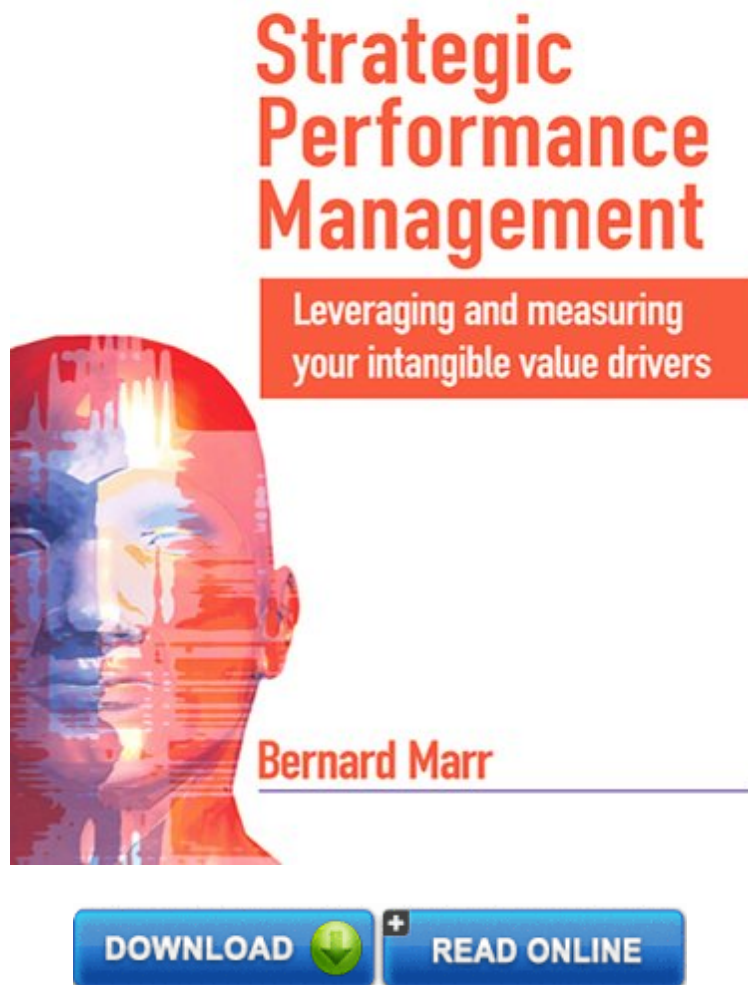


Strategic Performance Management

Bernard Marr, Dina Gray

*ebooks | Download PDF | *ePub | DOC | audiobook*



#2044307 in eBooks 2012-08-06 2012-08-06File Name: B008VSIDMK | File size: 42.Mb

Bernard Marr, Dina Gray : Strategic Performance Management before purchasing it in order to gage whether or not it would be worth my time, and all praised Strategic Performance Management:

4 of 6 people found the following review helpful. Highly recommendedBy frankI highly recommend Bernard Marr's latest book. Bernard possesses the wonderful combination of a solid academic background and a practical look. Not only that, he also shows good insight in what makes organizations 'tick'. For me, this book brings performance management to life. Not just the frameworks, as we have seen so many books, but he describes how to make performance management WORK.I had the chance to review the book and finished it in one go. Good stuff!frank

This book is about strategic performance management for the Twenty-First Century organization. In a practical step-by-step approach it navigates readers though the identification, measurement, and management of the strategic value drivers as enables of superior performance. Using many real life case examples this book outlines how organizations

can visualize their value creation, design relevant and meaningful performance indicators to assess performance, and then use them to extract real management insights and improve everyday strategic decision making as well as organizational learning. A key focus of the book is the important issue of creating value from intangible assets. Much has been written about the importance of intangible assets such as knowledge, skills, relationships, culture, practices, routines, and intellectual property as levers for organisational success. However, little has been published that tells managers how to do that. This book moves beyond just raising awareness and provides practical tools and templates, gathered in many extensive case studies with world-leading organizations. The key issues the book addresses are: **•** How do we identify the strategic value drivers, especially the intangibles, in our organisations? **•** How do we understand their strategic value using the powerful mapping tools? **•** How do we then measure the business performance? **•** How do we use performance indicators to improve decision making and organisational learning? **•** How do we align performance reviews and risk management with our strategy? Well grounded in theory and packed with case studies from around the world, this book will function as a guide for managers as well as a reference work for students and researchers. The tools described in this book are not only suitable for leading international corporations, but have been designed to be equally appropriate for not-for-profit organizations, central and local government institutions, small and medium sized businesses, and even departments and business units. The ideas, tools, and templates provided allow managers to apply them straight away and transform the way they manage strategic performance at all levels of their organization.

