

Listing of Published Books, Research Papers, and Newsletters

Total Quality Management in Higher Education

Defense Information Access Network Publications - 1994

Gaming the System

Financial Times/Prentice Hall – 2001

Plain Talk About Business Performance

Pen Press – 2004

Gaming the System (遊戲系統)

Pearson Education (Taiwan) – 2005 (traditional Chinese)

Gaming the System (游戏系统)

Portico – 2005 (simplified Chinese)

Leadership

Hodder – 2006

Strategy and Performance

Hodder – 2006

Change and Crisis Management

Hodder - 2006

The Circular Organisation: How Leadership Can Optimize Organisational Effectiveness

National Productivity Review – Winter 1993-1994

Using Organisational Learning Tools to Build Community

The Systems Thinker – Vol 6, No 8, October 1995

Closing The Loop: An Effective Planning Process in Higher Education

GOAL/QPC - 1995

Welfare Reform Efforts

The Systems Thinker – Vol 8, No. 2, March 1997

Environments for Change

CCQI Internal Document – June 1997

The Microsoft Investment in Apple

STOL Group – August 1997

Scenario Planning in Higher Education

Community College Journal – August 1997

Closing the Labour Shortage Gap

Corporate Reports Wisconsin – September 1997

Creating Practise Fields

The Systems Thinker – Vol 8, No 7, September 1997

Core Competencies for Learning Organisations

CCQI Internal Document – October 1997

The Tale of Three Organisations: Assessments of Organisational Learning

Research Documents – November 1997-November 1998

Stirring It Up: The Addiction to Constant Organisational Change

Internal Document – December 1997

Using Systems Dynamics to Enhance the Learning Potential of Dyslexics

The Creative Learning Exchange – Vol 7, No 1, Winter 1998

Competition vs. Government Intervention: The Narrow Line in the Technology Industry
(New Limits to High-Tech Success)

The Systems Thinker, Vol 9, No 3, April 1998

The Bankruptcy Increase: There's More Going on Than Meets the Eye

Internal Document – March 1998

Water, Water Everywhere? A Looming Tragedy of the Commons

The Systems Thinker – March 1999

Lessons Learned: The Dynamic Evolution of the World's Utility Industries

Internal Document – June 1998

Understanding the Impact of a Corporate Buy-Out
National Productivity Review – Fall 1998

Measuring Organisational Alignment
The Systems Thinking in Action Conference Proceedings – September 1998

Heroes and Villains
Leverage, Vol 1, No 19, October 12, 1998

Organisational Learning: Leverage for Client Satisfaction
Internal Document – October 1998

Using Simulation to Improve the Decision-Making Process
National Productivity Review – Winter 1998

Growth and Underinvestment in China
The Systems Thinker – Fall 1999

Managing Business Risk
National Productivity Review – Spring 1999

Team Learning: Putting Some “Whats” and “Hows” on a Vague Topic
National Productivity Review – Summer 1999

Addiction to Constant Organisational Change:
The Impact on Organisational Effectiveness & Sustainability
National Productivity Review – Summer 1999

Consolidation Games:
The Impact of Corporate Growth through Acquisition on Organisational Sustainability
Internal Document – March 1999

Structure Driving Behaviours: A Cross-Population Dynamic
Internal Document – March 1999

Organisational Exponential Growth: Learning How to Survive Success
National Productivity Review – Fall 1999

Developing Critical New Skills in a World of Continuous Change
National Productivity Review – Winter 1999

Unintended Consequences Déjà vu
Internal Document – June 1999

Restructuring Efforts: The Impact of Unintended Consequences
Internal Document – June 1999

Restructuring: The Cure or the Disease?
Internal Document – June 1999

Organisational Expertise: A Shift in Thinking
Internal Document – June 1999

Is Your Organisation Addicted to Change?
National Productivity Review – Summer 1999

Beyond 2000: Decision Making and the Future of Organisations
National Productivity Review – Spring 2000

Are Your Employees Gaming the System?
National Productivity Review – Summer 2000

Managing in the New Economy: How to Make Better Decisions
National Productivity Review – Summer 2000

The Rise and Fall of a Favourite Child Business Unit at a Major Consulting Firm
Journal of Organisational Excellence – Winter 2000

Shifting Organisational Behaviours to Improve Performance
Journal of Organisational Excellence – Fall 2001

The Impact of Short-Term Thinking in Today's Economic Climate
Internal Document – Fall 2001

