

Study ID	Study Authors	Sport or Non-sport domain	Extracted data (Factors of PM)	Descriptive themes - revised	Analytical themes - revised
1	Arnold, Fletcher, & Molyneux (2012)	Sport	Develop inclusive culture	Adapting the culture	Operational performance management
1	Arnold, Fletcher, & Molyneux (2012)	Sport	Strengthen relationships with key stakeholders	Working with organisational stakeholders	Strategic performance management
1	Arnold, Fletcher, & Molyneux (2012)	Sport	Implement systems & structures in organisation	Internal processes and procedures	Operational performance management
1	Arnold, Fletcher, & Molyneux (2012)	Sport	Organisations should employ appropriate individual	Enhancing the capability and capacity of people	Individual performance management
1	Arnold, Fletcher, & Molyneux (2012)	Sport	Provide appropriate support (align CEO and performance manager/success temporal/balanced support)	Working with organisational stakeholders	Strategic performance management
1	Arnold, Fletcher, & Molyneux (2012)	Sport	Enhance personal skills	Enhancing the capability and capacity of people	Individual performance management
1	Arnold, Fletcher, & Molyneux (2012)	Sport	create optimal environment (minimize interferences)	Addressing the performance environment	Operational performance management
1	Arnold, Fletcher, & Molyneux (2012)	Sport	Understand roles within team	Enhancing the capability and capacity of people	Individual performance management
1	Arnold, Fletcher, & Molyneux (2012)	Sport	Develop contextual awareness	Understanding the context	Operational performance management
1	Arnold, Fletcher, & Molyneux (2012)	Sport	Leaders/Manager should establish an approach by setting the vision and expectations	Establish the vision	Strategic performance management
2	Collins & Cruickshank (2012)	Sport	Dark' leader attributes/traits in facilitating the vision	Other leadership behaviours	Leadership of the performance team
2	Collins & Cruickshank (2012)	Sport	Ensuring credibility for the vision through various stakeholders	Establish the vision	Strategic performance management
2	Collins & Cruickshank (2012)	Sport	Multi-source information gathering in forming and disseminating the vision	Understanding the context	Operational performance management
2	Collins & Cruickshank (2012)	Sport	Multi-stakeholder negotiation in forming and disseminating the vision	Establish the vision	Strategic performance management
2	Collins & Cruickshank (2012)	Sport	Context specific expertise in delivering the vision	Understanding the context	Operational performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Evaluating fit with the club and Board	Understanding the context	Operational performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Evaluating the performance department	Evaluating the performance of people	Individual performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Setting and aligning multi-stakeholder perceptions and expectations.	Working with organisational stakeholders	Strategic performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Identifying, recruiting, and harnessing social allies and cultural architects	Adapting the culture	Operational performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Withholding initial action in sub-optimal conditions	Understanding the context	Operational performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Managers will be assessed based on ability to deliver instant results	Evaluating the performance of people	Individual performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Two-way interaction and power flow with support staff	Transactional leadership	Leadership of the performance team
3	Cruickshank, Collins, & Minten (2015)	Sport	Two-way interaction and power flow with performers	Transactional leadership	Leadership of the performance team
3	Cruickshank, Collins, & Minten (2015)	Sport	Two-way interaction and power flow with the Board	Working with organisational stakeholders	Strategic performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Two-way interaction and power flow with the fans.	Working with organisational stakeholders	Strategic performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Two-way interaction and power flow with the media	Working with organisational stakeholders	Strategic performance management
3	Cruickshank, Collins, & Minten (2015)	Sport	Two-way interaction and power flow with other significant influences	Working with organisational stakeholders	Strategic performance management
4	Fletcher & Arnold (2011)	Sport	creation of a team/organisational culture	Adapting the culture	Operational performance management
4	Fletcher & Arnold (2011)	Sport	management of operations	Internal processes and procedures	Operational performance management
4	Fletcher & Arnold (2011)	Sport	Management of people (staff mgt, communication and feedback mechanisms)	Enhancing the capability and capacity of people	Individual performance management
4	Fletcher & Arnold (2011)	Sport	develop & articulate a vision	Establish the vision	Strategic performance management
5	Fletcher & Streeter (2016)	Sport	Vision	Establish the vision	Strategic performance management
5	Fletcher & Streeter (2016)	Sport	Support (to performers and staff)	Transformational leadership	Leadership of the performance team
5	Fletcher & Streeter (2016)	Sport	Challenge (performers)	Enhancing the capability and capacity of people	Individual performance management