This is an outstanding book! Bernard Marr provides leading edge thinking on strategic performance management presented in an engaging and practical way. This book is a milestone and a must read for every manager trying to manage strategic performance. - Eggert Claessen, Managing Director, Tolvumidlun Ltd and Chairman, GoPro Ltd. Excellent book! In *Strategic Performance Management* Bernard Marr describes how managers can get a firm grip on their corporate performance. He shows remarkable insight into this topic and fresh ideas to make performance management work. With this book, Bernard will teach you how to put passion into performance. - Frank Buytendijk, Research Vice-President Corporate Performance Management, Gartner "Bernard Marr has done it again! With *Strategic Performance Management* he delivers a fascinating, refreshing, and actionable read. This book is not only a delight to read, it will open your mind, guide you through the distracting complications and traps of measuring and managing performance, and leave you with a clear vision of strategic performance management for the 21st century." - Stuart Crainer, Editor, *Financial Times Handbook of Management*, Editorial Fellow, London Business School "Bernard Marr profoundly challenges many prevailing assumptions about measurement and management. If you feel that you are measuring the wrong things, if you feel you haven't identified all your intangible value drivers, and if, like DHL, you think you should, then read this book!" - Gary Crates, Commercial Director, DHL This impressive book effectively melts the often disparate topics of strategic analysis, performance measurement, and performance management into a powerful framework for achieving strategic success. Using practical examples and tools, Bernard Marr provides fresh insights into the specific methods available to create a truly performance-driven organization. - Christopher D. Ittner, Ernst Young Professor of Accounting, The Wharton School, University of Pennsylvania "At last, the definitive book on Strategic Performance Management! In this comprehensive guide to the discipline, Bernard Marr has distilled theory and practice into the essential information any executive needs to take their performance management initiative to the next level" - Steve Fluin, Chief Executive, PerformanceSoft "If you read only one management book this year, make it *Strategic Performance Management* by Bernard Marr. This terrific book sets new standards of how to measure and manage what really matters in organizations today. In a thought-provoking manner, Bernard Marr demonstrates why many traditional approaches to performance management are doomed to failure. I believe every business leader can benefit from Bernard Marr's refreshing thinking on strategic performance management. - Roger Camrass, Director, Business Transformation Group, Fujitsu In *Strategic Performance Management* Bernard Marr provides trenchant insights into how organizations can design and use metrics to help maintain their dynamic capabilities in rapidly changing environments. The book is well written and will be insightful for both academic and executive audiences at the senior level. - David Teece, Professor of Business Administration, Haas School of Business, University of California at Berkeley Bernard Marr provides a concise, focused, and tightly-integrated approach to strategy analysis and performance management. The performance-oriented approach to strategy development and management he outlines is superior to balanced scorecard approaches because it is firmly based upon the fundamental drivers of value creation. - Robert Grant, Professor of Management, Georgetown University Bernard Marr's latest book is an immensely valuable management handbook as well as a great read! The approach he takes in *Strategic Performance Management* is accessible to anyone. The book includes tools, anecdotes, helpful hints and tips, and some fascinating case studies, making it a very practical guide for managers hoping to transform the performance of their businesses. - Jocelyn Blackwell, Chief Executive Officer, Higham Group plc In a very pragmatic way this book outlines how to implement Strategic Performance Management. By doing so, Bernard Marr overcomes the boundaries and shortcomings of the traditional Balanced Scorecard approach and takes Performance Management to the next level: true Strategic Performance Management! - Andreas Spaum, Principal,