A Story of Seduction: Palm Misses the Point
Internal Document – Fall 2001

The EnergyCo Story
Internal Document – Fall 2001

Mobility Across Detail
Internal Document, excerpt from Winning By Doing – Summer 2002

Re-Thinking Management
Internal Document, excerpt from Winning By Doing – Summer 2002

- Organisational Performance
Internal Document, excerpt from Winning By Doing – Summer 2002
- The Impact of Change on Performance
Journal of Change Management – December 2001
- Improving Offshore Performance
Internal Document – Summer 2002
- Practical Planning Tools That Can Help Get Your Project Off to a Good Start
Journal for Organisational Excellence – Summer 2003
- What Businesses Need Now is Better Management Performance
Journal for Organisational Excellence - Autumn 2003
- The Journey to Z
The Journal for Change Management – Summer 2004
- Do Employees Pick Up What Management Lays Down?
The Journal – Sept-Oct 2005
- Realising the Potential of a Multinational, Multicultural Organisation: Lessons Learned at Merck-Serono
Global Business and Organisational Excellence – Nov-Dec 2010 (Elmar Schnee)
- The Impact of the Global Financial Crisis on a Local Business
The Systems Thinker – 2012
- Increasing the Bioavailability of Leadership in Organisations
Global Business and Organisational Excellence – Mar-April 2012
- Is Your Organisation Addicted to Outsourcing?
Global Business and Organisational Excellence – Mar-Apr 2013
- Overcoming the Barriers to Effective Collaboration
Global Business and Organisational Excellence – Mar-Apr 2014
- Effectiveness and Alignment
Global Business and Organisational Excellence – Jul-Aug 2014
- What to Do When Employees Are Gaming the System: Overcoming Resistance to Change
Global Business and Organisational Excellence – Jan-Feb 2016
- Securing the Organization's Future by Learning From Its Past
Global Business and Organisational Excellence – May-Jun 2016
- Getting it Right: Solving the Decision-Making Conundrum
Global Business and Organisational Excellence – May-June 2017

2004 Plain Talk[®] about Business Performance Newsletters

- 2004.01 - More of the Same
- 2004.02- Why Aren't Good Managers Always Good Leaders
- 2004.03 - Is big always better
- 2004.04 - Making Profits or Making Excuses
- 2004.05 - Are We Setting Managers Up for Failure
- 2004.06 - Does Coaching Really Work?
- 2004.07 - When is the 'right time,' right?
- 2004.08 - Why are we so addicted to fire fighting?
- 2004.09 - What Is the Big Deal About Mental Models
- 2004.10 - Why Can Collaborative Efforts Become Adversarial
- 2004.11 - Well I Know the Answer, but what was the Question Again
- 2004.12 - When the Going Gets Tough, Where is Everyone
- 2004.13 -Can We Really Do More with Less
- 2004.14 - Can We Afford to be Economical with Communications
- 2004.15 - Are You on the 'Peter the Great'
- 2004.16 - Are We Losing Our Gravity
- 2004.17 - Was Darwin Right
- 2004.18 - The \$40 Pain Reliever
- 2004.19 - How Can We Increase Profitability per Employee
- 2004.20 - Feel Like a Domino? Like all that Blue Paint on Your Face?

2004.21 - You Don't Need to be a Rocket Scientist, but...
2004.22 - Why Is 'Getting It Right' So Difficult
2004.23 - What Ever Happened to 'Walking the Talk'?
2004.24 - Do You Suffer from P.H.S?
2004.25 - Is There More Going on than Meets the Eye
2004.26 - Is Our Pre-Occupation with the Numbers Blinding Us?
2004.27 - The Mobile Alliance - Dream Come True or Nightmare
2004.28 - Choking on Success
2004.29 - Should the planners be doing the planning?
2004.30 - What is the Unintended Cost of Cost-Cutting
2004.31 - Do Matrix Organisations Work?
2004.32 - Why Don't All the Pieces Fit Together
2004.33 - What Can We Do about Our Baggage
2004.34 - Is There an Easy Way to Survive Change
2004.35 - To Meet or Not to Meet...is that the Question
2004.36 - There is Nothing 'Soft' about 'Soft Skills'
2004.37 - If You Could Have the Company You Really Want, Would You
2004.38 - Avoiding Surprises
2004.39 - Being As Wise as Solomon
2004.40 - Why Is It Difficult to Get to the Finish Line
2004.41 - Checking Reality
2004.42 - When Will They Have Had Enough
2004.43 - And November Means...Choice
2004.44 - Does Structure Really Drive Behaviour
2004.45 - What is Wrong with this Picture
2004.46 - Alzheimer's or Lost in Space
2004.47 - Are We Willing to be Accountable
2004.48 - What Can We Do about Our Baggage
2004.49 - Coping with Growth
2004.50 - Drinking the Kool-Aid
2004.51 - T'was the Day After Christmas...