5	Fletcher & Streeter (2016)	Sport	(performance) information	Evaluating the performance of people	Individual performance management
5	Fletcher & Streeter (2016)	Sport	(performance) instruments	Evaluating the performance of people	Individual performance management
5	Fletcher & Streeter (2016)	Sport	(performance) incentives	Transactional leadership	Leadership of the performance team
5	Fletcher & Streeter (2016)	Sport	Attitudes (people)	Adapting the culture	Operational performance management
5	Fletcher & Streeter (2016)	Sport	Behaviours (people)	Adapting the culture	Operational performance management
5	Fletcher & Streeter (2016)	Sport	Capacity (people)	Enhancing the capability and capacity of people	Individual performance management
5	Fletcher & Streeter (2016)	Sport	Achievement (culture)	Adapting the culture	Operational performance management
5	Fletcher & Streeter (2016)	Sport	Well-being (culture)	Adapting the culture	Operational performance management
5	Fletcher & Streeter (2016)	Sport	Innovation (culture)	Adapting the culture	Operational performance management
5	Fletcher & Streeter (2016)	Sport	Internal processes (culture)	Internal processes and procedures	Operational performance management
5	Fletcher & Streeter (2016)	Sport	Performance environment	Addressing the performance environment	Operational performance management
6	Frontiera (2010)	Sport	critical for leaders to honestly and clearly communicate their vision, plan, and expectations (explicit communication)	Establish the vision	Strategic performance management
6	Frontiera (2010)	Sport	acted on a daily basis to communicate their message and perpetuate the plan (day to day)	Transactional leadership	Leadership of the performance team
6	Frontiera (2010)	Sport	values were brought to the organization by the leader (my values)	Adapting the culture	Operational performance management
6	Frontiera (2010)	Sport	value-driven decision that relayed to the organization that new values existed (critical events)	Adapting the culture	Operational performance management
6	Frontiera (2010)	Sport	aware that the physical environment around athletes made a large impact (artifact impact)	Addressing the performance environment	Operational performance management
6	Frontiera (2010)	Sport	values were again expressed through the decisions and actions of organizational members (our values)	Adapting the culture	Operational performance management
6	Frontiera (2010)	Sport	steady improvement which then induces renewed commitment from organizational members (new success)	Understanding the context	Operational performance management
6	Frontiera (2010)	Sport	organization members came to the sudden realization that they had significantly improved (turning point)	Debriefing, feedback, and learning	Operational performance management
6	Frontiera (2010)	Sport	decisions made according to the values of the leader and according to the organizational plan (better decisions)	Understanding the context	Operational performance management
6	Frontiera (2010)	Sport	integrity of the leader's plan must be upheld despite organizational barriers (obstacles to change)	Working with organisational stakeholders	Strategic performance management
6	Frontiera (2010)	Sport	necessary to bring new people into the organization, individuals who shared their values (change personnel)	Adapting the culture	Operational performance management
6	Frontiera (2010)	Sport	expressed interest in the growth of those who worked for them (grow people)	Enhancing the capability and capacity of people	Individual performance management
6	Frontiera (2010)	Sport	identify adverse elements of their respective organizational environment (negative environment)	Addressing the performance environment	Operational performance management
6	Frontiera (2010)	Sport	(Losing habit) Identify mediocrity in the organisation	Addressing the performance environment	Operational performance management
6	Frontiera (2010)	Sport	remain adaptable and open to change while still following the blueprint (independent thought)	Understanding the context	Operational performance management
6	Frontiera (2010)	Sport	Express the very simple sentiment of winning, or making the organization better (vision)	Establish the vision	Strategic performance management

7	Macquet, Ferrand, & Stanton (2015)	Sport	acknowledgment of players' work and reward	Transactional leadership	Leadership of the performance team
7	Macquet, Ferrand, & Stanton (2015)	Sport	fostering players' confidence	Transformational leadership	Leadership of the performance team
7	Macquet, Ferrand, & Stanton (2015)	Sport	Implementation of tactics as per the plan from the debriefing	Debriefing, feedback, and learning	Operational performance management
7	Macquet, Ferrand, & Stanton (2015)	Sport	taking into account players' limited attention and comprehension capacities	Transformational leadership	Leadership of the performance team
7	Macquet, Ferrand, & Stanton (2015)	Sport	managing substitute frustration	Transformational leadership	Leadership of the performance team
7	Macquet, Ferrand, & Stanton (2015)	Sport	leading player analysis of possible causes of successes, failures and difficulties	Debriefing, feedback, and learning	Operational performance management
7	Macquet, Ferrand, & Stanton (2015)	Sport	Assessment of team performance involving discussions with staff and lead players	Debriefing, feedback, and learning	Operational performance management
