

**Best Practices in Business
2005-2006**

1. Raising the Bar at Deere & Company

Bingham, Tony; Galagan, Pat
T+D, v60 n4 p32-38 April 2006

ASTD: Alexandria, VA. Journal Article

At C Level. When Bob Lane took the helm, he stated "We have a company with a great heritage, great products, and a market share that is second to none...but...we had a good but not great business." Lane's first action was to identify Deere's strategic objectives and engage its employee base in achieving these objectives. This article shares the insights and actions of CEO Bob Lane, John Deere and Company.

2. Trading Places

Roth, Daniel

FORTUNE, v153 n1 p120-128 January 23, 2006

Time: New York, NY. Journal Article

Recounts the experiences of a Fortune reporter who "worked" at four companies on the top 100 list: Four Seasons Hotel, Washington, D.C.; FEDEX, Brooklyn; Valero Energy, Corpus Christi; and Hot Topic, Mays Landing, N.J. While each company may not be exceptional when compared to other companies; what does make the difference are the simple things they do to make employees happy. Extraordinary practices include bosses who let employees work independently or who support them; work-life balance, stock options; and sick days.

3. Tops of the Trade

Stolz, Richard F.

HUMAN RESOURCE EXECUTIVE, v19 n17 p1, 16-26 December 2005

LRP Magazine Group: Horsham, PA. Journal Article

Explains the benefits of progressive HR practices following a recalculation of Fortune magazine's "Most Admired" companies. By tweaking Fortune's peer-ratings to include only organizational attributes which can be attributed to HR practices, it becomes evident that valuing personnel and increased profitability can, and do, exist simultaneously. Administrators for the top-ranked companies credit internal accountability, monitor turnover rates, and deploy anonymous employee surveys. An attitude of egalitarianism and mutual respect between employees, managers, and executives and transparent communication with workers create an environment of value. While the ratings are based on peer observations, not empirical data, it is likely that the presence of financial and HR successes within these organizations are more than purely coincidental.

4. BEST 2005: Meet the Winners

Salopek, Jennifer; Davenport, Rex

T+D, v59 n10 p26-69 October 2005

ASTD: Alexandria, VA. Journal Article

This article highlights 29 companies that were recognized with 2005 BEST Awards for innovative approaches to workplace learning challenges and opportunities. The top five award-winning companies are: Caterpillar, Inc., Hewlett-Packard, EMC

Corporation, ICICI Bank Limited, and IBM. Each profile offers insight about company practices that have resulted in earning a BEST award.

5. The Art of Service

McGregor, Jena; et al.

FAST COMPANY, n99 p47-58 October 2005

Fast Company Media Group LLC: New York, NY. Journal Article

Profiles winners of Fast Company's 2005 Customers First awards. Customer-centered "grand masters" include: Netflix in the high-tech achiever category, Cabela's in the leading listener category, and Maxine Clark of Build-A-Bear in the customer-centered leader category. In surveys, readers named Wal-Mart, Cingular, and Sprint PCS as the worst in customer service.

6. The Great Communicator

Starner, Tom

HUMAN RESOURCE EXECUTIVE, v19 n13 p1, 20-26 October 2, 2005

LRP Magazine Group: Horsham, PA. Journal Article

Profiles the 2005 HR Executive of the Year, Karen Jennings of SBC Communications, who is credited with navigating SBC through multiple challenges, including two major corporate mergers. Jennings is "the perfect mix" of compassion and business, using her interpersonal skills to integrate merged employees and systems, deal with downsizing, and lead the transition to a new, controversial health care plan. Technology-based challenges lie ahead as SBC proceeds with plans to deliver television content via Internet Protocol TV.

7. A Higher Level of Learning

Bingham, Tony; Galagan, Patricia

T+D, v59 n9 p32-36 September 2005

ASTD: Alexandria, VA. Journal Article

At C Level. This interview illustrates the value Wegmans places on treating employees well and the importance of training. Sales growth is the key metric used by Wegmans. When sales increase according to Danny Wegman, it means the training employees received made the difference.

8. A Tale of Two (unionized) Companies

Grossman, Robert J.

HRMAGAZINE, v50 n9 p71-78 September 2005

Society for Human Resource Management: Alexandria, VA. Journal Article

Details how Graniterock of Northern California and MidState Medical Center came to be the only unionized companies on the Society for Human Resource Management (SHRM) and the Great Place to Work Institute's Top 50 Small & Companies to Work for in America. Both companies attribute their success to fostering employee satisfaction while working around unions, which are traditionally seen as a source of workplace friction. MidState Medical's CEO and president, while depicting the union as an obstacle, nonetheless emphasizes the importance of communication and negotiation with the union, while simultaneously striving to fulfill worker needs in ways that would negate the need for a union. In contrast, while Graniterock's owner is praised by his employees for a close-knit environment, good pay, and job stability, his emotionally charged clashes with union leaders may have come at the cost of

employee trust and strikes during 2004 and 2005, the repercussions of which could cause further conflict down the road.

