

Contents

1	Managing Organizational Growth and Dynamic Complexity	1
1.1	Complexity, Decision-Making and Human Error	1
1.2	Framing Trade-Offs and Policy Resistance in Dynamic Complex Systems	3
1.3	Improving Mental Models and Fostering Strategic Learning Through System Dynamics	8
1.4	System Dynamics: A Methodology to Foster Organizational Learning and Performance Management	12
1.5	Framing Problems into Closed Causal Boundaries Through System Dynamics. The “External” and “Internal” Views as Complementary Perspectives in SD Modeling to Support Decision Making and Performance Management: Implications for the Public Sector	16
1.6	Conceptual and Simulation Stock-and-Flow Models. Insight Models	24
1.7	Structure and Behavior Feedback Analysis	27
1.8	System Dynamics Models in the Broad Context of Models Supporting Organizational Decision-Making Through the Planning and Control Function	31
1.9	The Process of System Dynamics Modeling. Double Loop Learning in a Dynamic Performance Management Context to Pursue Sustainable Organizational Development.	36
1.10	Applying System Dynamics Modeling to Performance Management: Different Contexts in Managing Organizational Sustainable Development and Restructuring Processes	41
	References	45

2	The Need of a Dynamic Performance Management Approach to Foster Sustainable Organizational Development	51
2.1	Organizational Growth, Strategy and Performance	51
2.2	Three Perspectives of Sustainable Organizational Development	52
2.3	Framing Organizational Growth Sustainability: The Institutional and Interinstitutional Levels.	55
2.4	Framing Sustainable Growth Within the Inter-institutional Level: Implications for Public Management.	58
2.4.1	Framing Sustainable Growth Within the Inter-Institutional Level (Continued): The Governance of ‘Wicked’ Problems.	61
2.4.2	Framing Sustainable Growth Within the Inter-Institutional Level (Continued): Financial Restructuring Planning in Local Government.	64
2.5	Fostering Sustainable Organizational Development: From Balanced Scorecards to Dynamic Performance Management Systems.	66
	References	68
3	Fostering Sustainable Organizational Development Through Dynamic Performance Management	71
3.1	Designing Dynamic Performance Management Systems to Enhance Sustainable Organizational Development: Three Complementary Views.	71
3.2	The Instrumental View of Performance.	72
3.3	Operationalizing the Instrumental View. From Static to Dynamic Performance Measures: A Shift of Mind	81
3.3.1	Resource Measures and Performance Measures	81
3.3.2	Performance Drivers and Performance Indexes.	83
3.3.3	Applying the DPM Instrumental View to Competitive Performance Management on a Corporate Level	92
3.3.4	Cascading the DPM Instrumental View from a Corporate to a Departmental Level.	99
3.3.5	Cascading the DPM Instrumental View from a Corporate to a Departmental Level (Continued): “Mosaicoon” Case-Study	104
3.3.6	Cascading the DPM Instrumental View from a Corporate to a Departmental Level (Continued): University Management	105
3.3.7	Modeling Strategic Resources	107
3.3.8	Implicit Modeling of Performance Drivers in System Dynamics.	112

3.3.9	Comparing the Instrumental View of DPM to the Dynamic Resource-Based View	114
3.4	The Objective View of Performance.	117
3.4.1	Mapping Products, Processes and Performance Measures in a Retail Bank: Case-Study.	121
3.4.2	Mapping Products, Processes and Performance Measures in a Public Utility: Case-Study	128
3.5	The Subjective View of Performance	135
3.6	An Integrative Framework of Performance	136
	References	138
4	Applying Dynamic Performance Management to Public Sector Organizations	141
4.1	Introduction.	141
4.2	Applying Dynamic Performance Management to Public Utilities: Water Provisioning, Distribution, and Wastewater Treatment	142
4.3	Applying Dynamic Performance Management to Public Utilities (Continued): Garbage Collection at the City of Winston-Salem	150
4.4	Applying Dynamic Performance Management to Municipalities: Linking Strategic Goals and Departmental Objectives Through “Dynamic” Balanced Scorecards	154
4.5	Using Dynamic Performance Management to Overcome a Myopic View in Designing Performance Measurement Systems in Municipalities: The Case of Policing	159
4.6	Applying Dynamic Performance Management to Performing Arts: The Case of Municipal Opera Houses	165
4.7	Adopting an Inter-institutional Perspective and an “Objective” View of Dynamic Performance Management for the Effective Implementation of User Satisfaction Programs	174
4.7.1	Introduction.	174
4.7.2	Broadening System Boundaries to Deal with User Satisfaction Programs.	175
4.7.3	Mapping “Products” and “Users/Clients”.	176
4.7.4	Implementing User Satisfaction Programs Through DPM	179
4.7.5	Case-Study: Regional Department of Infrastructure.	181
4.8	Applying Dynamic Performance Management to Local Areas: The Case of Environmental and e-Government Policies	184
4.9	Applying Dynamic Performance Management to Local Areas (Continued): The Case of Ceramic Industry Revitalization Policies	189
	References	196

5	Applying Dynamic Performance Management to Enterprises	199
5.1	Introduction.	199
5.2	Applying DPM to Support Entrepreneurial Learning in Business Startup and Restructuring Processes	199
5.2.1	Applying DPM to Support Entrepreneurial Learning in Business Startup and Restructuring Processes (Continued): <i>CompuGames</i> Dynamic Business Plan Simulator.	201
5.2.2	The Industry Where CompuGames Operates	202
5.2.3	The Dynamic Business Plan Simulator	203
5.2.4	A Dynamic Performance Management View Portrayed by the Simulator	210
5.2.5	Playing with the Dynamic Business Plan Simulator	213
5.3	Modeling Commercial and Financial Subsystems Through DPM: <i>Licari & Sons</i> Case-Study	225
	References	231
Index	233

Dynamic Performance Management

Bianchi, C.

2016, XVI, 234 p. 129 illus., 28 illus. in color., Hardcover

ISBN: 978-3-319-31844-8