

Teamwork and high performance work organisation Textbook

Teamwork and high performance work organisation

In today's dynamic and competitive business environment, the success of an organisation hinges significantly on the effectiveness of its teamwork and the implementation of high performance work organisation (HPWO) practices. These concepts are intertwined; while teamwork fosters collaboration, innovation, and collective problem-solving, high performance work organisation ensures that the workforce operates efficiently, flexibly, and with a shared commitment to organisational goals. Together, they create a robust framework that enhances productivity, employee engagement, and overall organisational excellence. This article delves into the fundamental principles, key components, benefits, challenges, and strategies for cultivating effective teamwork within a high performance work organisation.

Understanding Teamwork in the Context of High Performance Work Organisation

Defining Teamwork

Teamwork refers to the collaborative effort of a group of individuals working together to achieve common objectives. It emphasizes coordination, communication, mutual support, and shared responsibility. Effective teamwork leverages diverse skills and perspectives, fostering innovation and problem-solving.

The Role of Teamwork in HPWO

In high performance work organisations, teamwork is a cornerstone that facilitates:

- Enhanced communication and information sharing
- Increased flexibility and adaptability
- Better decision-making processes
- Higher employee motivation and commitment
- Improved quality of products and services

Core Principles of High Performance Work Organisation

Definition and Characteristics

High performance work organisation (HPWO) is a strategic approach aimed at creating a flexible, responsive, and motivated workforce capable of delivering superior organisational performance. Its key characteristics include:

- Employee involvement and empowerment
- Continuous learning and development
- Clear alignment of individual and organisational goals
- Emphasis on teamwork and collaboration
- Innovative practices and process improvements

Key Components of HPWO

Implementing HPWO involves integrating several critical elements:

- **Decentralised Decision-Making:** Empowering employees to make decisions enhances agility and accountability.
- **Flexible Work Structures:** Adjusting roles and responsibilities to meet changing demands.
- **Training and Development:** Continuous skill enhancement to keep pace with innovation.
- **Performance Management Systems:** Clear metrics and feedback mechanisms to monitor progress.
- **Employee Participation:** Involving staff in planning and problem-solving activities.

The Interplay Between Teamwork and HPWO

Synergies and Benefits

When teamwork is embedded within a high performance work organisation, the synergies lead to:

- Greater innovation through diverse team inputs
- Increased agility in responding to market changes
- Higher levels of employee engagement and ownership
- Improved quality and efficiency in processes
- Enhanced organisational agility and resilience

Case Examples of Successful Integration

- Tech companies fostering cross-functional teams for product development
- Manufacturing firms implementing autonomous work groups to improve quality
- Service providers encouraging team-based problem-solving for customer satisfaction

Strategies for Fostering Effective Teamwork in HPWO

Building a Collaborative Culture

Creating an environment that values collaboration involves:

- Leadership commitment to teamwork principles
- Recognising and rewarding team achievements
- Promoting open and transparent communication
- Encouraging diversity and inclusion
- Developing shared vision and values

Developing Skills and Competencies

Teams require specific skills to operate effectively within a high performance framework:

- Effective communication skills
- Conflict resolution and negotiation
- Problem-solving and critical thinking
- Leadership and facilitation skills
- Adaptability and resilience

Implementing Supportive Structures and Processes

To enhance teamwork and HPWO, organisations should:

- Establish clear team roles and responsibilities
- Foster cross-functional collaboration platforms
- Use technology to facilitate communication and project management
- Provide ongoing training and coaching
- Set measurable goals aligned with organisational objectives

Challenges in Developing Teamwork within High Performance Work Organisations

Potential Obstacles

Implementing effective teamwork in HPWO can face several challenges:

- Resistance to change from employees or management
- Poor communication channels
- Conflicting individual and team goals
- Inadequate training and skill gaps
- Hierarchical organisational structures that hinder collaboration

Strategies to Overcome Challenges

Overcoming these obstacles involves:

- Leadership commitment to cultural change
- Clear communication of vision and expectations
- Investing in team-building and training initiatives
- Realigning incentives to reward team success
- Flattening organisational hierarchies where feasible

Measuring the Effectiveness of Teamwork and HPWO

Key Performance Indicators (KPIs)

To evaluate the impact, organisations can monitor:

