

LE CENTRE DE SERVICES PARTAGÉS DU QUÉBEC

Gestion par résultats et gestion par objectifs

Bibliographie sélective

UN ALLIÉ DE CHOIX

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Ce document présente une sélection de publications sur des sujets reliés à la gestion par résultats et à la gestion par objectifs.

Les documents recensés datent de 1992 à 2015 et proviennent des bases de données bibliographiques de la Bibliothèque Cécile-Rouleau et du catalogue du Réseau informatisé des bibliothèques gouvernementales au Québec (CUBIQ).

L'astérisque (*) précédant certaines références bibliographiques indique un ajout à la version antérieure (2013) de cette bibliographie sélective.

Les publications signalées dans cette bibliographie sont disponibles pour emprunt à la Bibliothèque Cécile-Rouleau.

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OUVRAGES DE BASE

Commarmond, Gisèle et Alain Exiga (2002). Manager par les objectifs : les techniques essentielles du management : fixer les objectifs, apprécier les résultats. Paris, Dunod.

Résumé: <http://www.eyrolles.com/Entreprise/Livre/manager-par-les-objectifs-9782100082629>

Hale, Judith A. (2004). Performance-based management : what every manager should do to get results. San Francisco, Calif., Pfeiffer.

Résumé: <http://ca.wiley.com/WileyCDA/WileyTitle/productCd-0787960365.html>

Leclerc, Jean (2001). Gérer autrement l'administration publique : la gestion par résultats. Sainte-Foy, Presses de l'Université du Québec.

Résumé: <http://www.puq.ca/catalogue/livres/gerer-autrement-administration-publique-153.html>

Mazouz, Bachir et Jean Leclerc (2008). La gestion intégrée par résultats : concevoir et gérer autrement la performance dans l'administration publique. Québec, Presses de l'Université du Québec.

Résumé: <http://www.puq.ca/catalogue/livres/gestion-integree-par-resultats-1466.html>

Noyé, Didier (2008). Déployer des objectifs : accélérer et sécuriser le déploiement de la stratégie. Paris, INSEP Consulting Éditions.

DANS LE SECTEUR PUBLIC

Bilgin, Kamil Ufuk (2007). "Performance Management for Public Personnel: Multi-Analysis Approach toward Personnel." Public Personnel Management **36**(2): 93-113.

This study, based on the author's experience of organizational research done in three different large government agencies (namely the Administration of Disabled People under the Prime Ministry, the General Directorate for Social Services and Protection of the Child, and the General Directorate of Highways) in his country, examines some of the steps involved in implementing an organizational reform for the public personnel according to performance management in public administration in order to, as a consequence, ensure that performance management becomes more effective for the public personnel. In line with this concept there is the need to put forward more measurable targets in order to determine performance goals of human resources within the agency, which means increased success in work. Résumé de la revue.

Boyne, George A. et Alex A. Chen (2007). "Performance Targets and Public Service Improvement." Journal of Public Administration Research & Theory 17(3): 455-477.

Theories of rational planning suggest that organizational performance improves if targets for future achievements are set. We test this proposition using panel data for 147 English local education authorities between 1998 and 2003. The dependent variables in the analysis are exam results for school pupils. We find that, controlling for other variables, the extent of performance improvement is influenced positively by the presence of a target. Thus, the results are consistent with the view that clear and quantified strategic priorities lead to better organizational outcomes. Résumé de l'auteur.

Horton, Sylvia, Annie Hondeghem, et al., (2002). Competency management in the public sector : european variations on a theme. Amsterdam, IOS Press.

Résumé: <http://www.iospress.nl/book/competency-management-in-the-public-sector/>

Kim, Jungin (2010). "Strategic Human Resource Practices: Introducing Alternatives for Organizational Performance Improvement in the Public Sector." Public Administration Review 70(1): 38-49.

