

# 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)
3. [Your Behavior: Understanding and Changing the Things You Do](#) by Richard Pfau (Reviewers: Fred Good & Lloyd Klinedinst)
4. [Behavior: The Control of Perception](#) by William T. Powers (Reviewer: Scott Alexander)
5. [Principles-based Counselling and Psychotherapy: A Method of Levels Approach](#) by T.A. Carey, W. Mansell & S. Tai (Reviewer: Bruce Nevin)
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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7. [Selected Readings](#)
8. [Types of CoPs](#)
9. [Types of Groups](#)

## 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. [People as Living Control Systems: A Basic View](#)
16. [Perceptual Control Theory Unwittingly Applied](#)
17. [PERCOLATe: Perceptual Control Analysis of Tasks](#) (by Richard Marken)
18. [Performance Control Theory](#)

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19. [A Performance Puzzle Solved: Applying the Target \(GAP-ACT\) Model](#)
20. [From Proximate to Ultimate Results: Linking Actions with Outcomes](#)
21. [Putting the GAP-ACT Model to Work](#)
22. [The Reflections Exercise: Familiarizing Yourself with the Target \(GAP-ACT\) Model](#)
23. [A Salute to William T. Powers \(by Martin Taylor\)](#)
24. [The Control of Human Performance](#)
25. [The Reflections Exercise: Familiarizing Yourself with the GAP-ACT Model](#)
26. ["The Tank that Filled Itself" \(by William T. Powers\)](#)
27. [The Target \(GAP-ACT\) Model: A Mainly Visual Presentation](#)

## 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](#) [htm](#)
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](#)
15. [The Urgent Should Displace the Important](#)

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## Knowledge Work and Knowledge Management

1. [CoPs \(A PowerPoint Presentation\)](#)
2. [Communities of Practice \(A Collection of Resources\)](#)
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 Worker Column

### 2021 Columns

1. [Three Basic Business Priorities](#) (August 2021)
2. [Behavior Control Theory](#) (July 2021)
3. [A Recipe for Successful Change](#) (June 2021)
4. [Fix the System, not the People](#) (May 2021)
5. [At the Heart of It All](#) (April 2021)
6. [Four Dimensions of Intervention](#) (March 2021)
7. [Aligning Actual and Expected Performance](#) (February 2021)
8. [Rethinking SWOT Analysis](#) (January 2021)

### 2020 Columns

1. [Analyzing Performance Problems: A Control Theory View](#) (November 2020)
2. [Collective Control](#) (October 2020)
3. [Upping the ROI of Your Training Department](#) (September 2020)
4. [Serendipitous Performance Consulting](#) (August 2020)
5. [The Six C's of Successful Team Performance](#) (July 2020)
6. [Theory of Relativity – Applied to Ends and Means](#) (June 2020)
7. [Three Worlds of Work – and Six Kinds of Work](#) (May 2020)
8. [Rummler Had it Wrong](#) (April 2020)
9. [The Control of Human Performance](#) (March 2020)

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10. [The Performance Path](#) (February 2020)
11. [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)
8. [Beyond Post-Industrial Society: A Fourth Era?](#) (April 2019)
9. [What Kind of Performance Improvement Professional are You?](#) (March 2019)
10. [Tom Gilbert meets Douglas McGregor and Kurt Lewin](#) (February 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)
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)
10. [Fit & Fitness: The Keys to Sustainability](#) (March 3, 2017)

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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)
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)
10. [Knowledge Work: What It's All About](#) (March 2, 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)
9. [Fixing those "Broken" Performance Appraisal Systems](#) (April 1, 2014)

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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)
6. [Bridging the Gap Between Ends and Means: The Role of Strategy – Part 1](#) (July 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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[Change Acceptance Cycle](#)



[Self-Directed vs Other-Directed Matrix](#)



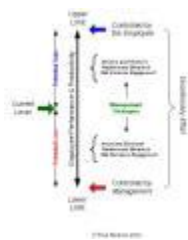
[The Goals Grid](#)



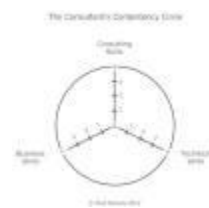
[Urgent vs Important Matrix](#)



[The Solution Engineering Process](#)



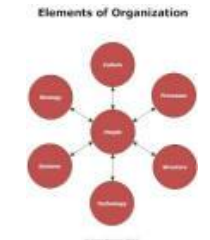
[Employee Engagement](#)