- Employee engagement and satisfaction levels
- Team performance metrics (productivity, quality, innovation)
- Turnover rates and absenteeism
- Customer satisfaction scores
- Achievement of strategic goals

Continuous Improvement Loop

Regular assessment and feedback allow organisations to:

- Identify areas for improvement

- Adjust strategies and processes
- Reinforce positive behaviours
- Sustain high performance and effective teamwork

Conclusion

Effective teamwork and high performance work organisation are vital for organisations seeking sustained competitive advantage. The integration of collaborative practices within a flexible, employee-centric framework promotes innovation, efficiency, and engagement. While challenges exist, strategic initiatives focused on culture, skills development, and structural support can foster an environment where teamwork flourishes, ultimately leading to high organisational performance. Embracing these principles is essential in navigating the complexities of modern business landscapes and achieving long-term success.

Teamwork and High Performance Work Organisation are two interconnected concepts that have become central to modern organizational success. In an era marked by rapid technological change, global competition, and evolving workforce expectations, organizations are increasingly recognizing that fostering effective teamwork and implementing high performance work organization (HPWO) practices are crucial for achieving strategic objectives, enhancing productivity, and maintaining a competitive edge. This article explores these concepts in detail, examining their principles, benefits, challenges, and the ways they can be integrated to drive organizational excellence.

Understanding Teamwork in the Context of Organizational Success

Teamwork refers to the collaborative effort of a group of individuals working towards a common goal. Effective teamwork involves coordination, communication, trust, and mutual respect among team members. It is not merely about working together but about harnessing diverse skills and perspectives to produce superior results.

Key Features of Effective Teamwork

- Clear Objectives: Teams function best when goals are well-defined and understood by all members.
- Open Communication: Transparency and active listening foster trust and minimize misunderstandings.
- Defined Roles and Responsibilities: Clarity about individual contributions helps prevent overlaps and gaps.
- Mutual Trust and Respect: Confidence in each other's abilities encourages risk-taking and innovation.
- Shared Accountability: Collective responsibility motivates members to contribute their best.

Benefits of Effective Teamwork

- Enhanced Creativity and Innovation: Diverse perspectives lead to novel solutions.
- Increased Productivity: Synergy often results in higher output with better quality.
- Improved Morale: Shared successes foster a sense of belonging and motivation.
- Flexibility and Adaptability: Teams can respond swiftly to changing circumstances.

Challenges in Teamwork

- Conflict Management: Differences in opinions can lead to conflicts if not properly managed.
- Unequal Participation: Some members may contribute less, impacting overall performance.
- Communication Barriers: Cultural, language, or personality differences can hinder effective dialogue.
- Groupthink: Desire for harmony may suppress dissenting opinions, limiting innovation.

High Performance Work Organisation (HPWO): Principles and Features

High Performance Work Organisation (HPWO) is a strategic approach designed to maximize organizational effectiveness through the integration of people, processes, and technology. It emphasizes empowering employees, streamlining workflows, and fostering a culture of continuous improvement.

Core Principles of HPWO

- Employee Involvement: Engaging staff in decision-making processes increases commitment.
- Flexibility: Adaptive work practices allow organizations to respond swiftly to market changes.
- Continuous Learning: Ongoing training and development are vital for maintaining competitiveness.
- Performance Measurement: Clear metrics ensure alignment with strategic goals.
- Team-Based Structures: Promoting teamwork enhances coordination and innovation.

Features of High Performance Work Organisation

- Decentralized Decision-Making: Empowers employees at various levels.
- Flexible Work Arrangements: Such as remote work or flexible hours.
- Multi-Skilling: Employees are trained across multiple functions to increase versatility.

- Performance-Based Rewards: Incentives linked directly to individual and team performance.
- Emphasis on Quality and Customer Satisfaction: Continuous improvement processes like Total Quality Management (TQM).

Advantages of HPWO

- Improved Productivity: Streamlined processes and motivated employees lead to higher output.
- Enhanced Innovation: Empowered teams are more likely to generate creative solutions.
- Greater Employee Satisfaction: Participation in decision-making fosters a sense of ownership.
- Better Customer Service: Agile and responsive operations meet customer expectations more effectively.
- Competitive Advantage: Organizations adopting HPWO often outperform competitors.

