

**Workforce Development:  
 Moving Down the Supply  
 Chain with Strategies of  
 Engagement**      **4**

*A critical problem facing many businesses today is finding employees with the required skills—basic skills in many cases (e.g., writing, math). Affiliated with Harvard’s Pathways to Prosperity Network, the Highlands Initiative in Tennessee seeks to overcome this handicap and provide a program that can be replicated. It is anchored by a chamber of commerce and buttressed by strategic alliances with companies and educational institutions—a structure that is flexible and adapted to conditions in four Tennessee counties. Initiatives reach down into middle schools. While still a work in progress, results are encouraging.*

**Robert R. Bell, Lillian Hartgrove, Susan A. Elkins, and Devin Starnes**

**Know, See, Plan, Do: A Model      26  
 for Curriculum Design in  
 Leadership Development**

*When it comes to the subject of developing leaders, teaching may have outstripped course planning. Drawing on existing research, the authors propose a common-sense model for curriculum development that progresses from “knowing” (acquiring facts and theories), to “seeing” (assimilating new knowledge with existing) to “planning” (integrating this knowledge with a plan of action), and finally to “doing” (executing the plan). Concrete teaching examples are offered for each step in the progression. While the model is offered in an academic context, it should be applicable to leadership development programs in business or government.*

**Scott J. Allen, Rosanna F. Miguel, and Beth Ann Martin**

**A Resource-based View of      12  
 the “Best” Companies in  
 Mexico: A Multiple-case  
 Design Approach**

*The growing number of multinational firms establishing a presence in Mexico or seeking to do business there would do well to understand what types of business practices are considered “best.” In-depth interviews with senior human resource managers at six Mexican companies identified as “best” by the Great Places to Work Institute reveal practices characteristic of collectivist cultures. These often replicate the importance of the family and family-type relationships, such as including family members in celebrating the conclusion of orientation and training programs, an emphasis on informal rather than formal employee evaluations, and a generally paternalistic management style.*

**Pramila Rao**

**Political Skill at Work:      39  
 Good or Bad? Understanding  
 its Predictors and Consequences**

*Are “political skills” – using your understanding of others to influence them, help the organization, and enhance your career—important in the workplace? Yes, according to this meta-analysis based on 101 independent samples from an extensive literature search. Political skills relate strongly to such characteristics as self-efficacy, self-monitoring, and certain personality traits, and also relate to job performance and satisfaction, commitment, and career success. However, such skills do not relate significantly to demographic variables, such as age. Managers and HR personnel may want to focus more on identifying and nurturing employees’ political skills, since they relate to leadership at various levels.*

**Akanksha Bedi and Mark Skowronski**

**Examining the Relationship between Organizational Culture and Knowledge Management: The Moderation Effect of Organizational Divisions at an Abu Dhabi Gas Company** 48

*Since the level of knowledge and expertise in a workforce is crucial to a company's success, it's worth examining whether a company has a knowledge management system in place. If it does, how does it work? Does the company's culture help or hurt the productive management of knowledge? Data were collected from 300 employees of the Abu Dhabi Gas Liquefaction Company and analyzed in different configurations in the context of existing organizational culture assessment tools. Although the overall conclusion was that "knowledge management as a single construct is strongly related to organizational culture," certain aspects, such as recording and sharing knowledge through formal channels, were particularly affected by Arab cultural traditions. In addition, the significant presence of expats in the workforce also affected results.*

**Moosa Abdulla Al Murawwi, Mohamed Behery, Marina Papanastassiou, and Mian Ajmal**

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