

Title	High-performance Work Organizations
Author	Bradley L. Kirkman, Kevin B. Lowe, Dianne P. Young
Source	Center for Creative Leadership
Pub Date	1999
Brief Introduction	<p style="text-align: center;">Preface</p> <p>This report was originally written for the staff of the Center for Creative Leadership in response to a request to obtain the latest thinking on what has been written about high-performance work organizations (HIPOs). We further developed this report to benefit a much wider audience.</p> <p>When we first contemplated taking on a review of the HIPO literature, we believed that our search would turn up a small number of articles and books on the subject. Contrary to this view, our colleague Barry Macy, at the Center for Productivity and Quality of Work Life at Texas Tech University, informed us that his center's library contained over 300,000 pages of books, articles, and cases that have been written on HIPOs over the years. Professor Macy also stated that over eighty percent of what has been written and documented about HIPOs has not been published.</p> <p>Upon proceeding with the review, we discovered patterns emerging around the components of HIPOs that helped us formulate ideas about a definition for the overall concept. So this report has two parts: the first contains the various definitions of the high-performance work organization found in the literature, a description of the dimensions that make up the definitions, a new definition that synthesizes the existing literature, and a word about the future of HIPOs; the second part of the report is the annotated bibliography.</p> <p>We are grateful to several individuals both inside and outside CCL who made this report possible. We thank Elizabeth Janak (Xerox Corporation), Fred Luthans (University of Nebraska), Barry Macy (Center for Productivity and Quality of Work Life, Texas Tech University), Susan Mohrman (Center for Effective Organizations, University of Southern California), and William Pasmore (Case Western Reserve University) for their helpful comments and assistance. We also thank our CCL colleagues Robert Ginnett, Gina Hernez-Broome, Richard Hughes, and Patricia O'Connor Wilson for their input. In addition, we thank Marcia Horowitz and Martin Wilcox for invaluable editorial guidance.</p>