9. 50 Best Small & Medium Places to Work

Pomeroy, Ann

HRMAGAZINE, v50 n7 p44-65 July 2005

Society for Human Resource Management: Alexandria, VA. Journal Article

Reports the results of a survey which identifies the best 50 small and medium places to work. The survey questions answered by employees represent two thirds of the company's score. Some of the recognized companies include: Analytical Graphics, Inc., Triage Consulting Group, Insomniac Games, Inc., and Empower MediaMarketing, Inc. These companies and the others that made the list share these attributes competitive salaries, generous benefits, and valued employee input. Most of these organizations are privately held and the top HR professional reports to the leader of the organization. This article profiles individual companies featuring what attributes set them apart from other employers.

10. The Power of Design

FAST COMPANY, n95 p48-49 June 2005

Fast Company Media Group LLC: New York, NY. Journal Article

Describes the Masters of Design, 20 individuals credited as leaders of the design world, chosen by a set of six jurors drawing from a myriad of disciplines. The 20 fall into five categories: the Peak Performers who have been historically at the forefront of design, Impact Players emerging into the world of design over the last year, Game Changers who have brought unique insight to design, Collaborators who approach design from another discipline, and the next generation of designers. Describes the Masters of Design, 20 individuals credited as leaders of the design world, chosen by a set of six jurors drawing from a myriad of disciplines.

11. Beyond Best Practice

Gratton, Lynda; Ghoshal, Sumantra

MIT SLOAN MANAGEMENT REVIEW, v46 n3 p49-57 Spring 2005

Sloan Management Review Association: Boston, MA. Journal Article

Describes the need to implement best practice strategies alongside those strategies which arise from the company itself, termed signature processes. Drawing from outside sources, best practice plans require a company to seek out the processes which are most frequently successful, and alter these strategies to their individual business. Signature processes originate within a company's history and reflect the business's values. To function, they must be supported at the executive level.

12. The Strategic Communication Imperative

Argenti, Paul A.; Howell, Robert A.; Beck, Karen A.

MIT SLOAN MANAGEMENT REVIEW, v46 n3 p83-89 Spring 2005

Sloan Management Review Association: Boston, MA. Journal Article

Describes the need for strategic communication when releasing information to customers, partners, and employees. Best practices include options exercised by FedEx, Textron, Dell, and Cendant; these strategies are fueled by changing

regulations, growing organizational size, and the need to increase company credibility. Successful strategic communication requires senior managers' integration into the strategy, cohesiveness between communication from different divisions, the option of designating a communications executive, the creation of long-term communication goals, and top communicators with both managerial and strategic competence.

13. Success at Synapse: Investing in People Reaps Big Dividends for a Small Company

Brill, Dorothy; Kish, Kristen

JOURNAL OF ORGANIZATIONAL EXCELLENCE, v24 n2 p65-73 Spring 2005

John Wiley & Sons: New York, NY. Journal Article

Presents a case study of Synapse, Inc., a marketing firm judged one of the best medium-sized companies to work for in America. Synapse has built its distinctive culture around such practices as: selecting winners or people with a track record of achievement; giving people personal responsibility for results; linking compensation to individual and collective results; supporting professional growth; sharing information with employees; rewarding risk-taking; celebrating employees' personal milestones and participating in the community; and integrating fun into the workday.

14. 25 Top Women Business Builders

Overholt, Alison

FAST COMPANY, n94 p67-76 May 2005

Fast Company Media Group LLC: New York, NY. Journal Article

Presents the results of a Fast Company/Women Presidents' Organization search for the top 25 women business builders. Profiled winners range from sole proprietors to chief executive officers. Lessons from winners include: share your mistakes, pay for quality, and surround yourself with strong, creative people.

15. America's Most Admired Companies

Useem, Jerry

FORTUNE, v151 n5 p67-70 March 7, 2005

Time: New York, NY. Journal Article

Asserts that the most-admired corporations are those that have succeeded during times of industry adversity, including Dell, General Electric, and Southwest Airlines. What sets these companies apart from their competitors in a business environment of "commodity hell," where all products and profit margins are nearly the same, is their consistent focus on maintaining quality standards and low prices without going bust.