Challenges and Limitations of HPWO

- Implementation Complexity: Transitioning to HPWO requires significant change management.
- Resistance to Change: Employees or managers may be reluctant to alter established routines.
- Cost of Training: Developing multi-skilled staff and new systems entails investment.
- Potential Dilution of Authority: Decentralized structures might cause confusion over accountability.
- Measurement Difficulties: Quantifying performance improvements from HPWO initiatives can be complex.

Integrating Teamwork and High Performance Work Organisation

The synergy between teamwork and HPWO can significantly amplify organizational performance. When organizations foster collaborative teams within a high-performance framework, they create a dynamic environment where innovation, efficiency, and employee engagement flourish.

Strategies for Integration

- Promote Collaborative Culture: Encourage open communication and shared goals.
- Empower Teams: Provide autonomy and resources to teams to make decisions.
- Align Incentives: Recognize team achievements alongside individual contributions.
- Provide Training: Develop skills in teamwork, leadership, and high-performance practices.
- Implement Flexible Structures: Allow teams to adapt workflows based on changing needs.

Case Examples of Successful Integration

- Toyota Production System: Emphasizes teamwork through quality circles and continuous improvement, leading to high efficiency.
- Google's Project Aristotle: Focused on team dynamics and psychological safety, which fostered innovation and high performance.
- Zappos: Built a culture of empowerment and collaborative decision-making, resulting in exceptional customer service and organizational agility.

Conclusion

Teamwork and High Performance Work Organisation are fundamental pillars of modern organizational success. While each has its distinct features and challenges, their effective integration can lead to remarkable improvements in productivity, innovation, employee morale, and customer satisfaction. Organizations aiming for excellence should invest in cultivating collaborative teams, fostering a culture of continuous improvement, and aligning organizational structures with high-performance principles. Ultimately, the synergy created by combining these strategies enables organizations to adapt swiftly to change, outperform competitors, and achieve sustainable growth in an increasingly complex business environment.

Question What are the key characteristics of high-performance work organizations? High-performance work organizations are characterized by collaborative culture, continuous learning, employee empowerment, clear communication, and a focus on innovation and results. **Answer** How does effective teamwork contribute to organizational success? Effective teamwork fosters improved problem-solving, increased productivity, better decision-making, enhanced innovation, and higher employee engagement, all of which drive organizational success. What strategies can enhance team collaboration in a high-performance work environment? Strategies include setting clear goals, promoting open communication, leveraging diverse skills, providing regular feedback, and fostering trust and accountability among team members. How can leadership influence high-performance teamwork? Effective leaders motivate, guide, and support teams by setting a shared vision, facilitating collaboration, recognizing achievements, and creating an environment that encourages continuous improvement. What role does organizational culture play in high-performance work organizations? Organizational culture shapes behaviors, values, and attitudes that support teamwork, innovation, accountability, and a commitment to excellence, all essential for high performance. How can conflict be managed within high-performing teams? Conflict can be managed through open communication, active listening, establishing common goals, promoting mutual respect, and applying conflict resolution techniques. What training or development methods are effective for promoting teamwork and high performance? Methods include team-building exercises, leadership development programs, communication skills workshops, and cross-functional training to enhance collaboration and performance. How does technology support teamwork and high performance work organization? Technology facilitates communication, collaboration, project management, and knowledge sharing, enabling teams to work efficiently and adapt quickly to changing demands. What metrics are used to assess teamwork and organizational

performance? Metrics include employee engagement scores, productivity levels, quality indicators, customer satisfaction, and achievement of strategic goals. What challenges might organizations face when implementing high-performance work organization practices? Challenges include resistance to change, lack of leadership support, inadequate training, cultural barriers, and difficulties in aligning individual and organizational goals.

Related keywords: collaborative leadership, employee engagement, organizational effectiveness, communication skills, performance management, continuous improvement, workplace motivation, strategic planning, talent development, operational efficiency

Performance Management 2nd Edition Herman Aguinis

Introduction to Performance Management 2nd Edition Herman Aguinis

Performance management 2nd edition Herman Aguinis is a comprehensive guide that has established itself as a vital resource for HR professionals, managers, and academics seeking to understand and implement effective performance management systems. This edition builds upon its predecessor by incorporating the latest research, innovative strategies, and practical tools to enhance organizational performance. Herman Aguinis, a renowned scholar in the field of organizational behavior and HR management, offers insights that bridge theory and practice, making this book essential for anyone aiming to optimize employee performance and organizational success.

