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Nota di contenuto	Creating a Balanced Scorecard for a Financial Services Organization; Contents; Introduction; 1 The Curse of Living in "Interesting Times," The Credit Crunch, and Other Challenges; Executive Summary; Introduction; The Impact of the Credit Crunch; Deregulation, Globalization, and Technology; The Collapse of Customer Loyalty; Scorecard Pioneers; Other Scorecard-Using Financial Services Companies; Conclusion; 2 Describing the Balanced Scorecard; Executive Summary; Introduction; The Scorecard's Origins; A Balanced Measurement System; The Emergence of the Strategy Map The Strategy-Focused OrganizationEnterprisewide Alignment; Creating a Board Scorecard System; The Office of Strategy Management; The Execution Premium Model; Conclusion; 3 The Balanced Scorecard and Risk Management; Executive Summary; Introduction; Linking Strategy Management with Risk Management: A History; Strategic Risk Management: The New Core Competency; Risk-Based Performance; A Risk-Balanced Scorecard; The Five Principles of SRM; Conclusion; 4

Building a Strategy Map; Executive Summary; Introduction; Start with the Strategy; Senior Management Must Own the Strategy Map  
Strategy ClarificationThe Use of External Facilitation; Creating Objectives; Strategic Themes; Risk-Balanced Scorecard; Value Creation Map; Risk Map; Conclusion; 5 Selecting Metrics and Targets; Executive Summary; Introduction; The Critical Few Measures; Key Performance Questions; KPIs; Common Definitions; Key Risk Indicators; A Risk Scorecard; Selecting Targets; Comparative Performance Goals; Conclusion; 6 Selecting Initiatives; Executive Summary; Introduction; Organizational Awareness of the Importance of Initiatives; The Challenges of Selecting Initiatives; Linkage to the Strategy Map StratexInitiative Prioritization; Conclusion; 7 Cascading the Balanced Scorecard: The Structural Challenges; Executive Summary; Introduction; Strategic Line-of-Sight; Mandated Objectives and Measures; An Ideal Scorecard Cascade; Scorecard Pilots; A Hybrid IT Strategy Map: The Case of the Bank of England; To Cascade or Not to Cascade?; Conclusion; 8 Cascading the Balanced Scorecard: The Cultural Challenges; Executive Summary; Introduction; Transparency and Accountability; Fear of Measurement; A Major Change Effort; Senior Management Behavior; Local Champions; Communications; Conclusion  
9 Individual Performance Appraisal and Incentive CompensationExecutive Summary; Introduction; Personal Scorecards; Arguments Against the Personal Scorecard; Truncated Personal Scorecards; Competency Development; Personal Scorecards for the Senior Team; Linking Performance to Pay; The Arguments Against Making the Link; Making the Choice; Conclusion; 10 Getting the Best from Software; Executive Summary; Introduction; The Benefits of Automation; What Software Cannot Do; Certified Vendors; Criteria for Choosing Software; Advanced Performance Institute Software Selection Criteria  
Developing an IT Strategy

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## Sommario/riassunto

How to tap the power of the balanced scorecard, for financial services organizations Designed to help financial services organizations build and implement the strategic management framework known as the balanced scorecard, Creating a Balanced Scorecard for a Financial Services Organization is the book you need to ensure accountability, transparency, and risk management in your enterprise. The financial crisis revealed the many shortcomings of the industry, but with this book in hand you can make the most of the mistakes of the past to build a better, stronger business that bala

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