Can public sector organizations increase productivity through competition in spite of inherent limitations, such as budget constraints? This study addresses that question by examining the impact of four factors that contribute to employees' expectations regarding competitive work environments on organizational performance in terms of overall quality of work and client satisfaction. The four factors measured include rewards for merit such as salary and benefits, opportunities, organizational rules, and the capacity to deal with risks as perceived by employees. Using data on public and nonprofit sector employees, expectations for merit rewards were positively related to employees' perception of organizational performance when the conditions of performance-based organizational rules and risk-taking behaviors were also satisfied. Moreover, employees' perceptions of organizational performance tended to increase when they felt that organizational rules were oriented toward performance plus organizational members and top leaders exhibited greater risk-taking behaviors. However, no correlation was evident between employees' expectations of opportunities and perceived organizational performance. Résumé de l'auteur.

*Kristiansen, M. B. (2015). "Management by Objectives and Results in the Nordic Countries: Continuity and Change, Differences and Similarities." Public Performance & Management Review 38(3): 542-569.

In order to identify continuity or change, this paper analyzes the development processes of the management by objectives and results (MBOR) discourse over time in the central governments of Denmark, Norway, and Sweden. It shows that MBOR has been marked by continuity since its introduction in the 1980s, and has become a central element in the steering and management of agencies in central government in all three countries. Nevertheless, gradual changes that have altered the direction of the MBOR discourse over time can also be identified. The direction changes from autonomy and a simple MBOR system in the early years toward more control and a more comprehensive system in the

1990s, and back again toward more autonomy and a less comprehensive MBOR system in recent years. The development processes in the three countries are characterized by some differences, but seem also to share numerous similarities. Explanations of these differences and similarities are discussed in the final section of the paper. Résumé de la base de données.

Rodgers, Robert et John E. Hunter (1992). "A foundation of good management practice in government: Management by objectives." Public Administration Review **52**(1): 27-39.

This article discusses good management practices through "management by objective" (MBO) in government sector. Participation in decision making, goal setting and objective feedback are three main constituents of MBO. The general literature on use of MBO in government is reviewed in this article, and results of surveys that examine the extent of usage are summarized. Goal setting in MBO programs involves the continuous review and revision of objectives. Decisions are made, goals are identified, priorities and posteriorities are set, and organization structure designed for the specific purposes of the institution. Participative management is used to promote understanding throughout the organization by "bringing out the basic views, the basic dissents, the different approaches to the same task and the same problem within the organization." Objective feedback is given by managers to subordinates on progress toward achieving their objective. Extensive empirical support exists for each of the three component processes. INSET: Method.; Measure of top-management commitment. Résumé de la base de données.

Sanger, M. (2008). "Getting to the Roots of Change: Performance Management and Organizational Culture." Public Performance & Management Review **31**(4): 621-653.

Transforming a public bureaucracy into a results-based organization requires bold and sustained leadership of cultural change—not simply changes in structures and practices. Cultural change at the New York City Department of Finance involves changing the hearts and minds of both managers and line workers deep in the organization by pushing decision making down and empowering employees to act with accountability. Practice is required. Leadership must have considerable tolerance for well-conceived error while managers throughout the organization learn to use data to test hypotheses about what produces results. In addition, success depends on managing up as well as down. Achieving relaxation of budget rules, spending flexibility, and an ability to adapt plans to changing needs as the transformation takes hold requires the support of external stakeholders and authorizers. Moving to a nimble, responsive, results-based organization is the result of significant organizational learning. Learning takes time. Résumé de l'éditeur.

*Taylor, J. (2013). "Goal Setting in the Australian Public Service: Effects on Psychological Empowerment and Organizational Citizenship Behavior." Public Administration Review **73**(3): 453-464.

Do specific and difficult job goals have a positive, negative, or negligible effect on higher levels of performance in the form of organizational citizenship behavior (OCB) among government employees? Importantly, how do they influence OCB: directly and/or indirectly through psychological empowerment? This article on a small group of Australian federal government employees draws from the goal-setting and self-determination theories

to provide a better understanding of how goal setting affects OCB. Findings show that goal specificity largely influenced OCB indirectly through psychological empowerment. In contrast, goal difficulty raised OCB directly and through the partial mediating effect of psychological empowerment. Résumé de l'auteur.

