME in Town (September 3, 2013)
5. Bridging the Gap Between Ends and Means: The Role of Strategy – Part 2 (August 1, 2013)
7. A Letter to Mr. Taylor (June 3, 2013)
8. What Does Your Power Profile Look Like? (May 1, 2013)
9. Consulting DNA: Diagnosis, Negotiation, Action (April 1, 2013)
10. Competitive and Industry Analysis for HPT Practitioners (March 1, 2013)
11. The Problem-Solving Bases and the Logic for Covering Them (February 1, 2013)
12. Five Easy Ways to Screw Up a Change Effort (January 2, 2013)

2012 Columns

1. Five Kinds of Gaps and What to Do about Them (December 3, 2012)
2. Helping People Get through What They Are Going Through (November 1, 2012)
### 2011 Column

1. **Think Inside the Box** (June 1, 2011)

**Knowledge Workers’ Tool Room**

This section of my site is very graphics dependent and does not readily reduce to a simple list of items. Consequently, the table below is rather large. The text links in each cell will take you to a one-page description of the tool in question, many with links to a longer paper. Clicking on the thumbnail image in a cell below will bring up a larger image. The tools appear in the order in which they were posted to the Tool Room. The oldest is first and the newest is last.

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The EL PASO Problem Solving Model

Strategy: Definitions and Meaning

Three Kinds of Knowledge

Force Field Analysis and Reinforcement Theory

Ben Franklin Decision-Making Job Aid

Stakeholder Scorecard

The Problem-Solving Bases

Strategy-Execution Matrix

Performance Ecosystem

4D Followership Model

The Sustainable Organization

Work and Work Control System

Inside the Process Box

The Infinite Loop Model of Organizations

The Shift to Knowledge Work

PCT 101: A Primer

Seven Secrets of Shared Success

Performance in Organizations

The Need for an Organizational GPS

Michael Porter’s Five Forces

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Situation-Targets-Plans  The QAR Planning-Action Model  The Power Pyramid  The Mix of Work  The Self Managed Employee

The Energy Equations  Performance Sweet Spot  OD Practitioner Grid  GAP-ACT Model  Goal Clarity

Strategic Decision Making  Seven Skills of Knowledge Work  Employee Engagement Communities  Gartner Hype Cycle  A Toolmaker's Tool

Actions Outcomes Matrix  Five Kinds of Gaps  Solution Path  Performance Alignment  The System
Natural Change Cycle
Managed Change Cycle
Positive Change Cycle
Types of CoPs
Successful Performance Triangle

Performance Engineering Framework
The Service Triangle
Performance Control Model
Polarity Matrix

Seven Performance Hats

Employee Contributions-Inducements Framework
Three Eras
Quality of Performance
Stress & Performance
Achievement Cycle

The 4R Model
Achievement Path
Thirteen Factors Affecting Job/Task Performance
Four Dimensions of Intervention
The Wallen Loop
Musings

1. Alice the Miracle Dog
2. And the Light Smiled
3. And Then There Were None
4. The Defense Budget: A Fable
5. Felix the Flying Frog
6. Felix Resurrected
7. Felix and the Wolverine Syndrome
8. Felix, Felicia and Equal Pay for Women
9. A Little Bird Told Me
10. On Eating Shit: An Essay about Life in Organizations
12. A Rhyme about Rules
13. RSVP Rating System  pdf
14. Think Inside the Box
15. Trimming the Fat

Organization Development and Change Management

1. CEO Transitions: Points to Consider  (by Harvey Bergholz)
2. Change Management 101: A Primer  htm
3. Change Management: A Selected Bibliography
4. Change Management in Hard Times
5. Communicate, Communicate, Communicate & Communicate Some More
6. Dialogic OD  (A Web Site with Free Papers about Dialogic OD)
7. Embracing Resistance to Change
8. Feedback about Feedback
9. Four Change Management Strategies
10. Instructional Technology and Organization Development: A Case for Collaboration
11. Organizational Analysis Model
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13. Project Management and Change Management
14. The Propositions of James D. Thompson
15. The Systems View: A Poem of Sorts.htm
16. The Stakeholder Scorecard
17. Stakeholder Scorecard “Traffic Lights”
18. Training and OD: Separated at Birth (by Allison Rossett)
19. Transition Management: Tips for Managers in Times of Change
20. Understanding Your Company's Performance Architecture
21. What Kind of OD Practitioner Are You?