[Consulting Competency Circle](#)



[Seven Elements of Performance](#)



[Organizational Analysis Model](#)



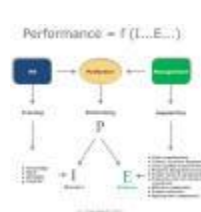
[Action-Motivation Matrix](#)



[Choose the Right Problem-Solving Approach](#)



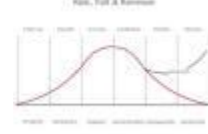
[Linking Individual Effort with Organizational Results](#)



[P = f\(I...E...\)](#)



[Six Major Theories of Motivation](#)



[An Organization's Rise, Fall and Renewal](#)



[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](#)



# Complete Index to the Distance Consulting Web Site



## Stakeholder Scorecard



## The Problem-Solving Bases



## Strategy-Execution Matrix



## Performance Ecosystem



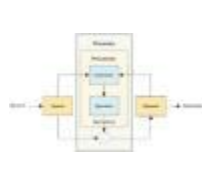
## 4D Followership Model



## The Sustainable Organization



## Work and Work Control System



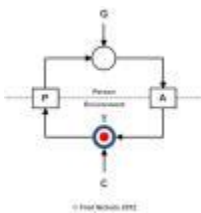
## Inside the Process Box



## The Infinite Loop Model of Organizations



## The Shift to Knowledge Work



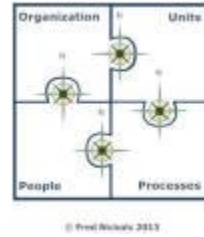
PCT 101: A  
Primer



## Seven Secrets of Shared Success



## Performance in Organizations



## The Need for an Organizational GPS



## Michael Porter's Five Forces



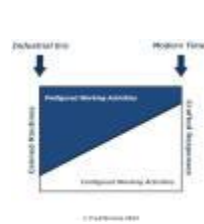
## Situation-Targets-Plans



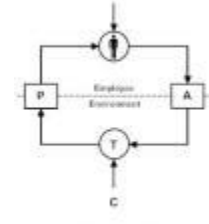
## The OAR Planning-Action Model



## The Power Pyramid



## The Mix of Work



## The Self Managed Employee

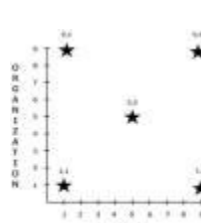
# Complete Index to the Distance Consulting Web Site



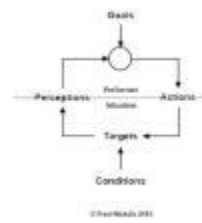
[The Energy Equations](#)



[Performance Sweet Spot](#)



[OD Practitioner Grid](#)



[GAP-ACT Model](#)



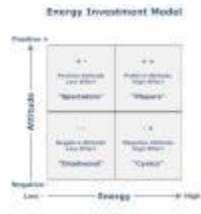
[Goal Clarity](#)



[Strategic Decision Making](#)



[Seven Skills of Knowledge Work](#)



[Employee Engagement Communities](#)



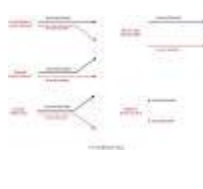
[Gartner Hype Cycle](#)



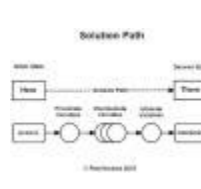
[A Toolmaker's Tool](#)



[Actions Outcomes Matrix](#)



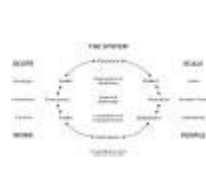
[Five Kinds of Gaps](#)



[Solution Path](#)



[Performance Alignment](#)



[The System](#)



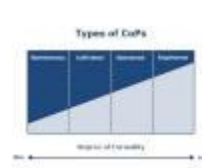
[Natural Change Cycle](#)



[Managed Change Cycle](#)



[Positive Change Cycle](#)



[Types of CoPs](#)



[Successful Performance Triangle](#)

# Complete Index to the Distance Consulting Web Site



[Seven Performance Hats](#)

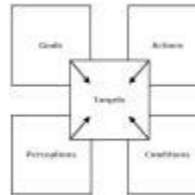


[Performance Engineering Framework](#)