EXEMPLES QUÉBÉCOIS

Cliche, Pierre (2012). La gestion et la budgétisation axées sur les résultats : où en est le Québec? Québec, Observatoire de l'administration publique, ENAP.

Pour consulter le document:

http://www.observatoire.enap.ca/Observatoire/docs/Cahiers/cahier_obs_1_budgetisation.pdf

Jean, Noëlla et Québec (Province). Secrétariat du Conseil du Trésor (2002). Modernisation de la gestion publique : guide sur la gestion axée sur les résultats. Québec, Gouvernement du Québec, Secrétariat du Conseil du trésor.

Pour consulter le document:

http://www.tresor.gouv.qc.ca/fileadmin/PDF/publications/guide_gest-axee-resultat_02.pdf

Laurin, Claude et Marie-Ève Quenneville (2012). Gestion axée sur les résultats et performance des agences gouvernementales québécoises. Montréal, Centre sur la productivité et la prospérité, HEC Montréal.

Pour consulter le document:

http://cpp.hec.ca/cms/assets/documents/recherches_publicees/CE-2010-02.pdf

*Maltais, D. (2013). "La performance de l'administration et la gestion axée sur les résultats : il en faudra bien plus pour que la confiance des citoyens dans les institutions s'améliore." Revue organisations & territoires 22(1-2).

Analyse critique de l'implantation dans l'administration publique de la gestion axée sur les résultats, dans le contexte du mouvement de modernisation des administrations publiques; les limites de ce modèle de gestion et son peu d'effet sur la confiance des citoyens; exemples québécois. Résumé de la base de données.

*Québec. Secrétariat du Conseil du trésor (2014). Guide sur la gestion axée sur les résultats. Québec, Secrétariat du Conseil du trésor: vii, 50.

Pour consulter le document:

<http://www.tresor.gouv.qc.ca/cadredegestion/fileadmin/documents/publications/sct/GuideGestionAxeResultat.pdf>

ASPECTS PSYCHOLOGIQUE ET HUMAIN

Brunstein, Joachim C. (2000). "Motivation and Performance Following Failure: The Effortful Pursuit of Self-defining Goals." Applied Psychology: An International Review **49**(3): 340-356.

Focuses on the role of self-defining goals in coping with failure outcomes. Effects of identity-relevant failure on task performance and choice; Influence of social recognition in coping with identity-related setbacks; Importance of commitment for self-definition. Résumé de la base de données.

Landes, Les (2006). "Getting the Best Out of People in the Workplace." Journal for Quality & Participation **29**(4): 27-29.

Key Points/Concepts Addressed: 1. Managers commonly wonder, "How do I motivate my people?" The author believes this is a misguided question for three reasons: workers are independent adults, people are intrinsically motivated, and managers do not have all the answers. 2. Managers should instead ask, "How can I get the best that people are willing and able to contribute?" 3. The article details several keys to answering the question and to achieving this goal, including: appropriate aptitude, skills, and knowledge; clear goals, expectations, and responsibilities; meaningful rationale and benefits; well-defined processes; support structures; a guidance system: constructive accountability; and patience and reinforcement. 4. Finally, the author notes that getting the best out of your employees means tapping into and getting the most from their imaginations. Résumé de l'auteur.

Latham, Gary P. et Craig C. Pinder (2005). "Work motivation theory and research at the dawn of the twenty-first century." Annual Review of Psychology **56**(1): 485-516.

In the first Annual Review of Psychology chapter since 1977 devoted exclusively to work motivation, we examine progress made in theory and research on needs, traits, values, cognition, and affect as well as three bodies of literature dealing with the context of motivation: national culture, job design, and models of person-environment fit. We focus primarily on work reported between 1993 and 2003, concluding that goal-setting, social cognitive, and organizational justice theories are the three most important approaches to work motivation to appear in the last 30 years. We reach 10 generally positive conclusions regarding predicting, understanding, and influencing work motivation in the new millennium. Résumé de l'auteur.

Neubert, Mitchell J. (1998). "The Value of Feedback and Goal Setting Over Goal Setting Alone and Potential Moderators of this Effect: a Meta-Analysis." Human Performance **11**(4): 321-335.

