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Send editorial items to the editor, Richard A. Swanson, University of Minnesota, 1954 Buford Avenue, St. Paul, MN 55108. Telephone 612-376-5065. A broad range of contributions are accepted for the *Journal*, brief news items, opinion articles, letters to the editor, data-based articles, papers of a theoretical nature, tips for technologists, poems, humor, and other original items. Manuscripts submitted for the Research and Theory Department will be refereed. The *Journal* generally cannot handle manuscripts over 2000 words (eight double-spaced, typewritten pages). The APA style of documentation is prescribed. Author guidelines are available from the editor.

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## Paper Performances

"Bigger is better" is not a hard philosophy to swallow. Beyond a few vocal opponents, hoards of entrepreneurs and would-be entrepreneurs are working long hours creating and implementing ideas that will allow them to grow or to meet their market share objectives.

Entrepreneurial behavior has always fascinated me, and the closest thing to a boyhood idol for me was Henry Ford. Henry Ford, king of technological management, taught me lessons of standardization, efficiency, and production. He became rich, as probably did his many observers who theorized his "productivity technology" into the discipline of scientific management.

Today we hear that the era of scientific management has ended, that the American economy has stalled, and that only developing countries have need for the gospel of standardization (Reich, 1983a). Reich acknowledges that high-volume, standardized production now yields us less than it has in the past. He labels the current evolution of "paper entrepreneurialism" as scientific management's "bastard child." The business of business is not being done well when the expertise of corporate management becomes more focused on how or when you present data than it is on increased efficiency or effectiveness. Managers who are trained only in the manipulation of data and who are removed from the tough and messy problems of goods and services production are fakers whose time has run out.

Highly developed economies, according to Reich, demand high quality flexible-system production organizations. The principle source of value in their firms are human assets. Skilled, flexible workers are required rather than the specialized machines and unskilled workers needed for standardized high volume production (Reich, 1983b).

The need for human resources development is exploding all around us. You had better believe that the demand for "quick and dirty HRD" will be great. Not only will there be a demand, there will be plenty of pseudo human performance technologists in 3-piece suits ready to "deliver." Like the "paper entrepreneurs" who bleed the capital side of the enterprise, "smile producers" will find the increased human asset demands of our new economy easy prey. Those with flashy solutions in search of problems should find making a buck easy enough. Those focusing on performance (human and economic) at both the needs assessment end and the impact end have a longer row to hoe. That longer row is the professional and ethical way to go. Neither short-term profits or post-training happiness scales will build a solid enterprise.

Our human performance technology is sound. As our traditional service role grows into a strategic planning role, we should not be tempted to set aside our technology by easy solutions or easy dollars. Our technology should focus on important goals and observable results that have worth in organizations. Performance accountability, the envelope of our technology, is what will separate those who are "quick" from those who are "quick and dirty."

P&I

Richard A. Swanson  
Editor

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