2005 Plain Talk[®] about Business Performance Newsletters

2005.01 - Another Year, What Has Changed
2005.02 - and One Pill Makes You Small
2005.03 - Nosocomial Infections- the Business Version
2005.04 - Are Ethics Today Spelled T-E-F-L-O-N
2005.05 - Why do we allow gaming the system to continue?
2005.06 - So Hungry, They Would Eat the Dates Off a Calendar
2005.07 - Searching for the Horizon
2005.08 - Throwing Out the Baby with the Bath Water
2005.09 - Just What is the Problem
2005.10 - When is Doing Enough, Not Enough
2005.11 - Save a Penny, Lose the Plot
2005.12 - SME is an Acronym for What
2005.13 - Knowing What We Don't Know
2005.14 - the Organisational Doppelganger
2005.15 - When the Obvious Logic May Not Be the Best
2005.16 - The Real Bottom-Line
2005.17 - Serpents in the Garden
2005.18 - Living in Fantasy Land
2005.19 - Tied up in Your Own Gordian Knot
2005.20 - Is Low Cost a Sustainable Option?
2005.21 - Losing Our Comfort Zones
2005.22 - Life Beyond Tools
2005.23 - And on the Third Day...
2005.24 - The Evil RTDS
2005.25 - The Straw or the Tube
2005.26 - Getting Stuck at the Micro-Level
2005.27 - Stay Hungry, Stay Foolish
2005.28 - Just Out of Breath
2005.29 - Getting It
2005.30 - Mr. Sawyer's Solution
2005.31 - Living in a Virtual World
2005.32 - Operationalising the Strategy

2005.33 - Who Owns Innovation
2005.34 - Some Days
2005.35 - Missing the Obvious
2005.36 - Measure Twice, Cut Once
2005.37 - A Mickey Mouse Job
2005.38 - The Indefatigable Joy of Options
2005.39 - Wicked Wicked Problems
2005.40 - Balancing the Dichotomy
2005.41 - Spinning to Nowhere
2005.42 - the Best Obtainable Version of What
2005.43 - Divining Success
2005.44 - Ikean Lessons
2005.45 - No More Room for Business As Usual
2005.46 - Welcome to the Real World
2005.47 - Events Dear Boy, Events
2005.48 - The Downside to Stepping In
2005.49 - Dealing with the Hiring Conundrum
2005.50 - Choices, Bloody Choices
2005.51 - How Soon We Forget

2006 Plain Talk® about Business Performance Newsletters

2006.01 - The Panjandrum Virus
2006.02 - Ensuring You Meet Expectations
2006.03- Being Blinded By Our Own Beliefs
2006.04 - Letting Go
2006.05 - Have You Tied Your Own Hands
2006.06 - Keeping Your Eyes Open
2006.07 - Apparently Still Loving that Quick-Fix
2006.08 - Not the River in Egypt
2006.09 - But Are We Really Learning
2006.10 - Taking Off Your Glasses is the Easy Bit
2006.11 - Elephants in the Lift
2006.12 - Rolling the Dice
2006.13 - Happy Salmon Day
2006.14 - Why We Are Where We Are
2006.15 - With the Best of Intentions
2006.16 - Falling in Line?
2006.17 - Who Is Learning from Whom
2006.18 - So Just What Are We Afraid Of
2006.19 - The What-If Puzzle
2006.20 - The Wisdom of Marx
2006.21 - When the Truth May Not Be the Truth
2006.22 - Shifting the Blame
2006.23 - On the Road Again
2006.24 - The (Sometimes) Tyranny of Targets
2006.25 - Doing the Impossible.pdf
2006.26 - Tom and His Fence
2006.27 - The Whole 'Pace' Thing
2006.28 - Making Better Decisions
2006.29 - Living an Illusion
2006.30 - Close Encounters of the Anodyne Kind
2006.31 - Surfacing Mental Models
2006.32 - When it is Time to Move On
2006.33 - When Change Is the Model
2006.34 - Mustard Lessons
2006.35 - Skilled Incompetence in Action
2006.36 - Distinguishing What Is Important
2006.37 - Ensuring All the Pieces Fit Together
2006.38 - The Elasticity of Management
2006.39 - Do It, Then Move On to the Next One
2006.40 - Beyond the Visible Edge
2006.41 - the Onset of Creep
2006.42 - Structures and Results
2006.43 - Betwixt and Between
2006.44 - It's All About Perspective