Evaluates the feedback plus goal setting and goal-setting-only conditions. Use of effect sizes in comparing the conditions; Relation between task complexity and magnitude of the resulting effect size; Effect size for complex tasks. Résumé de la base de données.

Potosky, Denise et H. V. Ramakrishna (2002). "The Moderating Role of Updating Climate Perceptions in the Relationship Between Goal Orientation, Self-Efficacy, and Job Performance." Human Performance **15**(3): 275-297.

This field study examined the moderating role of employees' climate for updating perceptions in the relationship between goal orientation and job performance. Results are based on a sample of 163 information systems professionals employed by a large information technology (IT) firm. After controlling for the effect of previous performance ratings, learning-goal orientation was positively related to learning self-efficacy and performance-goal orientation was negatively related to efficacy beliefs, which in turn were positively related to job-performance ratings. Most important, the relationship between learning-goal orientation and overall job-performance ratings, mediated by learning self-efficacy, was stronger for individuals who perceived a supportive organizational climate for updating than for those with low updating climate perceptions. The results of this study advance our understanding of goal orientation, self-efficacy, and performance relationships not only because they are based on adults working in a dynamic field setting, but also because they demonstrate the moderating influence of employees' updating climate perceptions. Résumé de l'auteur.

Tuckey, Michelle, Neil Brewer, et al. (2002). "The influence of motives and goal orientation on feedback seeking." Journal of Occupational & Organizational Psychology **75**(2): 195-216.

This study examined the relationships between feedback seeking, goal orientation, performance and four motives which, though generally considered to underlie the feedback seeking process, have not previously been measured comprehensively. Both the likelihood and the number of instances of feedback seeking were measured in two samples (employees and students) in association with perceived or self-assessed above- and below-average performance. Self-assessed performance was a major predictor of feedback seeking; also influential were goal orientation and the goal orientation-performance interaction. Increased feedback seeking was associated with the desire for useful information motive, and reduced feedback seeking with the ego defence and defensive impression management motives. The desire for useful information motive mediated the influence of performance-prove goal orientation for employees, and that of a learning goal orientation for students. Résumé de l'auteur.

Vigoda-Gadot, Eran et Larisa Angert (2007). "Goal Setting Theory, Job Feedback, and OCB: Lessons From a Longitudinal Study." Basic & Applied Social Psychology **29**(2): 119-128.

This study examines the relationships among goal setting, job feedback, and employees' formal and informal performance. We argue that the knowledge gained in the field of goal setting may be useful in understanding organizational citizenship behavior (OCB), beyond formal performance. A longitudinal design based on two points in time (T1, T2) and four research stages (A-D) was developed to test a series of hypotheses among student-employees. 176 participants provided data on goal setting (goal specificity and goal difficulty) and on work attitudes (job satisfaction, organizational justice, job commitment) at T1 (stage A). 23 supervisors provided additional data on formal performance and OCB at T1 (stage B) and at T2 (stage D). Employees were given feedback regarding their formal and informal work performance between T1 and T2 (stage C). The results generally support a positive relationship between goal setting, formal performance, and altruistic OCB at T1 but not at T2. Furthermore, job feedback was related to formal performance and to altruistic

and compliance OCB at T2. Implications of these findings are discussed in both the context of goal setting theory and the ongoing study of OCB. Résumé de l'auteur.

Wegge, Juergen (2000). "Participation in Group Goal Setting: Some Novel Findings and a Comprehensive Model as a New Ending to an Old Story." Applied Psychology: An International Review **49**(3): 498-516.

Presents a model of participation in group goal setting. Components of the model; Evaluation of assumption models using a group brainstorming task; Implementation of group work in organizations. Résumé de la base de données.

Yanagizawa, Saori (2008). "Effect of goal difficulty and feedback seeking on goal attainment and learning." Japanese Psychological Research **50**(3): 137-144.

