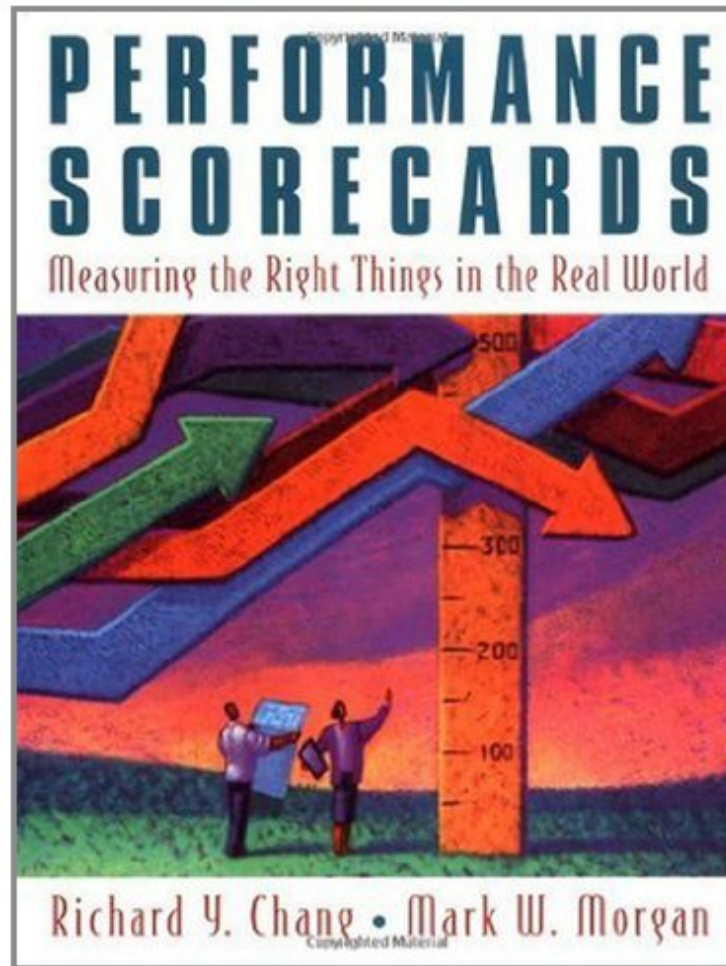


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Performance Scorecards: Measuring the Right Things in the Real World

Richard Y. Chang, Mark Morgan

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Richard Y. Chang, Mark Morgan : Performance Scorecards: Measuring the Right Things in the Real World before purchasing it in order to gauge whether or not it would be worth my time, and all praised Performance Scorecards: Measuring the Right Things in the Real World:

2 of 3 people found the following review helpful. Great to sell the idea of using Performance Scorecards. By Jose Ernesto Passos This book accomplishes very well the task of "evangelizing" the use of Performance Scorecard in businesses. The author used a similar to real life story, to illustrate the concepts behind implementing a Performance Scorecard in a department or division of a fictional company. The story is well crafted and the reading is smooth and interesting. Typically you will read in hours. It is a beginners book on the subject. One point I would make concerning the subject encompassed in this book. The authors use as example a fictional company that already identified well its mission and strategies, everybody in each position knows well what to do, what they don't know is how to organize

their information so as to measure their performance. These definitions are typically the most difficult to make and are at the core of the business problem that may have to be attacked when implementing a Performance Scorecard. These definitions usually are obtained after the company have adopted a formal business strategy and revised its processes. I think the authors might in the future add some explanation on these topics.

3 of 3 people found the following review helpful. Aimed at large orgs who might hire the authors. By TJH "Performance Scorecards" describes the process by which a fictional large company studies and then improves their system of performance measurement. The company already collects dozens of measurements, so the key challenge is to identify the most important and coordinate the process between departments and up and down the corporate ladder. The hero of this process is "Bob" a consultant who acts as facilitator. After reading this book I think most senior managers would be reluctant to tackle the process without a consultant like Bob. The authors are consultants and I would guess that they wrote this book mainly as a way to get new business. As president of a company with just 17 employees, I was hoping for something simpler and more concrete. I need a list of useful performance indicators, with tips on how to measure them. This book didn't offer that. I cannot recommend the book for a small organization. I give the book two stars, instead of one star, because it could be useful to a senior manager in a large company who is contemplating hiring a consultant to help overhaul the company's performance measurement system. The authors might be just the consultants you need.