7	Macquet, Ferrand, & Stanton (2015)	Sport	Preparation of debriefing material	Debriefing, feedback, and learning	Operational performance management
7	Macquet, Ferrand, & Stanton (2015)	Sport	presentation of the assessment of the team's game	Debriefing, feedback, and learning	Operational performance management
7	Macquet, Ferrand, & Stanton (2015)	Sport	focus on recovery and the following match	Internal processes and procedures	Operational performance management
8	Armstrong, Flood, Guthrie, Liu, MacCurtain, & Mkamwa (2010)	Non-sport	Increased use of HPWS practices	Enhancing the capability and capacity of people	Individual performance management
8	Armstrong, Flood, Guthrie, Liu, MacCurtain, & Mkamwa (2010)	Non-sport	Diversity and equality management practices	Enhancing the capability and capacity of people	Individual performance management
8	Armstrong, Flood, Guthrie, Liu, MacCurtain, & Mkamwa (2010)	Non-sport	Increased use of traditional HPWS and diversity and equality management practices	Enhancing the capability and capacity of people	Individual performance management
9	Atik (1994)	Non-sport	Clarity of message (inspirational stage)	Transformational leadership	Leadership of the performance team
9	Atik (1994)	Non-sport	Praise - personal attention (positive reinforcement)	Transactional leadership	Leadership of the performance team
9	Atik (1994)	Non-sport	Leader-follower transactional stage - regarding mutually agreed expectations	Transactional leadership	Leadership of the performance team
9	Atik (1994)	Non-sport	Sharing of responsibilities and diminished hierarchical boundaries (Transformational stage)	Enhancing the capability and capacity of people	Individual performance management
9	Atik (1994)	Non-sport	Ability to demand - push to limits (inspirational stage)	Transformational leadership	Leadership of the performance team
9	Atik (1994)	Non-sport	Leader-follower testing stage - regarding authority/trust	Transactional leadership	Leadership of the performance team
10	Biron, Farndale, & Pauwue (2012)	Non-sport	taking a broad view of performance management that includes both strategic and tactical elements;	Alignment with organizational objectives	Strategic performance management
10	Biron, Farndale, & Pauwue (2012)	Non-sport	involving senior managers in the implementation of the strategic performance management process	Alignment with organizational objectives	Strategic performance management
10	Biron, Farndale, & Pauwue (2012)	Non-sport	clear information for employees regarding performance expectations and how they can contribute	Enhancing the capability and capacity of people	Individual performance management
10	Biron, Farndale, & Pauwue (2012)	Non-sport	formally training performance raters	Evaluating the performance of people	Individual performance management
11	Dedy, Bonrath, ., Ahmed, & Grantcharov (2016)	Non-sport	Individuals should develop the key competencies of teamwork	Enhancing the capability and capacity of people	Individual performance management
11	Dedy, Bonrath, ., Ahmed, & Grantcharov (2016)	Non-sport	systems approach to avoiding error (briefing)	Internal processes and procedures	Operational performance management
11	Dedy, Bonrath, ., Ahmed, & Grantcharov (2016)	Non-sport	Developing surgeon's situation awareness in the operating room	Enhancing the capability and capacity of people	Individual performance management
11	Dedy, Bonrath, ., Ahmed, & Grantcharov (2016)	Non-sport	Develop clear decision-making strategies	Internal processes and procedures	Operational performance management
11	Dedy, Bonrath, ., Ahmed, & Grantcharov (2016)	Non-sport	Development of surgeon's team leadership skills in crisis situations	Enhancing the capability and capacity of people	Individual performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Develop an action plan	Internal processes and procedures	Operational performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Prepare communication plan	Internal processes and procedures	Operational performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Determine measures of effectiveness	Evaluating the performance of people	Individual performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Integrate teamwork skills into daily practice	Building performance team relationships	Operational performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Shared leadership by identifying managers and staff who will drive change	Other leadership behaviours	Leadership of the performance team
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Conduct structured training to improve operating room performance and develop personnel	Enhancing the capability and capacity of people	Individual performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Identify a specific opportunity for improvement	Internal processes and procedures	Operational performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Assess if necessary support & resources in place	Addressing the performance environment	Operational performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Develop an approach for continuous improvement	Debriefing, feedback, and learning	Operational performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Monitor and measure effectiveness	Evaluating the performance of people	Individual performance management
