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Nota di contenuto	Handbook of Corporate Performance Management; Contents; Preface; Acknowledgements; Introduction; 1. Performance and the Role of Measurement; 1.1: Introduction; 1.2: What is good performance?; 1.3: Whose perspective?; 1.4: Making comparisons; 1.5: Present success and future sustainability; 1.6: How is performance delivered?; 1.7: The roles of a performance measurement system; 1.8: The focus of measurement; 1.9: The role of management and leadership; 1.10: In summary; Further reading; 2. Practical Tools for Measuring Performance; 2.1: Introduction 2.2: Elements of a performance measurement system2.3: The Balanced Scorecard; 2.4: The Performance Prism; 2.5: Objectives and success maps; 2.6: Designing measures; 2.7: Summary; Further reading; 3. Designing the System; 3.1: Introduction; 3.2: A four phase life cycle; 3.3: Design; 3.4: How is this done in practice?; 3.5: The debate; 3.6: Developing the success map; 3.7: Developing the measures; 3.8: The

next stage; Further reading; 4. Managing Implementation; 4.1: Introduction; 4.2: Phases of implementation; 4.3: Why does implementation succeed or fail?; 4.4: Hurdles and blockers 4.5: Steps to successful implementation 4.6: Conclusion; Further reading; 5. Assessing and Managing Change; 5.1: Introduction; 5.2: Change in context; 5.3: Assessing resistance to change; 5.4: Return on management; 5.5: Assessing likelihood of implementation; 5.6: Conclusion; Further reading; 6. Target Setting; 6.1: Introduction; 6.2: Why do you set targets?; 6.3: Ten common problems; 6.4: The target setting wheel; 6.5: Closing remark; Further reading; 7. Linking Rewards to Performance; 7.1: Introduction; 7.2: Pitfalls; 7.3: Linking rewards to performance; 7.4: Examples; 7.5: Summary Further reading 8. Managing with Measures - Statistical Process Control; 8.1: Introduction; 8.2: Variation and our reaction; 8.3: Statistical process control; 8.4: Performance and performance improvement; Further reading; 9. Using Measures - Performance Reviews; 9.1: Introduction; 9.2: The Performance planning value chain; 9.3: Performance reviews; Further reading; 10. Using Measures to Manage - Challenging Strategy; 10.1: Introduction; 10.2: Company examples; 10.3: Testing success maps in practice; 10.4: Testing in theory and practice; 10.5: Behavioural issues; 10.6: Conclusion Further reading 11. Keeping Your Measurement Process up to Date; 11.1: Introduction; 11.2: Keeping the process up to date; 11.3: When do you update targets?; 11.4: Revising measures; 11.5: Reviewing the measures in line with your success map; 11.6: Reflecting on your strategy; 11.7: Challenging strategy; 11.8: Overcoming barriers to updating your system; 11.9: Summary; Further reading; 12. Measuring Performance of People; 12.1: Introduction; 12.2: Essential elements for high performance; 12.3: Measuring employee satisfaction and engagement; 12.4: Performance appraisals 12.5: HR performance measures

Sommario/riassunto

A corporate performance management system can transform your business - but only if it is designed and implemented in the right way. this book will provide you with the tools and approaches to help translate your strategy into action and make you aware of the pitfalls to be avoided. The Handbook of Corporate Performance Management takes a practical approach, offering guidance on what works, tools to use, and how leadership makes an essential contribution to success. THE BOOK IS BROADLY DIVIDED INTO FOUR SECTIONS: Section One Provides the essential toolkit f