Booz Allen Hamilton Bernard Marr has written a very valuable, insightful and easy to read book on strategic performance management and value creation mapping. It will help to avoid that companies stay ignorant to this important issue. The book shows practical and illustrative cases and step-by-step guidance on how to go from management by numbers to management by insights. In this book Bernard Marr presents many well-designed templates for the identification of the value proposition and value drivers, for the design of meaningful performance indicators, and for the selection and adoption of software applications for a more efficient and effective strategic knowledge navigation and decision making. - Leif Edvinsson, Professor of Intellectual Capital, Lund University Bernard Marr has written a practical, yet thoughtful, book on strategic performance management, which should provide a valuable point of access to the subject for all managers ndash; whether in the private or public sectors. In a world of rapid and unpredictable change, the emphasis on how they can create a structured learning environment is particularly apposite. - Dr Reg Hinkley, CEO, BP Pensions Trustee Limited By skilfully blending research insights and real life experience, Bernard Marr takes the reader on a journey through concepts, tools and methodologies which enable managers to develop and execute value driven strategies. He succeeds in creating a structured and straightforward approach that will help managers at all levels of any organization to become strategy focused leaders. - Fredrik Wastenson, President and CEO, Prodacapo ABBernard Marr's work on value driver mapping at Novo Nordisk has been remarkably valuable. It allowed us to make transparent the impact of our intangible heritage (Triple Bottom Line business principle and Novo Nordisk Way of Management) on our overall business performance. It also enabled us to include indicators for our intangible performance drivers in our strategic planning and performance monitoring. I strongly recommend this book as a practical and inspirational tool to improve your strategic performance management. - Hanne Schou-Rode, Vice President, Business Strategy Governance, Novo Nordisk A/S Many organizations are still struggling to identify and manage the value driver, both tangible and intangible, that help to deliver value to their stakeholders. Unfortunately most books in this field are too narrow, focusing either on the strategic aspects, on the performance management issues, or on information technology matters. Bernard Marr has done a great job by presenting a really integrated and state-of-the-art approach to Strategic Performance Management ndash; linking together strategy and strategic planning, performance measurement, and performance management (including the role of PM software). This excellent book is a must read for everyone interested in performance management. - Juergen H. Daum, CFO adviser, enterprise performance management expert, and Chief Solution Architect, SAP AG Bernard Marr has authored another excellent book on measuring and managing organizational value drivers. Especially the Value Creation Map approach he has developed is a powerful tool to understand how value is created and how the tangible and intangible assets interact as value drivers. Bernard Marr's approach has provided us with invaluable insights about our business and allowed us to validate our business hypotheses. - Dr Holger Adelman, Medical Science, AstraZeneca Strategic performance management is high on the agenda of most managers and senior executives. A superficial or wrong understanding of performance management concepts often produces poor results and disillusionment. Real benefits are only created by designing an integrated system across the whole organisation based on common understanding of strategic objectives. In this book Bernard Marr provides clear guidelines of how to make strategic performance management work. Particularly insightful is his guidance on measuring intangibles, which represents one of the key challenges for all organisations. This book is entertaining to read, very comprehensible and is brought alive by numerous real-life case studies. It will prove to be of invaluable help in designing an efficient strategic performance management system for your organisation. - Norbert Buuml;chel, Chief Executive Officer, Procos Professional Controlling Systems AG Strategic Performance Management is an exceptional book and the first strategic management book that focuses on measuring and managing intangibles as the key value drivers in today's organizations. I highly recommend it to top managers that are looking to build successful business recipes for a sustainable competitive advantage. - Joseacut; M. Viedma Martiacut;, Professor of Business Administration Polytechnic University of Catalonia, Spain Bernard Marr profoundly challenges many prevailing assumptions about measurement and management. It is your chance to be enlightened. If you feel that you are measuring the wrong things, if you feel you haven't identified all your intangible value drivers, and if, like DHL, you think you should, then read this book. Bernard Marr's lucid and highly accessible book, filled with practical, real-life examples, is a pleasure to read and will greatly benefit any organization that takes his thinking to heart. - Kenneth Donaldson, Director of Pensions Strategy, Dunnett Shaw Ltd Strategic Performance Management provides a great combination of tools, cases, and philosophies that have helped much-admired firms develop their performance management systems to deliver their strategy. This book is an excellent road map for managing for excellence in a format that is easy to understand and easier to implement. - Dr Yasar Jarrar, Executive Dean, Dubai School of Government Do we need any more books on performance management, you might ask? Well, if these books are anything like Bernard Marr's book, keep them coming! With well chosen examples and anecdotes, often funny and always insightful, Strategic Performance Management is a delight to read and even better it will entice the reader to act. - Andreacut; A. de Waal, Associate Professor, Maastricht School of Management, the Netherlands This book provides invaluable insights on the approaches to linking different parts of an organisation to provide a coherent view on performance. I recommend it to professional accountants in business

seeking a more sophisticated and practical approach to performance management. - Stathis Gould, Technical Specialist, Chartered Institute of Management Accountants

In Strategic Performance Management Bernard Marr gives good examples of existing best practices and fresh insights into performance management. There is something for everyone to learn in this book. - John Wilkes, Head of Performance Management, Capgemini UK

The book Strategic Performance Measurement tackles one of the most important challenges corporations are facing today: the design of a system to measure and manage the tangible and intangible performance drivers. The book provides the reader with a great overview and sufficient details. What I particularly like about it is that it brings together scientific approaches with practical management needs. Bernard Marr has done great job in extracting, developing and describing sophisticated and applicable tools that will enable managers to make strategic performance management work. - Professor Dr Klaus Møller, Technical University of Munich, Germany

With Strategic Performance Management Bernard Marr provides clear guidance on how to overcome the challenge of effectively and efficiently connecting strategy to action. He avoids the common trap of proposing an all new "silver bullet" strategy process or tool and instead provides the context within which to connect existing theories and methodologies in a simple and straightforward way. - David McCormick, Corporate Strategy, Royal Dutch Shell plc

This book effectively communicates the core of modern thought on the management of intangibles in a strategic context. It is accessible and simple, but not superficial or simplistic. It is a good overview of the central themes in modern performance management and it integrates fields such as management control, strategy, and intangibles. Bernard Marr outlines a strong framework for the management of businesses in the modern economy. - Jan Mouritsen, Professor, Copenhagen Business School, Denmark

This book provides comprehensive guidelines of how to develop a strategic performance management system. With his step-by-step approach, illustrated by real life examples, Bernard Marr ensures that organizations identify, measure and manage the essential value drivers that really matter.