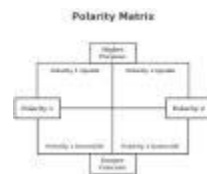


[The Service Triangle](#)

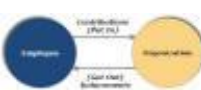
Performance Control Model



[Performance Control Model](#)



[Polarity Matrix](#)



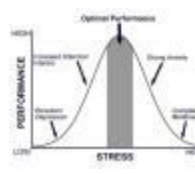
[Employee Contributions-Inducements Framework](#)



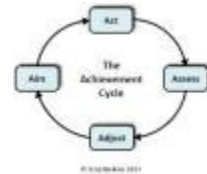
[Three Eras](#)



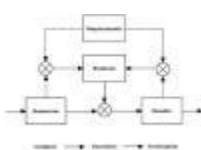
[Quality of Performance](#)



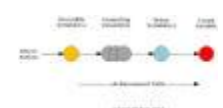
[Stress & Performance](#)



[Achievement Cycle](#)



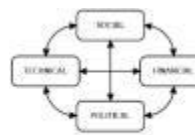
[The 4R Model](#)



[Achievement Path](#)



[Thirteen Factors Affecting Job/Task Performance](#)



[Four Dimensions of Intervention](#)



[The Wallen Loop](#)



[Performer as LCS](#)



[Eight Elements of Achievement](#)



[24 Problem-Solving Tools](#)



[Solution Quality Matrix](#)



[Domains of Performance](#)

# Complete Index to the Distance Consulting Web Site



[4 Step Model](#)



[SWOT/PESTLE](#)



[SWOT for Customers  
& Competitors](#)

## Musings, Short Stories & Sea Stories

1. [A Little Bird Told Me](#)
2. [Alice the Miracle Dog](#)
3. [And the Light Smiled](#)
4. [And Then There Were None](#)
5. [The Defense Budget: A Fable](#)
6. [Felix the Flying Frog](#)
7. [Felix Resurrected](#)
8. [Felix and the Wolverine Syndrome](#)
9. [Felix, Felicia and Equal Pay for Women](#)
10. [A Little Bird Told Me](#)
11. [On Eating Shit: An Essay about Life in Organizations](#)
12. [Random Acts of Responsibility](#)
13. [A Rhyme about Rules](#)
14. [RSVP Rating System](#) pdf
15. [Think Inside the Box](#)
16. [The High Cost of An Unthinking Request: A Sea Story](#)
17. [Trimming the Fat](#)
18. [Thinking About Mergers](#)

## Organization Development & Change Management

1. [Bucking the System](#)
2. [Canned Change: The Navy's Command Action Planning System \(CAPS\)](#)
3. [CEO Transitions: Points to Consider](#) (by Harvey Bergholz)
4. [Change Management 101: A Primer](#) htm
5. [Change Management: A Selected Bibliography](#)
6. [Change Management in Hard Times](#)
7. [Communicate, Communicate, Communicate & Communicate Some More](#)

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8. [Some Conflict Management Magic](#)
9. [Dialogic OD](#) (A Web Site with Free Papers about Dialogic OD)
10. [Embracing Resistance to Change](#)
11. [Feedback about Feedback](#)
12. [Four Change Management Strategies](#)
13. [Instructional Technology and Organization Development: A Case for Collaboration](#)
14. [Organizational Analysis Model](#)
15. [Power: The Ninth Myth of OD](#) [htm](#)
16. [Project Management and Change Management](#)
17. [The Propositions of James D. Thompson](#)
18. [The Systems View: A Poem of Sorts](#) [htm](#)
19. [The Stakeholder Scorecard](#)
20. [Stakeholder Scorecard "Traffic Lights"](#)
21. [Training and OD: Separated at Birth](#) (by Allison Rossett)
22. [Transition Management: Tips for Managers in Times of Change](#)
23. [Understanding Your Company's Performance Architecture](#)
24. [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](#)

# Complete Index to the Distance Consulting Web Site

- 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)

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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
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7. Investigation and Intervention: The Two Phases of Solution Engineering
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3. Bridging the Gap Between Ends and Means: The Role of Strategy – Part 1 (July 1, 2013)
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5. A Diagram is Worth a Gazillion Words - Especially In Strategic Planning
6. Four Change Management Strategies
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## Training Journal Column

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3. [Why Trainers Don't Get No Respect](#) (3 November 2010)
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