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Nota di contenuto	Balanced Scorecard Evolution; Contents; Preface; LOOKING BACK AND LOOKING AHEAD; HOW IS THIS BOOK DIFFERENT?; WHO WILL BENEFIT FROM THIS BOOK?; HOW THE BOOK IS ORGANIZED; Acknowledgments; Chapter 1 What Exactly Is a Balanced Scorecard?; ORIGINS, AND A BRIEF HISTORY, OF THE BALANCED SCORECARD; BALANCED SCORECARD PERSPECTIVES; Customer Perspective; Internal Process Perspective; Learning and Growth Perspective; Financial Perspective; WHAT IS A BALANCED SCORECARD?; Objectives and Strategy Maps; Performance Measures and Targets; Strategic Initiatives TELLING THE STORY OF YOUR STRATEGY THROUGH CAUSE AND EFFECTCause and Effect Linkages in Practice; Always Strive to Tell Your

Strategic Story; KEY BALANCED SCORECARD QUESTIONS AND ANSWERS; What Is the Difference between a Balanced Scorecard and a Dashboard?; Does Balance Mean an Equal Number of Objectives and Measures in Each Perspective of the Balanced Scorecard?; What Version or Generation of the Balanced Scorecard Does This Book Cover?; Does the Balanced Scorecard Change?; How Important Is Terminology in a Balanced Scorecard Implementation?; NOTES

Chapter 2 Just Like the Boy Scouts: Be Prepared

FIRST THINGS FIRST: WHY ARE YOU DEVELOPING A BALANCED SCORECARD?; ANSWERING THE QUESTION: WHY THE BALANCED SCORECARD AND WHY NOW?; POSSIBLE REASONS FOR LAUNCHING A BALANCED SCORECARD; SEND YOURSELF A POSTCARD FROM THE FUTURE; START WITH A PROVOCATIVE ACTION; OVERCOMING SKEPTICISM; BENEFITS OF A GUIDING RATIONALE; WHERE DO WE BUILD THE BALANCED SCORECARD?; CRITERIA FOR CHOOSING AN APPROPRIATE ORGANIZATIONAL UNIT; EXECUTIVE SPONSORSHIP: A CRITICAL ELEMENT OF ANY BALANCED SCORECARD PROGRAM; Securing Executive Sponsorship

SPONSORSHIP ADVICE FOR EXECUTIVES

YOUR BALANCED SCORECARD TEAM; Choosing the Team; How Many People Should Be on Your Balanced Scorecard Team?; What Skill Sets Should Team Members Possess?; Team Member Roles and Responsibilities; Balanced Scorecard Team Members; Training Your Team; MANAGING THE BALANCED SCORECARD ON AN ONGOING BASIS: THE OFFICE OF STRATEGY MANAGEMENT; FUNCTIONS OF THE OFFICE OF STRATEGY MANAGEMENT; Initial Considerations in Establishing a Strategic Management Office; YOUR BALANCED SCORECARD DEVELOPMENT PLAN; The Planning Phase; The Development Phase

BE FAST, BUT BE THOUGHTFUL IN YOUR APPROACH

DEVELOPING A COMMUNICATION PLAN TO SUPPORT YOUR BALANCED SCORECARD INITIATIVE; Communication: A Vital Link to Success; Why Communication Is Critical to Your Balanced Scorecard; A Guiding Rationale for Your Communication Plan; Key Elements of a Communication Plan; Evaluating the Effectiveness of Your Communication Efforts; Final Thoughts on Communication Planning; FINAL ASSESSMENTS TO MAKE BEFORE YOU BEGIN BUILDING A BALANCED SCORECARD; If You Already Have a Strategy Map or Balanced Scorecard of Measures, Are You Willing to Change It? Critically Examine the Existence of Common Change Blockers

Sommario/riassunto

The best plan is useless without effective execution

The future of business has become so unpredictable that your five-year plan may be irrelevant next week. To succeed in the modern market, you must constantly assess your progress and adapt on the fly. Agility, flexibility, continual learning, and adaptation are the new rules of business success. A differentiating strategy is crucial, but it will only lead to competitive advantage if you execute it flawlessly. You'll succeed only if you have the right insight for strategic planning and the agility to execute your plan. Balanced