2006.45 - the Risk of Not Winning
2006.46 - Worrying Too Much?
2006.47 - So Much for Common Sense
2006.48 - Missing the Signals
2006.49 - Running on Empty
2006.50 - The Observer's Paradox
2006.51 - Losing Sight

2007 Plain Talk® about Business Performance Newsletters

2007.01 - Trying to Stay Dry
2007.02 - Motivating the Motivators
2007.03 - Finding Out What We Don't Know
2007.04 - An Oncoming Train
2007.05 - The DNA of a Successful Organisation
2007.06 - Stuck in the Middle
2007.07 - The Impact of CSE's
2007.08 - None of the Above
2007.09 - When You Say You Will
2007.10 - It's All in the Questions
2007.11 - Being on the Edge
2007.12 - Staying Focused
2007.13 - Dogs and Homework
2007.14 - Right in Front of You
2007.15 - How Much is Best
2007.16 - Professional Development Misconceptions
2007.17 - Business Bad-Hair Day
2007.18 - Its Not Monopoly, But...
2007.19 - A Game of Two Halves
2007.20 - Plastics
2007.21 - Merger Integration Effort Traps
2007.22 - Knowing What to Manage
2007.23 - Looking Both Ways
2007.24 - Seeing or Believing?
2007.25 - Rosebud
2007.26 - A Shark in Formaldehyde?
2007.27 - Stepping into the Void
2007.28 - Enigma Management?
2007.29 - The Play's the Thing
2007.30 - Regaining Common Sense
2007.31 - Manipulating the Pause
2007.32 - Demonstrating Appropriate Behaviours
2007.33 - Where Is All Our Talent Going
2007.34 - Fire Trenches 2007
2007.35 - Are We Asking the Right Questions
2007.36 - Velleity
2007.37 - It Beggars Belief
2007.38 - What We Plant Is What We Get
2007.39 - Having Your Cake
2007.40 - A Perfect Storm
2007.41 - Conflict Resolution
2007.42 - Whose Handcuffs?
2007.43 - Understanding Why
2007.44 - Spotting the Jay's
2007.45 - The Big Squeeze
2007.46 - Occam's Razor
2007.47 - Finch Was Right
2007.48 - The Lords of Language
2007.49 - Total and Complete Rectitude
2007.50 - Team Building Folly

2008 Plain Talk® about Business Performance Newsletters

2008.01 - The Truths are There

2008.13 - A Kilt Plan
2008.02 - The Pigeon or the Statue
2008.03 - Lessons from the Front Line
2008.04 - Building Commitment with Stories
2008.05 - Mirror Mirror on the Wall
2008.06 - Horsepower Tension
2008.07 - Elephants in the Drawing Room
2008.08 - Illuminating the Blind Spot
2008.09 - The Cart and the Horse
2008.10 - Cooks in the Kitchen
2008.11 - What We Can Learn from String
2008.12 - Re-Thinking the Impossible
2008.13 - A Kilt Plan
2008.14 - The Cheetah or the Hippo
2008.15 - Betting on Five
2008.16 - Athenian Wisdom
2008.17 - No More Surprises Please
2008.18 - Who Do You Trust?
2008.19 - Doing the Business of the Day
2008.20 - The Problem with Learning
2008.21 - When Doing Less Can Be More
2008.22 - The New Generation
2008.23 - The Kluge Factor
2008.24 - Waiting for the Dot
2008.25 - Now that 40 Has Become 135
2008.26 - It's All About Perspective
2008.27 - Business Brownian Motion
2008.28 - Chart Folly
2008.29 - Smart People?
2008.30 - Mis-Reading the Signals?
2008.31 - Feeling Uncomfortable?
2008.32 - Strategy and Performance
2008.33 - The Sudoku Connection
2008.34 - Brick Walls
2008.35 - The Stone Age
2008.36 - Finding Out Why You Are Where You Are
2008.37 - Getting to Where You Want to Be
2008.38 - Seeing the Gorilla
2008.39 - Organisational Artefacts
2008.40 - Data Deceptions
2008.41 - Sitting on the Sidelines
2008.42 - The Delegation Conundrum
2008.43 - The New Maths
2008.44 - The Power of Ladders
2008.45 - Be Careful
2008.46 - The Hope Bubble
2008.47 - Lessons from Spain
2008.48 - Seeing Where You Really Are
2008.49 - Champagne and Learning
2008.50 - No Compromise, Just Myopia
2008.51 - When the Shortest Point is Not the Best

