## REFERENCES

Ahmed, A., Siantonas, G., & Siantonas, N. (2007). *The roadmap to team effectiveness*. Sheffield: Greenleaf Publishing.

Alberts, D. J. (2007). A model of multidiscipline teams in knowledge-creating organizations. *Team Performance Management*, *13*(5/6), 172-183.

Amelsvoort, P. V., & Benders, J. (1996). Team time: a model fro developing selfdirected work teams. *International Journal of Operations & Production Management*, 16(2), 159-170.

- Appelbaum, S. H. (1997). Socio-technical systems theory: an intervention strategy for organizational development. *Management Decision*, *35*(6), 452-463.
- Argyris, C. (1998). Teaching smart people how to learn. *Harvard Business Review on knowledge management*, 81-108.

Argyris, C. (1999). On organizational learning. Oxford: Blackwell Publishers.

Argyris, C. (2001). Good Communication that blocks learning. Harvard Business review on Organizational Learning. Boston: Harvard Business School Publishing.

Argyris, C., & Schön, D.A. (1978). Organizational learning: A theory of action perspective. Massachusetts, Addison-Wesley Publishing Company.

Aritzeta, A., Swailes, S., & Senior, B. (2007). Belbin's Team Role Model:
 Development, Validity and Applications for Team Building. *Journal of Management Studies*, 44 (1), 96–118.

- Atefatdoost, A. R., Zamani, M. T., & Faghih, N. (2007). Organizational Structure: In Transition From Function To Process Case Study: Fars Regional Electronic Company. IABR (Business) & TLC (Teaching) Conference Proceedings Mazatlan, Mexico.
- Attaran, M., & Nguyen, T. T. (2000). Creating the right structural fit for self-directed teams. *Team performance Management: An International Journal*, 6(1/2), 25-33.
- Banker, R. D., Field, J. M., Schroeder, R. J., & Sinha, K.K. (1996). Impact of work team on manufacturing performance: A longitudinal field study. Academy of Management Journal, 39(4), 867-890.
- Bedeian, A. G. (1984). Organizations theory and analysis. Tokyo: Holt-Saunders Japan.

Belbin, R. (1981). Management Teams. New York, John Wiley & Sons.

- Borrelli, G., Cable, J., & Higgs, M. (1995). What makes teams work better? *Team Performance management an International Journal*, 1(3), 28-34.
- Bourne, M., Mills, J., Wilcox, M., Neely, A., & Platts, K. (2000). Designing, implementing and update performance systems. *International Journal of Operations and Production Management*, 20(7), 754-771.
- British Columbia Coalition for Health Promotion. (2009). British Columbia Coalition for Health Promotion. Retrieved October 14, 2009, from http://www.hpfoundations.net/members\_bcchp.html
- California Wellness Foundation. (2009). *CalWellness.org: About us*. Retrieved October 14, 2009, from\_http://www.calwellness.org/about\_us.

- Castka, P., Bamber, C. J., Sharp, J. M., & Belohoubek, P. (2001). Factors affecting successful implementation of high performance teams. *Team performance Management: An International Journal*, 7(7/8), 123-134.
- Champion, M. A., Medsker, G. J., & Higgs, A. C. (1993). Relations between work group characteristics and effectiveness: implications for designing effective work groups. *Personnel Psychology*, *46*(4), 823-850.
- Chan, A. P. C., & Chan, A. P. L. (2004). Key performance indicators for measuring construction success. *Benchmarking: an International Journal*, *11*(2), 203-221.
- Christians, C. G. (2000). Ethics and politics in qualitative research. In Denzin, N. K. and Lincoln, Y. S. (Eds). *Handbook of qualitative research* (pp. 138-14). California: Sage Publications.
- Cohen, D. J., & Crabtree, B. F. (2008). Evaluation criteria for qualitative research in health care: controversies and recommendations. *Annals of Family Medicine*, 6(4), 331-339.
- Cohen, S. G., & Bailey, D. E. (1997). What makes teams work: Group effectiveness research from the shop floor to the executive suite? *Journal of Management*, 23(3), 239-290.
- Conti, B., & Kleiner, B.H. (1997). How to increase teamwork in organizations. *Training for Quality*, 5(1), 26-29.
- Cooney, R. (2004). Empowered self-management and the design of work teams. *Personnel review*, *30*(6), 677-692.
- Cordery, J. (2003). Team work. In Holman, D. (Ed.), *The new workplace: A guide to the human impact of modern working practices* (pp. 95-114). West Sessex, John Wiley & Sons, Ltd.

Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. California: Sage Publications.

- Cummings, T. G. & Worley, C. G. (2001). *Organization development and change*. Ohio: South-Western College Publishing.
- Cummings, T.G. (1978). Self-regulating work groups: a socio-technical synthesis. Academy of Management Review, 3(3), 625-634.

Dental Public Health Division. (2002). *National oral health survey*. Nonthaburi: Dental Public Health Division, Ministry of Public Health.

Denzin, N. K. and Lincoln, Y. S. (1998). *Strategies of qualitative inquiry*. London: SAGE Publications.

 Dionne, S. D., Yammarino, F.J., Atwater, L. E., & Spangler, W. D. (2003).
 Transformational leadership and team performance. *Journal of Organizational Change Management*, *17*(2), 177-193.

Drucker, P. F. (1988). The coming of the new organization. Harvard Business Review,

Fitch, J. L., & Ravlin, E. C. (2004). Team-based discipline: the theoretical framework. *Team Performance Management*, 10(1/2), 5-11.

Fonds Gesundes Österreich. (2009). Fonds Gesundes Österreich. Retrieved October 14, 2009, from http://www.fgoe.org/fond-gesundes-oesterreich.

Franco-Santos, F., Kennerley, M., Micheli, P., Martinez, V., Mason, S., Marr, B.,
Gray, D., & Neely, A. (2007). Towards a definition of a business performance measurement system. *International Journal of Operations & Production Management*, 27(8), 784-801.

French, W. L. & Bell C. H. (1990). Organization development: Behavioral science interventions for organization improvement. New Jersey: Prentice-Hall, Inc.

- Garengo, P., Biazzo, S., & Bititci, U. S. (2005). Performance measurement systems in SMEs: A review for a research agenda. *International Journal of Management Reviews*, 7(1), 25-47.
- Garvin, D. A. (2000). *Learning in action: A guide to putting the learning organization to work*. Boston: Harvard Business School Press.
- Gerloff, E. A. (1985). Organizational theory and design: A strategic approach for management. Singapore: Fong & Sons Printers Pte Ltd.
- Ghalayini, A. M., & Noble, J. S. (1996). The changing basis of performance measurement. International Journal of Operations and Production Management, 16(8), 63-80.

Gould, B. (1999). Five organization types. The Antidote, 4(1), 21-25.

- Gunar, O., Sullivan, S. E., & Baugh, S. G. (1999). Effects of self managing work teams as an organization development intervention: a literature review.
   Academy of Management Proceedings & Membership Directory, C1-C9.
- Gurd, B., & Gao, T. (2008). Lives in the balance: An analysis of the balanced scorecard (BSC) in healthcare organizations. *International Journal of Productivity and Performance Management*, 57(1), 6-21.

Guzzo, R. A., & Dickson, M. W. (1996). Team in organizations: Recent research on performance and effectiveness. *Annual Review of Psychology*, *47*, 307-338.

- Health promotion Switzerland. (2009). *Health promotion Switzerland*. Retrieved October 14, 2009, from http://www.gesundheitsfoerderung.ch.
- Health Sponsorship Council. (2009). HSC: The Health Sponsorship Council. Retrieved October 14, 2009, from http://www.hsc.org.nz/index.html.

278

- Higgs, M., & Dulewicz, V. (1998). Top team processes: does 6+2 = 10? Journal of Management Psychology, 13(1/2), 47-62.
- Hogarth, J. (1975). *Glossary of health care terminology*. Copenhagen: Regional Office for European World Health Organization.

Holland, S., Gaston, G., & Gome J. (2000). Critical success factors for crossfunctional teamwork in a new product development. *International Journal of Management Reviews*, 2(3), 231-259.

Holpp, L. (1999). Managing teams. Wisconsin: The McGraw-Hill Companies.

- Hong, J. (1999). Structuring for organizational learning. *The Learning Organization*, 6(4), 173-185.
- Hudson, M., Smart, A & Bourne, M. (2001). Theory and practice in SME performance measurement systems. *International Journal of Operations & Production Management*, 21(8), 1096-1115.

Hunter, J. (2002) Improving organizational performance through the use of effective elements of organizational structure. *International Journal of Health Care Quality Assurance incorporating Leadership in Health Service, 15*(3), xii-xxi.