This field study investigated the effect of goal difficulty and feedback seeking on goal attainment and learning in Management by Objectives (MBO) programs. Participants (n = 105) described the degree of their goal difficulty. After 6 months, they answered a questionnaire that inquired about the frequency of the feedback-seeking and the degree of learning during the 6-month period. Data about the extent of goal attainment were obtained from the participants' immediate supervisors. The results indicated that goal difficulty and the frequency of feedback seeking were positively related to the degree of goal attainment and learning. Résumé de l'auteur.

DIVERS

Birkinshaw, Julian (2011). "Une approche latérale." Premium **10**: 50-56.

Les avantages respectifs de l'alignement stratégique traditionnel et de l'approche latérale en matière d'établissement des objectifs, dans le but de mieux aider les employés à pousser dans le bon sens. Résumé de la base de données.

Brodscholl, Jeff C., Hedy Kober, et al. (2007). "Strategies of self-regulation in goal attainment versus goal maintenance." European Journal of Social Psychology **37**(4): 628-648.

We propose that there exists an important difference between attainment and maintenance in terms of the goal pursuit strategies for which they call. Specifically, we propose that goal attainment calls for the use of eager approach strategies, whereas goal maintenance calls for the use of vigilant avoidance strategies. We distinguish between attainment versus maintenance as two different goal pursuit conditions on the one hand, and promotion versus prevention focus as two different self-regulatory concerns on the other hand. We then use insights from Regulatory Fit Theory to make predictions concerning the interactive effects of these two motivational dimensions on outcome valuations. Consistent with our proposal about attainment and maintenance, we found that participants in a promotion focus valued the outcome of an attainment task more than did participants in a prevention focus, whereas the opposite was true for a maintenance task. Implications for maintenance-related

phenomena such as belief perseverance effects are subsequently discussed. Résumé de l'auteur.

De Haas, Marco, Jen A. Algera, et al. (2000). "Macro and Micro Goal Setting: In Search of Coherence." Applied Psychology: An International Review **49**(3): 579-595.

Focuses on the relationship between macro and micro goal setting research. Reasons for considering the connection between macro and micro goals; Construction of organizational goal coherence; Complexity in translating strategic goals. Résumé de la base de données.

Delavallée, Éric (2005). "La direction par les objectifs, et après ?" L'Expansion Management Review **117**: 83-91.

Né dans les années 50, au moment où les grandes entreprises américaines ont cherché à se décentraliser, le management par les objectifs rencontre aujourd'hui des limites. Résumé de l'éditeur.

Haddad, Charles (2010). "Le défi: fixer de vrais objectifs de résultats." Effectif **13**(5): 46-48.

Pour consulter le document: <http://www.portailrh.org/effectif/fichedemo.aspx?f=72093>

Law, David R. (2007). "Appraising Performance Appraisals: A Critical Look at an External Control Management Technique." International Journal of Reality Therapy **26**(2): 18-25.

Despite the fact that managers in most businesses and public institutions have learned and embraced management principles and techniques consistent with internal control psychology, the vast majority still carry out some form of regular employee performance appraisals. This article illustrates how performance appraisals are a relic of external-control boss-management, and explains why the performance appraisal process is generally disliked by both the appraiser and the employee being appraised. The goals and underlying assumptions held by managers and human resources personnel are discussed, and some of the counterproductive aspects of performance appraisals are identified. Finally, alternatives to performance appraisals are explored, focusing on workplace relationships and communication. Résumé de l'auteur.

Levinson, H. (2003). "Management by whose objectives?" Harvard Business Review **81**(1): 107-116.

In this 1970 classic HBR article, Levinson shares practical insights into the mysteries of motivation and takes a fresh look at the use and abuse of the most powerful tools for inspiring and guiding complex organizations. He argues that to motivate people successfully, management must focus on the question, "How do we meet both individual and organizational requirements?" When we make assumptions about individual motivations and increase pressure based on them, we ignore the fact that people work to meet their own psychological needs. Commitment must derive from the individual's wishes to support the organization's goals. The performance appraisal systems that underpin MBO fail to take into account the deeper emotional components of motivation. Instead, managers are forced to commit to unrealistic goals. Superiors are profoundly uncomfortable rating people on performance, and they execute this important task poorly. The individual's desires are entirely absent from most performance measurement systems; managers assume

