



Management In Practice

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Achieving Organizational Excellence: The Importance of Getting to Cube One

While it may seem obvious that an organization with high levels of employee-directed, customer-directed, and productivity-directed practices would be a strong performer, is there any research to prove this? Research presented here, based on data from 621 organizations reflecting actual, not espoused, practices, reinforces this finding. Using a three-dimensional framework—cubes—the research shows that organizations following the three key practices simultaneously, and doing them well, are more effective than those that fall short. The high performers land in cube one; the low performers in cube 27. The framework has numerous applications for practicing managers because it is grounded in practice, not theory.

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