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Note generali

Includes index.

Nota di contenuto

Cover; Title Page; Copyright; Contents; About the Author; Preface; Acknowledgments; Part I Setting the Scene; Chapter 1 The Great KPI Misunderstanding; Key Result Indicators; Result Indicators; Performance Indicators; Key Performance Indicators; Seven Characteristics of KPIs; Difference between KRIs and KPIs and RIs and PIs; Lead and Lag Confusion; Number of Measures Required-The 10/80/10 Rule; Importance of Timely Measurement; Where Are You in Your Journey with Performance Measures?; Notes; Chapter 2 The Myths of Performance Measurement; Myth #1: Most Measures Lead to Better Performance

Myth #2: All Measures Can Work Successfully in Any Organization, At Any Time Myth #3: All Performance Measures Are KPIs; Myth #4: By Tying KPIs to Remuneration You Will Increase Performance; Myth #5: We Can Set Relevant Year-End Targets; Myth #6: Measuring Performance Is Relatively Simple and the Appropriate Measures Are Obvious; Myth #7: KPIs Are Financial and Nonfinancial Indicators; Myth #8: You Can Delegate a Performance Management Project to a Consulting Firm; The Myths Around the Balanced Scorecard; Notes; Chapter 3 Unintended Consequence: The Dark Side of Measures

Example: City Train Service Example: Accident and Emergency Department; Examples from Dean Spitzer's Book; Performance-Related Pay; Dysfunctional Performance Measures Checklist; Notes; Chapter 4 Revitalizing Performance; Five Foundation Stones; The Many Facets of Performance Management; Notes; Chapter 5 Strategy and Its Relevance to Performance Measures; Articulate Your Organization's Mission, Vision, Values, and Lean Management Principles; Create a Strategy That Is Understood by Staff; Ensure That Your Strategy Is Balanced; Monitor Implementation of Your Strategy; Creating the Future; Notes

Part II Winning KPI Methodology Chapter 6 Background to the Winning KPI Methodology and Its Migration; The Original 12-Step Process; The New Six-Stage Process; Winning KPI Methodology and Its Migration; An Overview of the Six Stages; Chapter 7 Foundation Stones for Implementing Key Performance Indicators; ""Partnership with the Staff, Unions, and Third Parties" Foundation Stone; ""Transfer of Power to the Front Line" Foundation Stone; ""Measure and Report Only What Matters" Foundation Stone; ""Source KPIs from the Critical Success Factors" Foundation Stone

""Abandon Processes That Do Not Deliver" Foundation Stone"" Appointment of a Home-Grown Chief Measurement Officer" Foundation Stone; ""Organization-Wide Understanding of the Winning KPIs Definition" Foundation Stone; Notes; Chapter 8 Getting the CEO and Senior Management Committed to the Change (Stage 1); Obtaining Senior Management Team Commitment; Agree on Timing, Resources, and Approach; Benefits of This Stage; Templates and Checklists; Notes; Chapter 9 Up-Skill In-House Resources to Manage the KPI Project (Stage 2); Establish a Winning KPI Team Working Full Time on the Project

Establish a Just-Do-It Culture and Process

Sommario/riassunto

Streamline KPIs to craft a simpler, more effective system of performance measurement Key Performance Indicators provides an in-depth look at how KPIs can be most effectively used to assess and drive organizational performance. Now in its third edition, this bestselling guide provides a model for simplifying KPIs and avoiding the pitfalls ready to trap the unprepared organization. New information includes guidance toward defining critical success factors, project

leader essentials, new tools including worksheets and questionnaires, and real-world case studies that illustrate the practical application of the concepts.