Professor Dr Peter Horváth, IPRI - International Performance Research Institute, Stuttgart, Germany

From the Back Cover

This book is about strategic performance management for the Twenty-First Century organization. In a practical step-by-step approach it navigates readers through the identification, measurement, and management of the strategic value drivers as enablers of superior performance. Using many real life case examples this book outlines how organizations can visualize their value creation, design relevant and meaningful performance indicators to assess performance, and then use them to extract real management insights and improve everyday strategic decision making as well as organizational learning. A key focus of the book is the important issue of creating value from intangible assets. Much has been written about the importance of intangible assets such as knowledge, skills, relationships, culture, practices, routines, and intellectual property as levers for organisational success. However, little has been published that tells managers how to do that. This book moves beyond just raising awareness and provides practical tools and templates, gathered in many extensive case studies with world-leading organizations. The key issues the book addresses are:

- * How do we identify the strategic value drivers, especially the intangibles, in our organisations?
- * How do we understand their strategic value using the powerful mapping tools?
- * How do we then measure the business performance?
- * How do we use performance indicators to improve decision making and organisational learning?
- * How do we align performance reviews and risk management with our strategy?

Well grounded in theory and packed with case studies from around the world, this book will function as a guide for managers as well as a reference work for students and researchers. The tools described in this book are not only suitable for leading international corporations, but have been designed to be equally appropriate for not-for-profit organizations, central and local government institutions, small and medium sized businesses, and even departments and business units. The ideas, tools, and templates provided allow managers to apply them straight away and transform the way they manage strategic performance at all levels of their organization.

About the author: Bernard Marr is one of the world's leading experts on strategic performance management. He specializes in the identification, measurement, and management of value creation and strategic performance drivers. In this capacity he has worked with many leading organizations including Accenture, Astra Zeneca, BP, DHL, Fujitsu, Gartner, HSBC, NovoNordisk, the Home Office, and Royal Dutch Shell. He has extensive work experience across the United States, Europe, Africa, the Middle East and Asia, which makes him an acclaimed keynote speaker, consultant, teacher, and award-winning writer. After having gained management experience in consulting, manufacturing and international trading corporations, Bernard Marr moved to the University of Cambridge to become a management researcher at the Judge Institute of Management Studies. Since 1999 he is a Research Fellow at the renowned Centre for Business Performance at Cranfield School of Management, he also holds multiple visiting professorships. Bernard Marr has produced over 100 books, reports, and articles on topics such as Balanced Scorecard, Corporate Performance Management, Strategy Maps, and Intangible Assets. In their recent article 'wise guys' the CEO Journal recognized Bernard Marr as one of today's world leading business brains.

About the Author: Mr. Bernard Marr Chief Executive and Director of Research, The Advanced Performance Institute

Bernard Marr is one of the world's leading experts on strategic performance management. In this capacity he has advised and worked with many leading organisations including Accenture, Astra Zeneca, the Bank of England, Barclays, BP, DHL, Fujitsu, Gartner, HSBC, Mars, the Ministry of Defence, the Home Office, Mars, Tetley, the Royal Air Force, and Royal Dutch Shell. He has extensive work experience in private companies, public sector organisations,

and governments across North America, Europe, Africa, the Middle East and Asia, which makes him an acclaimed keynote speaker, consultant, inspiring teacher, and award-winning writer. In it's recent article 'wise guys' the CEO Journal recognised Bernard Marr as one of today's leading business brains. Having gained management experience in consulting, manufacturing and international trading corporations, Bernard Marr moved to the Judge Institute of Management Studies at the University of Cambridge, and then to the renowned Cranfield School of Management where he was a member of faculty for nearly ten years before he took on his current role as chief executive and director of research of the Advanced Performance Institute (see: www.ap-institute.com) . Bernard Marr has contributed to over 100 books, reports, and articles on topics such as Corporate Performance Management, Balanced Scorecard, Strategy Maps, and Intangible Assets. His expert comments on performance management have been published widely, including in the Financial Times, the Sunday Times, Financial Management, the CFO magazine and the Wall Street Journal. Bernard also holds various visiting professorships, is the Intangible Assets Editor of the journal Measuring Business Excellence, and a member of the editorial board of The Handbook of Business Strategy. Bernard Marr can be contacted via e-mail at bernard.marr@ap-institute.com Author of: Perspective