that these desires are perfectly aligned with corporate goals and that if they're not, the individual should move on. Self-motivation occurs when individual needs and organizational requirements converge. However, successful management systems begin with the employee's objectives. The manager's task is to understand the employee's needs and then, with the employee, assess how well the organization can meet them. Objectives lack significant incentive power if they are unrelated to employees' underlying personal aspirations. Management should give more weight to areas of discretion open to the individual but not officially incorporated into job descriptions or goals. otherwise, a person may objectively do an excellent job but still fail as a partner, subordinate, superior, or colleague. Résumé de la base de données.

Locke, Edwin A. et Gary P. Latham (2006). "New Directions in Goal-Setting Theory." Current Directions in Psychological Science **15**(5): 265-268.

Goal-setting theory is summarized regarding the effectiveness of specific, difficult goals; the relationship of goals to affect; the mediators of goal effects; the relation of goals to self-efficacy; the moderators of goal effects; and the generality of goal effects across people, tasks, countries, time spans, experimental designs, goal sources (i.e., self-set, set jointly with others, or assigned), and dependent variables. Recent studies concerned with goal choice and the factors that influence it, the function of learning goals, the effect of goal framing, goals and affect (well-being), group goal setting, goals and traits, macro-level goal setting, and conscious versus subconscious goals are described. Suggestions are given for future research. Résumé de l'auteur.

Neilson, Gary L. et Bruce A. Pasternack (2005). Results : keep what's good, fix what's wrong, and unlock great performance. New York, Crown Business.

Résumé: <http://www.management-issues.com/books/75/results-keep-whats-good-fix-whats-wrong-and-unlock-great-performance/>

Nickols, Fred (2007). "Performance Appraisal." Journal for Quality & Participation **30**(1): 13-16.

1. Nearly a decade ago, author Fred Nickols conducted an informal survey about performance appraisals. A resulting article suggested that executives should consider scrapping their company's performance appraisal system rather than continually redesigning it. Today, he still believes that the negatives of appraisal systems far outweigh the benefits. 2. Commonly cited benefits of performance appraisal systems include: feedback, goal setting, career management, objective assessment, and legal protection. But these benefits must be weighed against both the soft and hard costs of performance appraisals. 3. Among the soft costs or perceived problems with appraisals are: reducing productivity, eroding performance, damaging morale and motivation, fostering a short-term view, and institutionalizing values and biases. 4. Hard costs, on the other hand, mainly consist of expenses such as preparing appraisals, purchasing software, and conducting reviews, etc. 5. Nickols asserts that the costs of performance appraisals are considerable and many of the cited benefits can be achieved outside a formal performance appraisal system. Résumé de l'auteur.

Passl, Wolfgang J. (1993). "Can management by objectives and total quality management." Total Quality Management 4(2): 135-141.

Focuses on the classic approach of management by objectives (MBO) which seems too rigid by comparison with total quality management (TQM) whose proponents oppose a hierarchical structure of management, numerical objectives and performance appraisal. Comparison of MBO versus TQM; Several areas in which TQM thinking would improve the traditional MBO system; Recommendations on how to adhere to the MBO approach and to introduce the progress thoughts of TQM. Résumé de la base de données.

Proulx, Denis (2003). "Le management par résultats: une perspective transculturelle." Management international 7(4): 39-48.

Résumé: <http://www.managementinternational.ca/catalog/le-management-par-resultats-une-perspective-transculturelle-texte-en-francais.html>

Sagi, John (2007). "Lessons from management: using strategic planning concepts to develop a universal futuring model." Futures Research Quarterly 23(3): 39-45.

The article offers strategic planning concepts for the development of a universal futuring model for management. The strategic planning processes include establishing and revising mission and vision, developing long term objectives, conducting internal and external audits, developing and implementing strategies, and reviewing and evaluating. In addition, there are also futuring methods for anticipating future events such as scanning, trending, scenario building, and historic analysis. Résumé de la base de données.