Personal
This section contains information about me (Fred Nickols) and it has two parts:

- About Me
- About My Work

Projects (A Listing of My Projects Organized by the Kinds of Issues Involved)
The categories into which my projects fall include the following:

- Communities of Practice
- Consulting
- Invited Presentations
- Knowledge Management
- Sales & Marketing
- Studies and Analyses
- Systems
- Training, Manuals & Human Performance
- Work & Management

Resume
My resume contains the following sections:

- Major Accomplishments
- Employment History
- Education, Training & Professional Development
- Professional Affiliations & Honors
- Publications
Services (An Unusual Sales Pitch)
Instead of trying to persuade you that you need my services, I describe the kind of client that I need.

Solution Engineering (My Approach to Solving Problems)

1. Choosing the Right Problem-Solving Approach  htm
2. Five Kinds of Gaps and What to Do About Them
3. Forget about Causes, Focus on Solutions!  htm
4. Four Categories of Goals, Problems and Solutions: The Flip Side of the Goals Grid
5. Glossary of Solution Engineering Terms
6. Intervention Logic: Hooking What You Do to the Bottom Line
7. Positions People Take Regarding Problems
8. Problem-Solving Bases Interactive Job Aid
9. Problem Solving EL PASO Style
10. Radical Improvements in Performance through Solution Engineering
11. Reengineering the Problem-Solving Process  htm
12. Results Architecture
13. Seven No Cost Ways to Improve Business Problem Solving Efforts
14. Solution Engineering: A Different View of Problem Solving
15. Solution Engineering: An Introduction  htm
16. Solution Engineering: A One Pager
17. Solution Engineering: A Tutorial
18. Solution Engineering in Action: A Really Good Example  htm
19. Solution Engineering: The Four Step Model
20. Solution Paths: Getting from Here to There
21. Solving Business Problems: The Case of Poor Frank
23. Ten Problem-Solving Tips
24. Three Cases in Figuring Out What to Do  htm
25. Three Problem Solving Elves
26. Twenty-Four Problem-Solving Tools

Strategy and Strategic Planning

2. Bridging the Gap Between Ends and Means: The Role of Strategy – Part 2 (August 1, 2013)
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5. A Diagram is Worth a Gazillion Words - Especially In Strategic Planning
6. Four Change Management Strategies
8. Industry Analysis a la Michael Porter
9. Stacking the Deck in Favor of a Successful Strategic Planning Effort
10. A Strategic and Business Planning Bibliography
11. Strategic Decision Making
12. Strategic Planning for the Strategically Impaired
15. Strategy, Strategic Management, Strategic Planning and Strategic Thinking
16. Three Forms of Strategy: General, Corporate & Competitive .htm

Training and Human Performance

1. The Achievement Cycle
2. An Achievement Manifesto
3. The Architecture of Results
4. The Autonomous Performer
5. A Response to David Ainsworth’s Critique of Performance Technology
6. A Seat at the Table
7. Beyond Performance and Instruction: Whoa There!
8. Changing Someone Else’s Behavior: Factors to Consider .htm
9. The Conditions of Performance: Factors that Help or Hinder .htm
10. Effective Presentations
12. Extending the Reach of Instructional Technologists .htm
13. Factors Affecting Performance .htm
14. Feedback about Feedback
15. Finding the Bottom-Line Payoff for Training
16. GAP-ACT Model of Human Performance
17. Guerrilla HPT (A PowerPoint Presentation)
18. Guidelines for Quality Transparencies ("Overheads")
19. Helping People Hit Their Performance Targets
20. Human Performance Technology: The End of An Era .htm
21. Human Performance Technology: The Dawn of a New Era
22. Instructional Systems Development (ISD): My Position
23. Leveraging the Kirkpatrick Model
25. Managerial Performance
26. Manage Your Own Performance
27. McGregor Meets Gilbert
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## Training Journal Column

1. **A Seat at the Table: The Trainer’s Dilemma** (21 July 2010) Also appeared in Learning Solutions Magazine (23 Aug 2010)
2. **A Case of Diminishing Returns?** (27 September 2010)
3. **Why Trainers Don’t Get No Respect** (3 November 2010)
4. **Task vs Skill Training** (14 January 2011)
5. **Training Needs Assessment 101** (1 February 2011)
6. **The ROI of Training: Is It A Quixotic Quest?** (14 March 2011)
7. **What Really is Communication** (30 March 2011)
8. **Leveraging the Kirkpatrick Model** (21 April 2011)