Overview of Performance Management

What Is Performance Management?

Performance management refers to the continuous process of identifying, measuring, developing, and maintaining employee performance to meet organizational goals. It involves setting clear expectations, providing feedback, coaching, and reviewing performance outcomes. An effective performance management system aligns individual objectives with organizational strategy, fostering a culture of accountability and growth.

Key Components of Performance Management

- Goal Setting: Establishing clear, measurable, and achievable objectives.
- Performance Monitoring: Regularly tracking progress toward goals.

- Feedback and Coaching: Providing constructive feedback and guidance.
- Performance Appraisal: Formal evaluation of employee performance.
- Development Planning: Creating pathways for employee growth and skill enhancement.

Why Is Performance Management Critical?

Implementing robust performance management practices can lead to numerous benefits, including:

- Improved employee engagement and motivation
- Enhanced organizational productivity
- Better alignment of individual and organizational goals
- Increased accountability and transparency
- Facilitation of talent development and retention

The Evolution of Performance Management: Insights from Herman Aguinis

Historical Perspective

Herman Aguinis traces the evolution of performance management from traditional appraisal systems to more dynamic, integrated approaches. The 2nd edition emphasizes that modern performance management is not just about annual reviews but encompasses ongoing processes that promote continuous improvement.

Key Themes in the 2nd Edition

- Data-Driven Decision Making: Leveraging analytics to inform performance strategies.
- Technology Integration: Utilizing digital tools for real-time feedback and monitoring.
- Employee Engagement: Fostering a participative approach to performance discussions.
- Diversity and Inclusion: Ensuring performance systems are equitable and unbiased.
- Legal and Ethical Considerations: Maintaining compliance and fairness in performance evaluations.

Core Principles of Performance Management According to Herman Aguinis

Strategic Alignment

Ensuring that performance management processes align with organizational goals and strategies.

Clear Communication

Maintaining transparency and clarity in expectations, feedback, and evaluation criteria.

Continuous Feedback

Moving away from annual reviews to ongoing conversations that facilitate real-time improvements.

Fairness and Objectivity

Implementing unbiased evaluation methods to promote equity and trust.

Development Focus

Prioritizing employee growth and development alongside performance measurement.

Practical Strategies from the 2nd Edition

Implementing Effective Performance Appraisal Systems

Herman Aguinis emphasizes designing appraisal systems that are:

- Reliable: Consistent in measuring performance.
- Valid: Accurately capturing relevant performance dimensions.
- Acceptable: Perceived as fair and legitimate by employees.

Using Technology for Performance Management

Advances in technology enable organizations to:

- Collect real-time performance data
- Facilitate continuous feedback via apps and platforms
- Use dashboards for performance tracking
- Automate administrative tasks to reduce bias

Goal Setting Techniques

Applying SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals to enhance clarity and motivation.

Coaching and Development

Encouraging managers to adopt coaching approaches that focus on strengths and areas for improvement.

Performance Review Meetings

Structuring discussions to be constructive, goal-oriented, and future-focused.

Challenges in Performance Management and How to Overcome Them

Common Challenges

- Bias and subjectivity in evaluations
- Lack of employee engagement
- Inconsistent application of performance standards
- Resistance to change from traditional methods
- Legal risks related to unfair assessments

Strategies to Address Challenges

- Training managers on unbiased evaluation techniques
- Incorporating multiple sources of feedback (360-degree reviews)
- Promoting a culture of open communication
- Regularly reviewing and updating performance systems
- Ensuring transparency and documentation

The Role of Leadership in Performance Management

Leadership Commitment

Effective performance management requires active support from top management to set the tone and allocate resources.

Leaders as Coaches

Managers should serve as coaches, motivating employees and fostering development.

Cultivating a Performance-Oriented Culture

Creating an environment that values continuous improvement, accountability, and recognition.

Measuring the Effectiveness of Performance Management Systems

Key Metrics

- Employee performance scores
- Turnover rates
- Employee engagement levels
- Goal achievement rates
- Feedback satisfaction scores

Continuous Improvement

Regularly reviewing performance management practices and making data-informed adjustments to enhance effectiveness.

Future Trends in Performance Management

Emphasis on Personalization

Tailoring performance processes to individual employee needs and preferences.

Integration with Talent Management

Aligning performance management with recruitment, onboarding, learning, and succession planning.