2009 Plain Talk® about Business Performance Newsletters

2009.01 - Ensuring Innovation Happens
2009.02 - The Rucksack Problem
2009.03 - When Only the Anointed Survive
2009.04 - The Folly of Trying It All
2009.05 - On the Mary Celeste?
2009.06 - Robbing Peter to Pay Paul?
2009.07 - It's a Very Fine Line
2009.08 - Recognising Your Tipping Point
2009.09 - Planning 101
2009.10 - Aren't We Exciting?
2009.11 - Driving Lessons
2009.12 - The Title Says It All

2009.13 – Fine Art of Using Tourniquets
2009.14 – The Return of the Mad Hatter?
2009.15 – The Duplication Dilemma
2009.16 – What Did They Think Would Happen?
2009.17 – Unmet Expectations?
2009.18 – When Wishing Isn't Enough
2009.19 – Getting the Shirt
2009.20 – When IT Isn't Always "It"
2009.21 – Compliance or Commitment
2009.22 – Just Another Choice
2009.23 – Developmental Feedback Challenge
2009.24 – The Hum
2009.25 – More Horsepower Means What?
2009.26 – Distinguishing the Difference
2009.27 – A Good Cat
2009.28 – Filling In the Blanks
2009.29 – The E Words
2009.30 – Chicken or Beef
2009.31 – It's Never Too Late
2009.32 – Bending Spaghetti
2009.33 – Finding the Weak Spot
2009.34 – Strengthening the Weak Spot
2009.35 – Position Determines Perspective
2009.36 – Having a Chance of Success
2009.37 – It's All About Behaviours
2009.38 – Where Is the Horizon?
2009.39 – Thinking Before Doing
2009.40 – Churchill's Truth
2009.41 – The Magic Square of Leadership
2009.42 – Clarity or Confusion
2009.43 – What Is Your Brand?
2009.44 – The Rectilinear Trap
2009.45 – The Hindsight Thing
2009.46 – Hearing the Message
2009.47 – Filling in the Gaps
2009.48 – Carrots and Sticks
2009.49 – What Is the Big Deal With Mental Models?
2009.50 – Beyond Comfort

2010 Plain Talk[®] about Business Performance Newsletters

2010.01 – The Dark Side of Alignment
2010.02 – Getting On with It
2010.03 – Wishing for Oprah?
2010.04 – Lost in Translation?
2010.05 – Organisational Melanoma
2010.06 – It's All About Perspective
2010.07 – Realising Potential
2010.08 – The Conundrum of Complexity
2010.09 – Talking Rubbish
2010.10 – Over-Used and Abused
2010.11 – Fatherly Wisdom
2010.12 – Doing Your Job
2010.13 – The Curse of Sisyphus
2010.14 – Michelin Expectations
2010.15 – Quantum Mechanics and Business
2010.16 – Crucial for Whom?
2010.17
2010.18 – Organisational Mandarins
2010.19 – Hayflick's Phases
2010.20 – Building a Coalition
2010.21 – It's All About the Details
2010.22
2010.23 – Having It All
2010.24 – What Is All the Thinking?
2010.25 – Reaping What We Sow

2010.26 – What Is Your Achilles Heel?
2010.27 – Confusing “Concerns” With Needed Actions
2010.28 – Fear of Failure?
2010.29 – When You Say You Will, You Must
2010.30 – Avoiding the Avoidable
2010.31 – Not the River in Egypt
2010.32 – A Reality Check
2010.33 – An Egg Solution
2010.34 – What We Remember
2010.35 – Knowing What It Is
2010.36 – The “A” Word
2010.37 – When Things Aren’t As They Seem
2010.38 – Seeing A Return On Your Investment
2010.39 – The Big Question
2010.40 – The Influencing Challenge
2010.41 – Guaranteeing Success?
2010.42 – Getting the Strategy to Really Work
2010.43 – What Else Happens When We Cut Costs?
2010.44 – Un Capricho?
2010.45 – The Easy Part Is the Glasses
2010.46 – When ‘Obvious’ and ‘Best’ Can Be Different