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Nota di contenuto	Execution Excellence: Making Strategy Work Using the Balanced Scorecard; Contents; Preface; Acknowledgments; Part I: The Real World of Strategy; Chapter 1: The Global Business Environment in Today's Flat World; So Where Do We Go from Here?; What Does That Mean? ; Chapter 2: The Evolving Role of Strategy; Blue-Sky Strategy; Back-to-Basics Strategy; Chapter 3: Strategy Formulation; External Assessment; Internal Assessment; Chapter 4: Strategy Execution; Chapter 5: The Business Planning Process; Ownership; Part II: Introducing the Balanced Scorecard; Chapter 6: Introducing the Balanced Scorecard HistoryBasic BSC Framework; Design; Implementation; Cascades; Individual BSC; Using the BSC to Formulate Strategy; Chapter 7: Challenges in Implementing the Balanced Scorecard Successfully; General Challenges; Design Challenges; Implementation Challenges; Part III: Challenges in Balanced Scorecard Design; Chapter 8: Designing the Strategy Map; Introduction; Design Methodology; Strategy Map Design Components; Financial Perspective; Customer Perspective; Internal Perspective; Learning and Growth Perspective; Impact of Industry Customization and Support Functions on Strategy Map Design Strategy Map Design for Nonprofit and Government OrganizationsThe Concept of the Linkage Model; Designing a Lite Version of a Strategy Map for Board Reporting; Strategic Themes; Chapter 9: Defining

Objectives; The Bad Way; The Good Way; Customer Objectives; Chapter 10: Picking Owners; Owning the Formulation; Owning the Execution; How Does Ownership Really Work in a BSC Meeting?; BSC Ownership versus Individual Performance Measures; Chapter 11: The Art of Measurement; Introduction; Financial and Non-financial Measures; Lead and Lag Measures; Strategic versus Non-strategic Measures Financial Measures Customer Measures; Internal Perspective; Learning and Growth Measures; Measurement Formulas; Data Sources; What about Missing Data Sources?; How Many Are Enough?; Chapter 12: Units and Frequency of Measurement; Units of Measurement; Key Milestone Indicators (KMS); Decimals; Frequency of Measurement; Chapter 13: Target Setting; Target Intensity; How Many Targets to Set of Each Kind?; Target-Setting Benchmarks; Target Calculation; Chapter 14: Initiative Alignment; Chapter 15: Designing Cascades; Introduction; The Next Level Cascade: Functional Organization Multi-divisional Structures and Cascades Chapter 16: Aligning Individual and Enterprise Performance; Introduction; The Right Way; Measures; Cascading Weights and Measures; Bands; Part IV: Challenges in Implementation; Chapter 17: Selecting the Right Balanced Scorecard Coordinator; Introduction; The BSC Coordinator; Role in the Design Phase; Role in the Implementation Phase; Picking the Ideal BSC Coordinator; Cascade Coordinators; Chapter 18: Get Ready for the First Reporting; Introduction; Timelines; The Accuracy of a Measure; You Missed the Start of the Year Chapter 19: How Should the First Meeting Run?

Sommario/riassunto

A hands-on guidebook for making your strategy work with effective Balanced Scorecard design, deployment, and maintenance Execution Excellence is the practitioner's guide to real-world implementation. Designed by a Balanced Scorecard (BSC) thought leader with 30 years of experience and over 300 global implementations under his belt across a range of industry sectors, this guide gives you a hands-on framework for putting the BSC methodology into action. Clear, concise, and easy to read, this book skips the theoretical exposition to get right to the point—how can companies use BSC to effectively deploy strategy and drive individual and enterprise performance? You'll find the answers here. The discussion outlines the ways in which firms commonly fail in implementing BSC. These failures can be traced back to common design and implementation flaws: making the process too complicated and focusing on the BSC process rather than the outcome. The discussion will also cover design optimization across a range of key industry sectors. You'll gain expert insight into avoiding these missteps and the practical tools and perspective you need to implement BSC correctly the first time. While the Balanced Scorecard framework is widely accepted and praised, about half of firms that implement it fail to realize the full benefits. The fault lies not with the framework, but with the design, and more importantly—execution. This book gives you the information and tools you need to adopt BSC successfully. Design a BSC that truly and simply reflects your strategy Customize the BSC to reflect your industry's uniqueness Define clear measurements and ownership that suit your strategy Develop a framework for efficient data collection and reporting Implement effective reviews to keep your business on track Use your Balanced Scorecard data to close performance gaps Developed in the early 1990s, the Balanced Scorecard framework has been recognized as one of the most seminal business ideas in the last 75 years. Thousands of companies around the world use BSC to create and maintain a performance-oriented enterprise, yet just as many try and fail. Execution Excellence shows you what you need to know and do to become a BSC success story.