Use of Artificial Intelligence and Analytics

Leveraging AI to identify performance patterns, predict outcomes, and inform decision-making.

Focus on Well-being and Work-Life Balance

Recognizing the importance of employee well-being in overall performance.

Conclusion

Herman Aguinis's performance management 2nd edition provides a thorough, research-backed framework for modern organizations to optimize employee performance. By emphasizing strategic alignment, continuous feedback, technological integration, and fairness, this edition equips HR professionals and managers with the tools needed to create effective, sustainable performance systems. As organizations navigate an increasingly complex and competitive landscape, adopting

the principles outlined by Aguinis can lead to improved organizational outcomes, a motivated workforce, and a strong culture of performance excellence.

References

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About the Author

This article was composed to provide an in-depth overview of Herman Aguinis's Performance Management 2nd Edition, highlighting its core concepts, strategies, and future directions to aid organizations in enhancing their performance practices.

Performance Management 2nd Edition Herman Aguinis is widely regarded as a fundamental resource for understanding the intricacies of effective performance management systems within organizations. This comprehensive guide delves into the core concepts, frameworks, and practical applications that underpin successful performance management strategies. As organizations increasingly recognize the importance of aligning individual performance with overarching business goals, Aguinis's work offers invaluable insights into designing, implementing, and evaluating performance management processes that foster engagement, accountability, and continuous improvement.

Introduction to Performance Management

Performance management is a strategic approach to ensuring that employees' activities and outputs align with the organization's goals. It involves setting clear expectations, monitoring progress, providing feedback, and rewarding achievements. The second edition of Herman Aguinis's Performance Management expands on foundational theories while integrating contemporary research and emerging trends to equip managers and HR professionals with tools to foster high performance.

Why Performance Management Matters

In an increasingly competitive global economy, organizations must optimize their workforce's productivity to maintain a competitive edge. Effective performance management:

- Enhances employee engagement and motivation
- Clarifies roles and expectations
- Facilitates professional development
- Supports organizational agility and adaptability
- Drives strategic success

Core Concepts in Performance Management 2nd Edition by Herman Aguinis

Aguinis's second edition emphasizes several core principles essential for modern performance management systems:

- Goal Setting and Alignment

Establishing clear, measurable, and achievable goals is fundamental. Goals should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound), facilitating clarity and focus.

- Continuous Feedback and Communication

Moving away from traditional annual reviews, Aguinis advocates for ongoing feedback that fosters real-time improvements and engagement.

- Performance Measurement and Appraisal

Effective measurement relies on valid, reliable, and fair metrics. Aguinis discusses various appraisal methods, emphasizing the importance of combining subjective and objective data.

- Development and Coaching

Performance management is not solely evaluative; it also emphasizes employee growth through coaching, training, and development initiatives.

- Reward and Recognition

Aligning rewards with performance outcomes motivates sustained high performance and reinforces desired behaviors.

Frameworks and Models in the Second Edition

Herman Aguinis introduces several frameworks to operationalize performance management effectively:

The Performance Management Cycle

A cyclical process encompassing:

- Planning: Setting goals and expectations
- Monitoring: Tracking performance progress
- Reviewing: Conducting performance appraisals
- Rewarding: Recognizing achievements
- Developing: Providing feedback for improvement

The Balanced Performance Measurement Framework

Integrates multiple performance dimensions, such as:

- Financial metrics
- Customer satisfaction
- Internal processes
- Learning and growth

This holistic approach ensures a comprehensive view of performance.

Practical Applications and Best Practices

Aguinis offers practical guidance for implementing performance management systems that are fair, effective, and aligned with organizational strategy:

Designing Effective Performance Appraisal Systems

- Use multiple sources of data (360-degree feedback)
- Incorporate self-assessments and peer evaluations
- Focus on behaviors and outcomes, not just traits
- Ensure transparency and clarity in evaluation criteria

Leveraging Technology

- Implement performance management software for tracking and analytics
- Utilize dashboards for real-time performance insights
- Automate feedback and recognition processes

Fostering a Performance Culture

- Promote open communication and trust
- Encourage goal alignment across teams
- Recognize and reward high performers consistently
- Support employee development pathways

Addressing Challenges

- Managing biases in performance ratings
- Ensuring fairness and equity
- Dealing with underperformance constructively
- Maintaining employee motivation during appraisal processes

Emerging Trends in Performance Management (Second Edition Insights)

Herman Aguinis's second edition discusses several trends shaping the future of performance management:

Continuous Performance Management

Replacing traditional annual reviews with ongoing conversations and feedback, fostering agility.