12	Forse, Bramble, & McQuillan (2011)	Non-sport	Conduct a needs assessment	Addressing the performance environment	Operational performance management
13	Jordan, Field, & Armenakis (2002)	Non-sport	group potency (shared confidence in being able to deliver across tasks)	Building performance team relationships	Operational performance management
13	Jordan, Field, & Armenakis (2002)	Non-sport	social cohesion	Building performance team relationships	Operational performance management
13	Jordan, Field, & Armenakis (2002)	Non-sport	team-member exchange (quality of interpersonal relationships within the team)	Building performance team relationships	Operational performance management
14	Lawler III (2003)	Non-sport	Tying performance appraisal to increased rewards	Evaluating the performance of people	Individual performance management
14	Lawler III (2003)	Non-sport	Tying performance appraisal to termination of low performers	Evaluating the performance of people	Individual performance management
14	Lawler III (2003)	Non-sport	Tying performance appraisal to ranking of employees (forced distribution)	Evaluating the performance of people	Individual performance management
15	Pillai & Williams (2004)	Non-sport	group cohesiveness	Building performance team relationships	Operational performance management
15	Pillai & Williams (2004)	Non-sport	team member self-efficacy to perform their role	Enhancing the capability and capacity of people	Individual performance management
15	Pillai & Williams (2004)	Non-sport	Transformational leadership	Transformational leadership	Leadership of the performance team
16	Rowold (2011)	Non-sport	In culturally diverse teams, laissez-faire leadership or absence of a leader is related to team member leadership and performance	Other leadership behaviours	Leadership of the performance team
16	Rowold (2011)	Non-sport	Initiating structure (task related)	Internal processes and procedures	Operational performance management
16	Rowold (2011)	Non-sport	Consideration (related to performance in gender diverse groups)	Transformational leadership	Leadership of the performance team
16	Rowold (2011)	Non-sport	Transformational leadership style is related to performance in gender diverse groups	Transformational leadership	Leadership of the performance team
17	Sperling & Pritchett (2011)	Non-sport	work domain analysis of the information available in the work environment	Addressing the performance environment	Operational performance management
17	Sperling & Pritchett (2011)	Non-sport	analysis of the information requirements of specific tasks	Internal processes and procedures	Operational performance management
17	Sperling & Pritchett (2011)	Non-sport	mapping of information sources to their corresponding tasks	Internal processes and procedures	Operational performance management
18	Tschan, Semmer, Gautschi, Hunziker, Spychiger, & Marsch (2006)	Non-sport	Directive leadership (precise instructions and feedback) later in process not related to performance	Other leadership behaviours	Leadership of the performance team
18	Tschan, Semmer, Gautschi, Hunziker, Spychiger, & Marsch (2006)	Non-sport	Directive leadership (precise instructions and feedback) of first responder related to performance	Other leadership behaviours	Leadership of the performance team
18	Tschan, Semmer, Gautschi, Hunziker, Spychiger, & Marsch (2006)	Non-sport	Directive leadership (precise instructions and feedback) of second responder early in process related to performance	Other leadership behaviours	Leadership of the performance team
18	Tschan, Semmer, Gautschi, Hunziker, Spychiger, & Marsch (2006)	Non-sport	Structuring inquiry of first responder not related to performance	Addressing the performance environment	Operational performance management
18	Tschan, Semmer, Gautschi, Hunziker, Spychiger, & Marsch (2006)	Non-sport	Structuring inquiry later in process related to performance	Addressing the performance environment	Operational performance management
19	Vashdi, Bamberger, & Erez (2013)	Non-sport	action team learning -regularity and amount of postaction debriefings	Debriefing, feedback, and learning	Operational performance management
19	Vashdi, Bamberger, & Erez (2013)	Non-sport	team workload sharing (mediator)	Building performance team relationships	Operational performance management
19	Vashdi, Bamberger, & Erez (2013)	Non-sport	team helping (mediator)	Building performance team relationships	Operational performance management
19	Vashdi, Bamberger, & Erez (2013)	Non-sport	task complexity (moderator)	Internal processes and procedures	Operational performance management

20	Vashdi, Bamberger, Erez, & Weiss-Meilik (2007)	Non-sport	Direct double loop learning - (Changing the procedures)	Debriefing, feedback, and learning	Operational performance management
20	Vashdi, Bamberger, Erez, & Weiss-Meilik (2007)	Non-sport	Direct double loop learning - (Changing the system)	Debriefing, feedback, and learning	Operational performance management
20	Vashdi, Bamberger, Erez, & Weiss-Meilik (2007)	Non-sport	Following procedures to provide single loop feedback	Internal processes and procedures	Operational performance management
20	Vashdi, Bamberger, Erez, & Weiss-Meilik (2007)	Non-sport	Long-term indirect double loop learning - (Team share sense of importance of inquiry into day to day interactions)	Debriefing, feedback, and learning	Operational performance management