Ingram, H. (1996). Linking teamwork with performance. Team performance

Management, 2(4), 5-10.

- International Network of Health Promotion Foundations. (2009). *The International Network of Health Promotion Foundations*. Retrieved October 14, 2009, from http://www.hp-foundations.net/overview.html.
- Janesick, V. J. (2000). The choreography of qualitative research design. In Denzin, N.K. and Lincoln, Y. S. (Eds). *Handbook of qualitative research* (pp.379-399).California: Sage Publications.

- Kanji, G. P. (1998). Measurement of business excellence. *Total Quality Management*, 9(7), 633-643.
- Kanji, G. P., & Moura e Sá, P. (2002). Kanji's business scorecard. *Total Quality Management*, 13(1), 13-27.
- Kansas Health Foundation. (2009). *Kansas Health Foundation*. Retrieved October 14, 2009, from http://www.kansashealth.org.
- Kaplan, R.S. (2001). Strategic performance measurement and management in nonprofit organizations. *Nonprofit management & Leadership*, 11(3): 353-370.
- Kaplan, R.S., & Norton, D.P. (1992). The balanced scorecard measures that drive performance. *Harvard Business Review*, 70(1), 71-79.
- Kaplan, R.S., & Norton, D.P. (1993). Putting the balanced scorecard to work.*Harvard Business Review*, 71(5), 134-147.
- Kaplan, R.S., & Norton, D.P. (1996a). Linking the balanced scorecard to strategy. California Management Review, 39(1), 53-79.
- Kaplan, R.S., & Norton, D.P. (1996b). Using the balanced scorecard as a strategic management system. *Harvard Business Review*, 74(1), 75-85.
- Kaplan, R.S., & Norton, D.P. (1996c). The balanced scorecard: Translating strategy into the action. Boston: Harvard Business School Press.
- Kaplan, R.S., & Norton, D.P. (2004). Strategy maps: Converting intangible assets into tangible outcomes. Boston: Harvard Business School Press.
- Katzenbach, J. R., & Smith, D. K. (1993) *The wisdom of teams*. Boston, Harvard Business School Press.
- Katzenbach, J. R., & Smith, D. K. (2005). The discipline of teams. *Harvard Business Review*, 83(7/8), 162-171.

- Kidwell, J. J., Linde, K. M., & Johnson, S.L. (2000). Applying corporate knowledge management practices in higher education. *Educause Quarterly*, *4*, 28-33.
- Knowles, M. S., Holton, III E. F., & Swanson, R. A. (2005). *The adult learner: the definitive classic in adult education and human resource development*.
   Burlington: Elsevier.

Kolb, D. (1984). Experiential learning. New Jersey: Prentice Hall.

- Kur, E. (1996). The faces model of high performing team development. *Leadership & Organization Development Journal*, *17*(1), 32-41.
- Lawrie, G., & Cobbold, I. (2004). Third-generation balanced scorecard: evolution of an effective strategic control tool. *International Journal of Productivity and Performance Management*, 53(7), 611-623.
- Lebas, M. L. (1995). Performance measurement and performance management. International Journal Production Economics, 41, 23-35.
- Li, M., & Gao, F. (2003). Why Nonaka highlights tacit knowledge: a critical review. Journal of Knowledge Management, 7(4), 6-14.
- MacBryde, J., & Mendibil, K. (2003). Designing performance measurement systems for teams: theory and practice. *Management Decision*, *41*(8), 722-733.
- Malaysian health Promotion Foundation Initiative. (2009). *Malaysian health Promotion Foundation Initiative*. Retrieved October 14, 2009, from http://www.hp-foundations.net/members\_malaysia.html
- Margerison, C., McCann, D., & Davis, R. (1995). Focus on team appraisal. *Team Performance Management An International Journal, 1*(4), 13-18.
- Margulies, J. S., & Kleiner, B.H. (1995). New designs of work groups: applications of empowerment. *Empowerment in Organizations*, *3*(2), 12-18.