Goal Cascading and Alignment

Ensuring individual goals support broader organizational objectives through clear communication.

Data-Driven Decision Making

Leveraging analytics to inform talent decisions, identify performance patterns, and predict future outcomes.

Employee Development Focus

Prioritizing skill enhancement and career growth as core components of performance management.

Inclusion and Diversity

Designing systems that recognize diverse contributions and mitigate biases.

Critical Analysis: Strengths and Limitations

Strengths

- Comprehensive Coverage: The book covers theoretical foundations and practical applications extensively.
- Research-Backed: Incorporates current research and empirical findings.
- Actionable Frameworks: Provides clear models and tools for implementation.
- Emphasis on Fairness: Addresses biases and fairness issues explicitly.

Limitations

- Complexity: Some concepts may require customization for specific organizational contexts.
- Technological Adaptation: Assumes access to advanced tools, which may not be available to all organizations.
- Implementation Challenges: Transitioning from traditional to modern systems can face resistance.

Conclusion: The Relevance of Herman Aguinis's Performance Management in Today's Workplace

The second edition of Herman Aguinis's Performance Management is a vital resource for HR professionals, managers, and organizational leaders aiming to develop robust performance systems. Its emphasis on evidence-based practices, coupled with practical frameworks, makes it a go-to guide for navigating the complexities of performance appraisal, employee development, and strategic alignment.

In a rapidly evolving work environment characterized by remote work, technological innovation, and diverse talent pools, the principles outlined in Aguinis's work provide a solid foundation. Adopting these practices can lead to more engaged employees, better organizational performance, and a sustainable competitive advantage.

In summary, Performance Management 2nd Edition Herman Aguinis offers a deep understanding of how to design and implement performance management systems that are fair, strategic, and adaptable to change. By integrating research, technology, and best practices, organizations can foster a high-performance culture that drives success now and into the future.

Question What are the key updates introduced in the 2nd edition of 'Performance Management' by Herman Aguinis? The 2nd edition incorporates recent research findings, expanded coverage of technological advancements, new case studies, and updated best practices in performance management to reflect current trends and challenges in the field. How does Herman Aguinis define performance management in his book? Herman Aguinis defines performance management as a continuous process of identifying, measuring, and developing employee performance to align with organizational goals and improve overall effectiveness. What are the core components of performance management discussed in the book? The book discusses core components such as goal setting, performance measurement, feedback and coaching, performance appraisal, and development planning. How does 'Performance Management 2nd Edition' address the role of technology and data analytics? The book emphasizes the increasing importance of technology and data analytics in monitoring performance, providing real-time feedback, and making data-driven HR decisions to enhance performance management processes. What practical tools and frameworks does Aguinis provide for performance management? Aguinis offers various frameworks, including goal-setting models like SMART and OKRs, performance appraisal techniques, and strategies for effective feedback and coaching to facilitate better performance outcomes. How does the book approach the topic of fairness and bias in performance evaluations? The book discusses methods to minimize bias, ensure fairness, and implement objective performance appraisal systems, emphasizing the importance of validity and reliability in assessments. What new topics are covered in the second edition that were not in the first? The second edition introduces topics such as the impact of artificial intelligence on performance management, virtual team considerations, diversity and inclusion in evaluations, and contemporary motivational strategies. How can organizations implement the strategies suggested in Aguinis' book effectively? Organizations can implement these strategies by establishing clear performance goals, leveraging technology for continuous feedback, training managers in effective evaluation techniques, and fostering a culture of development and accountability. What is the intended audience for 'Performance Management 2nd Edition'? The book is designed for HR professionals, managers, organizational leaders, students, and academics interested in understanding and applying effective performance management practices. Why is 'Performance Management' by Herman Aguinis considered a foundational text in the field? It is considered foundational due to its comprehensive coverage of theories, evidence-based practices, practical frameworks, and its emphasis on aligning performance management with organizational strategy and human behavior.

Related keywords: performance management, Herman Aguinis, 2nd edition, employee performance, performance appraisal, talent management, organizational performance, performance measurement, human resources, management strategies

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