## Work and Management

1. **The Accountability Scorecard**
2. **Actions, Variables, Outcomes: Three Essential Elements of Achievement**
3. An Achievement Manifesto
4. Alice and Chester Discuss A Secret to Achieving Objectives
5. Bucking the System: Sea Stories about Ethics in Practice
6. Carry Out a Methods Improvement Program (by Allan H. Mogensen)
7. The Case Against Delegation: A Rebuttal
8. CEO Transitions: Points to Consider (by Harvey Bergholz)
9. The Control Problem
10. Dear Mr. Taylor (A Letter to Frederick Winslow Taylor)
11. Define Your Terms: Clearing Up the Confusion Among Function, Procedure, Process, Task, Step, etc.
12. The Difficult Process of Identifying Processes
13. Don't Redesign Your Company's Performance Appraisal System, Scrap It!
14. Don't Scrap Your Performance Appraisal System: Turn It Around
15. Drucker's Dictums: Knowledge Work, Workers & Working
16. The DuPont ROI Model
17. Employee Engagement a.k.a. Morale
18. Employee Engagement Communities
19. The Executive's Three-legged Stool: Management, Leadership and Governance
20. Feedback about Feedback
21. The Fit Between Reengineering and Quality Management
22. Four Categories of Goals, Problems and Solutions: The Flip Side of the Goals Grid
23. Frederick Winslow Taylor: A Portrait
24. The Goals Grid: A Tool for Clarifying Goals & Objectives
25. The Goals Grid: A Versatile Management Tool
26. Goals Grid Job Aid
27. How to Achieve Your Work Objectives
28. In Search of Quality
29. Inside the Process Box
30. Making Decisions Like Ben Franklin
32. Managing Communities of Engagement: Making Players Out of Spectators, Cynics & Deadwood
33. Now What? What to Do After Scrapping Your Company's Performance Appraisal System
34. Outcomes - Actions - Resources: The OAR Action Planning Model
35. Performance Appraisal: A Final Criticism
36. Project Management and Change Management
37. The Project Manager
38. The Propositions of James D. Thompson from Organizations in Action
39. Prototyping: Systems Development in Record Time
40. Rebels and Robots, Stars and Slugs: Who Fills Out Your Performance Appraisal?
41. Roadmaps to Results
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42. The Shift to Knowledge Work  htm
43. The Span of Control and the Formulas of V.A. Graicunas  htm
44. Understanding Work and Work Control Systems
45. Visualizing the Payoffs of Employee Engagement
46. V.A. Graicunas' Original Paper about the Span of Control: Relationship in Organization
47. What Do You Do with An Egg-Sucking Dog?
48. What's Your ROY? (Return on You)
49. Writing Good Work Objectives  htm

Related to Control Theory

1. The Autonomous Performer
2. A Control Theory View of Human Performance in the Workplace
3. The GAP-ACT Model of Human Performance
4. Helping People Hit their Performance Targets
5. Manage Your Own Performance: No One Else Can
6. The Manager's Job: Achieve Stable Results Under Varying Conditions
7. From Proximate to Ultimate Results: Linking Actions with Outcomes
8. A Performance Puzzle Solved: An Application of the Target (GAP-ACT) Model

Working Smarter Column (SmartDraw)

1. Four Problem Solving Tips - 1: Focus on the Solved State (21 Apr 2009)
2. Four Problem Solving Tips - 2: Be Clear about ALL Your Objectives (27 Apr 2009)
3. Four Problem Solving Tips - 3: View Problem Solving as a "Cover the Bases" Activity (29 Apr 2009)
5. Making Decisions Like Benjamin Franklin (11 Aug 2009)
7. The Urgent Should Displace the Important (20 Aug 2009)
10. Five Ways Leaders Screw Up their Change Initiatives (15 Sep 2009)
11. Strategy IS Execution: Don't Shoot Yourself in the Foot (22 Sep 2009)
12. From Start Up to Shut Down: The Rise and Fall of an Organization (28 Sep 2009)
15. Lessons in Bad Management: Felix the Flying Frog (5 Nov 2009)
16. Three Kinds of Strategy (30 Nov 2009)
17. Fit and Fitness: The Yin and Yang of Organizational Sustainability (7 Dec 2009)
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20.  Strategic Planning for the Strategically Impaired (4 Feb 2010)
21.  Fitting Your Management Practices to the Kind of Work being Managed (19 Mar 2010)