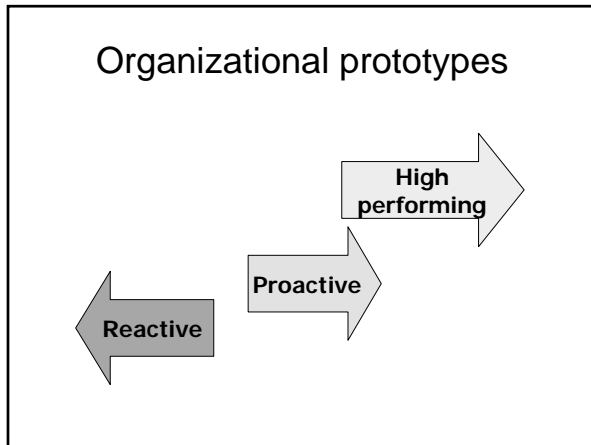
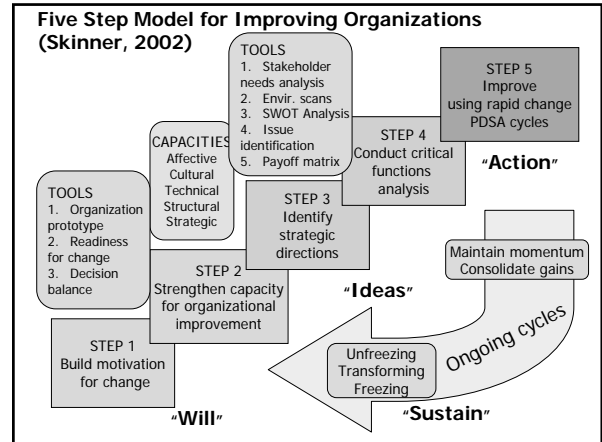


## Improving the performance of organizations

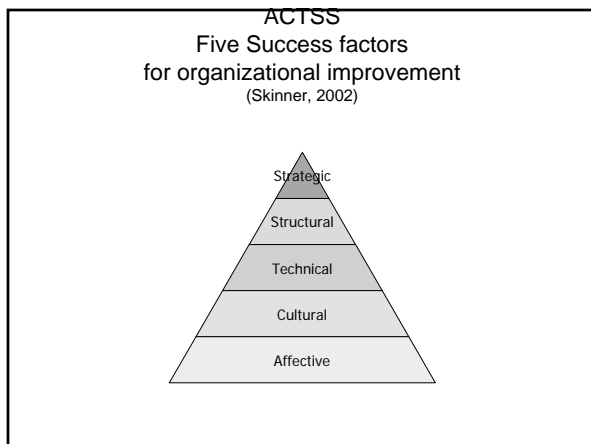
### Harvey Skinner (2002)

Michael Goodstadt  
University of Toronto

Skinner, H. A. (2002). *Promoting health through organizational change*. San Francisco: Benjamin Cummings.  
<http://www.healthbehaviorchange.org>



- ## Organization prototypes
- Reactive organizations lack direction and are caught up in the present mainly 'fighting fires',
  - Proactive organizations have a clearer sense of purpose, strategic goals and systems aligned to achieve results,
  - High Performing organizations have longer range vision linked with an emphasis on quality and continuous improvement that permeates all levels



- ### ACTSS: 5 Success factors for organizational improvement (Skinner, 2002)
- **Affective:** individuals' sense of trust, belonging and commitment to improvement versus fear deriving from organizational change and loss of control over work.
  - **Cultural:** values and leadership style of the organization facilitate improving performance, openness to innovation, resistance from seeing improvement initiatives as threats to change/eliminate positions or power,
  - **Technical:** knowledge about concepts and tools for improving performance, as well as information systems and data analyses supports for improvement initiatives,
  - **Structural:** performance appraisal and reward systems support improvement initiatives, designated unit primarily responsible for leadership and training in improvement, importance of cross-functional teams recognized,
  - **Strategic:** degree to which quality improvement efforts are directed at the organization's core mandate, satisfying primary stakeholders and achieving strategic directions.