16. The 2005 Optimas Awards: They've Got Game

Henneman, Todd; et al.

WORKFORCE MANAGEMENT, v84 n3 p41-54 March 2005

Crain Communications: Irvine, CA. Journal Article

Presents winners of 2005 Optimas Awards, which recognize achievements of companies facing unique business challenges. Winners share characteristics such as a willingness to move fast and take risks and a culture that rejects top-down solutions in favor of collaboration and trust. Winners include: Wells Fargo & Co., Herman Miller Inc., Convergys Corp., and others.

17. The 100 Best Companies to Work for

Levering, Robert; Moskowitz, Milton

FORTUNE, v151 n2 p72-90 January 24, 2005

Time: New York, NY. Journal Article

Presents the full list of 100 best companies to work for in America. Companies are divided into large, midsized, and small to provide for more useful comparisons. Winners include Wegmans Food Markets, W.L. Gore, Republic Bancorp, Genentech, and others. Those offering most time off include PricewaterhouseCoopers and Pfizer; those having most widely used daycare programs include S.C. Johnson & Son and SAS Institute.

18. 4 Leaders You Need to Know

Kirsner, Scott

FAST COMPANY, n91 p68-72 February 2005

Fast Company Media Group LLC: New York, NY. Journal Article

Introduces four non-celebrity leaders with excellent track records: Scott Griffith of Zipcar Inc., Ron Shaich of Panera Bread, Elisabeth Robert of the Vermont Teddy Bear Co., and Lonnie Smith of Intuitive Surgical Inc. Shaich led Panera Bread to adapt its menu and products to low-carb diets, while Robert transformed a small money-loser into a big profitable company without losing the small-company culture. Smith markets through "champions" who after demo'ing the product will become convinced of the advantages of surgical robots while Griffith employs "zone marketing" to reach his target customer base.

19. Innovation That Fits

Lord, Michael; deBethizy, Donald; Wager, Jeffrey 248p February 2005

Pearson/Prentice Hall: Upper Saddle River, NJ.

Book ISBN: 0-13-143820-4

This book offers a useful roadmap for making innovation happen. Using research on what companies have done well and what has been done poorly; the authors have compiled lessons learned so that organizations can benefit from successful innovation strategies.

20. The 100 Best Companies to Work for

Levering, Robert; Moskowitz, Milton

FORTUNE, v151 n2 p61-68 January 24, 2005

Time: New York, NY. Journal Article

Profiles Wegmans, a family-run grocery store, as winner of the best company to work for in America. Wegmans boasts "a slew of employee-friendly benefits," including profit-sharing and medical coverage, and in return enjoys a high degree of employee loyalty. The company's strategy as a retailer cannot be separated from its strategy as an employer.

21. Making Knowledge Management Work

Gordon, Jack

TRAINING, v42 n8 p16-21 August 2005

VNU Business Publications USA: New York, NY. Journal Article

Reports on three ways companies have introduced, populated, and manage knowledge management (KM) systems. Those companies are: KLA-Tencor, Bristol-Myers Squibb, and Microsoft. According to those who manage KM systems, the key question for deciding what goes into a knowledge management system should be "How can we help make you more productive?" rather than "What would be nice to know?"

22. A Contingent Approach to Leadership Effectiveness

Kulesa, Patrick

WORKFORCE PERFORMANCE SOLUTIONS, v1 n3 p40-43, 55 August 2005

MediaTec Publishing: Oakland, CA. Journal Article

Using five business strategies: company image, customer service, innovation, quality, and efficiency, this article compares how highly successful groups and less successful groups lead. Illustrates the importance of communicating defined goals and objectives.

23. City of Naperville: Performance Enhances Quality of Life

Summerfield, Brian

WORKFORCE PERFORMANCE SOLUTIONS, v1 n3 p52-54 August 2005

MediaTec Publishing: Oakland, CA. Journal Article

Identifies and discusses the learning and performance strategies used by the City of Naperville (Illinois) that contributes to this city being named one of the best places to live in the 2005 study done by CNN/Money Magazine.

24. The Most Powerful Women in HR

Freedman, Anne

HUMAN RESOURCE EXECUTIVE, v19 n5 p1, 22-32 April 2005

LRP Magazine Group: Horsham, PA. Journal Article

Names 25 of the most powerful women leading HR organizations today, with brief profiles of and short interviews with each woman. Honorees include Terry Kassel of Merrill Lynch & Co., Jacqueline Kane of Clorox Co., Gail Lovelace of the General Services Administration, and others. All describe their greatest challenges and future goals, and offer advice to other women.



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