- McAdam, R., & McCreedy, S. (1999). A critical review of knowledge management models. *The Learning Organization*, 6(3), 91-100.
- McWilliam, R. A. (2000). Reporting qualitative studies. Journal of Early Intervention, 23(2), 77-80.
- Mendibil, K., & MacBryde, J. (2005). Design effective team-based performance measurement systems: an integrated approach. *Production Planning & Control, 16*(2), 208-225.
- Mezirow, J. (1997). Transformative learning: Theory to practice. *New Directions for Adult and Continuing Education*, 74, 5-12.
- Millward, L. J., & Jeffries, N. (2001). The team survey: a tool for health care team development. *Journal of Advanced Nursing*, *35*(2), 276-287.
- Moe, T.L., Gehbauer, F., Senitz, S., & Mueller, M. (2007). Balanced scorecard for natural disaster management projects. *Disaster Prevention and Management*, 16(5), 785-806.

Morgan, G. (2006). Images of organization. U.S.A.: Sage Publications Inc.

Nabitz, U. W., & Walburg, J. A. (2002). Development and use of an indicator system for an addiction treatment center. International Journal of Health Care Quality Assurance, 15(2), 49-58.

 Neely, A. (2005). The evaluation of performance measurement research: Developments in the last decade and a research agenda for the next. *International Journal of Operations & Production Management, 25*(12), 1264-1277.

- Neely, A., Gregory, M., & Platts, K. (2005). Performance measurement system design: A literature review and research agenda. *International Journal of Operations & Production Management*, 25(12), 1228-1263.
- Niven, P. R. (2003). Balanced scorecard step-by-step for government and nonprofit agencies. New Jersey, John Wiley & Sons, Inc.
- Nonaka, I. (1991). The knowledge-creating company. *Harvard Business Review*, 69(6), 96-104.
- Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company*. New York: Oxford University Press.
- Nonaka, I., Toyama, R., & Konno, N. (2000). SECI, Ba and leadership: A unified model of dynamic knowledge creation. *Long Range Planning*, *33*, 5-34.
- Nonaka, I., von Krogh, G., & Voelpel, S. (2006). Organizational knowledge creation theory: Evolutionary paths and future advances. *Organization Studies*, 27(8), 1179-1208.
- Nutrition Division. (2000). *Annual report*. Nonthaburi: Nutrition Division, Ministry of Public Health.
- Palmer, J., & Andrews, L. (1997). Team-work to green small and medium-size enterprise? *Team Performance Management*, *3*(3), 193-205.
- Powell, S. (2004). The challenges of performance measurement. *Management Decision*, 42(8), 1017-1023.
- Pun, K. F., & White, A. S. (2005). A performance measurement paradigm for integrating strategy formulation: A review of systems and frameworks. *International Journal of Management reviews*, 7(1), 49-71.

- Reinhardt, R. (2002). Knowledge management: Linking theory with practice. In Morey, D., Maybury, M., & Thuraisingham, B. (Eds.), *Knowledge Management Classic and Contemporary Works* (187-221). Massachusetts: The MIT Press.
- Rickards, T., Chen, M., & Moger, S. (2001). Development of a Self –report instrument for exploring team factors, leadership and performance relationships. *British Journal of Management*, 12, 243-250.
- Roufaiel, N., & Meissner, M. (1995). Self-managing teams: A pipeline to quality and technology management. *Benchmarking for Quality Management & Technology*, 2(1), 21-37.
- Rushmer, R. K. (1996). Is Belbin's sharper really TMS's thruster-organizer? An empirical investigation into the correspondence between the Belbin and TMS team role models. *Leadership & Organization Development Journal*, 17(1), 20-26.
- Rushmer, R. K. (1997). How do we measure the effectiveness of team building? Is it good enough? Team Management Systems a case study. Team Performance Management, 3(4), 244-260.
- Ryan, G. W., & Bernard, H. R. (2000). Data management and analysis methods. In Denzin, N. K., & Lincoln, Y. S. (Eds.), *Handbook of qualitative research* (p. 769-793). California: Sage Publication.
- Salamon, L. M., & Helmut K. A. (1996). The International Classification of Nonprofit Organizations: ICNPO-Revision 1, 1996. Working Papers of the Johns Hopkins Comparative Nonprofit Sector Project, no. 19. Baltimore: The Johns Hopkins Institute for Policy Studies.

- Schippers, M. C., & Den Hartog, D. N. (2007). Reflexivity in teams: a measure and correlates. *Applied Psychology: An International Review*, 56(2), 189-211.
- Scholey, C. (2005). Strategy maps: a step-by-step guide to measuring, managing and communicating the plan. *Journal of Business Strategy*, *26*(3), 12-19.
- Senge, P. M. (1998). The Fifth Discipline: The art & practice of the learning organization. London: Century Business.
- Senge, P. M., Kleiner, A., Roberts, C., Ross, R.B., & Smith, B. J. (1994). *The Fifth Discipline Fieldbook*. New York: Doubleday Dell Publishing Group, Inc.
- Senior, B., & Swailes, S. (2004). The dimensions of management team performance: a repertory grid study. *International Journal of Productivity and Performance Management*, 53(4), 317-333.
- Swanstrom, E. (2002). Metrics: Separating KM fact from fiction. In Morey, D., Maybury, M., & Thuraisingham, B. (Eds.), *Knowledge Management Classic* and Contemporary Works (313-315). Massachusetts: The MIT Press.
- Tata, J. (2000). Autonomous work teams: an examination of cultural and structural constraints. *Work Study*, *49*(5), 187-193.
- Thai Health Promotion Foundation. (2005). *Annual report 2004*. Bangkok: Thai Health Promotion Foundation.
- Thai Health Promotion Foundation. (2006a). *Annual report 2005*. Bangkok: Thai Health Promotion Foundation.
- Thai Health Promotion Foundation. (2006b). *Master plan Thai Health Promotion Foundation: The three fiscal year of 2006 to 2008.* Bangkok: Thai Health Promotion Foundation.

- Thai Health Promotion Foundation. (2007). *ThaiHealth Strategic Master plan* 2007-2009. Bangkok: Thai Health Promotion Foundation.
- Thai Health Promotion Foundation. (2009). Thai Health Promotion Foundation. Retrieved October 14, 2009, http://en.thaihealth.or.th/index.php?option= com\_content&task=view&id=13&Itemid=28.
- Thamronglouhaphun, D. (2004). Health Impacts from Television Advertising of Snacks on Primary Schoolchildren. Master's thesis, Chiang Mai University, Chiang Mai, Thailand.
- The American Heritage Medical Dictionary. (2008). Boston: Houghton Mifflin Company [On line]. Available: http://medical-

dictionary.thefreedictionary.com [2009, May 11].

- The Sweet Enough Network. (2006). *Annual report 2005*. Bangkok: Thai Health Promotion Foundation.
- The Sweet Enough Network. (2007). *Annual report 2006*. Bangkok: Thai Health Promotion Foundation.
- The Sweet Enough Network. (2008). *Annual report 2007*. Bangkok: Thai Health Promotion Foundation.
- Tuckman, B. W. (1965). Developmental sequence in small groups. Psychological bulletin, 63, 384-399.
- Victorian Health Promotion Foundation. (2009). *About VicHealth*. Retrieved October 14, 2009, from http://www.vichealth.vic.gov.au/en/About-VicHealth.aspx.
- Wasi, P. (2000). "Triangle that moves the mountain" and health systems reform movement in Thailand. *Human Resources for Health Development Journal*, 4(2), 106-110.

- Western Australian Health Promotion Foundation. (2009). *Healthway profile*. Retrieved October 14, 2009, from http://www.healthway.wa.gov.au/ default.aspx?MenuID=477.
- Wibulpolprasert, S. (Ed.). (2004). *Thailand Health Profile 2001-2004*. Bangkok:Ministry of Public Health.
- Wibulpolprasert, S. (Ed.). (2007). *Thailand Health Profile 2005-2007*. Bangkok: Ministry of Public Health.
- Wisniewski, M., & Olafsson, S. (2004). Developing balanced scorecards in local authorities: a comparison of experience. *International Journal of Productivity* and Performance Management, 53(7), 602-610.
- Wongrassamee, S., Gardiner, P.D., & Simmons, J.E.L. (2003). Performance measurement tools: the Balanced Scorecard and the EFQM Excellence Model. *Measuring Business Excellence*, 70(1), 14-29.
- World Health Organization. (1986). *Ottawa Charter for Health Promotion*. Geneva: World Health Organization.
- World Health Organization. (1998). *Health Promotion Glossary*. Geneva: World Health Organization.
- World Health Organization. (2005) *The Bangkok Charter for Health Promotion in a Globalised World*. Geneva: World Health Organization.

Yolles, M. I., & Iles, P. (2000, July). Learning through Viable Knowledge

Creation. Paper presented at International Society for Systems Sciences,

Ryerson Polytechnic University, Toronto, Canada.

Youngblood, M. D. (2000). Winning cultures for the new economy. Strategy & Leadership, 28(6), 4-9.