19 of 20 people found the following review helpful. Concise explanation of a performance management system. By Michael Wyland. I've never read a better, more concise explanation of a beginning-to-beginning performance evaluation and management system. In fact, I surprised myself by getting a little wrapped up in the storyline of the fictional case study being used to illustrate the steps in the process. "Page-turner" isn't a term usually applied to management books, but this one almost deserves it. The actual "story" itself is sometimes almost painful as fiction -- I really wish the authors had consulted a dialogue editor -- but the story acts as a thread to connect the key elements and illustrate some of the issues faced when building performance management systems. The authors' thesis is that executives and managers spend too much time tracking too many performance indicators, often focusing time on unimportant measures or indicators outside their scope of control. Front-line employees and supervisors are uncertain what they're being measured against, and feel they are powerless to influence quality or efficiency. The performance scorecards approach can be initiated at any management level. Through a series of data collection and staff meetings, goals, objectives, indicators, and responsibilities can be agreed upon. Each manager, project, and even many employees can have "scorecards" that interlock with everyone else's in the organization, reflecting the interdependencies required for organizational success. There are six key steps in performance scorecards: Collect, Create, Cultivate, Cascade, Connect, and Confirm. There are strong team-building aspects to this model. Not only does it stress interdependence, it also fosters decentralization of responsibility, authority, and accountability. Further, it encourages openness about results and how they are expressed and communicated. The process does depend on a quantitative as well as qualitative expression of indicators and results. This may scare off some service organizations. However, the team-based, consensus approach to determining a way to translate the qualitative to the quantitative minimizes the friction and suspicions of "unfairness" in the process. The process allows no wiggle room for the employee who says that a particular objective or outcome is not measurable. If it's not measurable, then it shouldn't be an objective, according to the authors. The authors are consultants, and they stress the importance of a trained facilitator as part of the process. The investment is well worth the outcomes in employee morale as well as productivity and success in fulfilling a mission and being able to demonstrate it. The book contains numerous illustrations, figures, and a few tools to help the narrative explanation of the process.

Base your business decisions on up-to-the-minute "snapshots" of your company's performance. Because they can be customized to track indicators specific to your organization's success, Performance Scorecards are a busy manager's best resource for quickly aligning strategy and promoting behaviors that lead to desired results. Use them to gauge sales, employee satisfaction, quality-whatever factors most influence your company's progress. You'll be able to make better, more informed decisions, guide and manage shifts in business direction, and keep every employee focused on important business goals. Through their fictional account of manager Vince Sharp's use of the scorecards, Chang and Morgan show readers exactly how the process works. .

"This is the best book I've read on performance measurement--and I've read a lot. Finally, a practical book that not only tells you why, but also tells you where, when, and how through an easily read and engaging story that flows throughout the book. I would give Performance Scorecards a 10 on every dimension--understandable, highly readable, and most of all, practical!" (Jack Grayson, chairman, American Productivity Quality Center) "If you want a practical framework for focusing on the critical elements of success through measures, this book is for you. It makes a complex subject-developing and cascading a scorecard of measures-easy to understand and easy to apply." (Tina Sung, president and CEO, American Society for Training and Development (ASTD)) "Business schools too often fail to provide students with an integrated, systematic view of the corporation and the tools to definitively link strategic plans, operations, and business results. Both shortcomings are eliminated by Performance Scorecards. This book should be

required reading for all current and former MBA students."(P. George Benson, dean, Terry College of Business, University of Georgia) "Any business leader who is serious about measuring the real drivers of performance should read this book. The authors clearly understand the speed of business and they've designed an approach with that in mind. The message is straightforward, sensible, and practical."(John Cone', vice president, Dell Learning, Dell Computer Corporation) "Performance Scorecards is a must read for corporate leaders trying to wade through the reams of data and information that hits their in-baskets on a daily basis. Establishing a scorecard that accurately measures a company's strategic goals and objectives is the only way to know if and when your company, your department, or your work group is successful. This book provides a clear and concise guide to developing such a scorecard."(Sheila T. Harrell, vice president, customer service strategic planning and analysis, electronic commerce and customer services, FedEx Corporation)From the Inside FlapDespite a daily deluge of reports, e-mails, and briefings, most business leaders can't tell whether their organizations are winning or losing. That's because the pressures of modern management have left them with less time than ever before to analyze, interpret, and act on the information available to them. Performance Scorecards help these busy leaders slice through the information glut to reduce the time they have to spend deciphering data and increase their ability to make the right business decisions. Like an airplane's control panel or an automobile's dashboard, scorecards help businesses stay on course by providing a comprehensive view of their activities and performance. But while other scorecards track a predetermined set of indicators, Performance Scorecards can be customized to measure the factors specific to an individual organization's progress, providing a greater degree of flexibility than ever before. Managers can use Performance Scorecards to gauge sales, employee satisfaction, quality--whatever factors most influence their own company's success. In this book, Richard Chang and Mark Morgan, who together have more than forty years of organizational measurement experience, use the story of fictional manager Vince Sharp to give readers an accessible and jargon-free introduction to the benefits of this flexible measurement method. They combine a compelling narrative with informative examples and graphics to clearly demonstrate how to develop Performance Scorecards, apply their techniques, and avoid common obstacles to their use. Along with Vince, readers learn how Performance Scorecards can help them focus on the measures that matter to their own customers, employees, and stakeholders--and implement the right measures in the right places at the right times. From the Back CoverBase your business decisions on up-to-the-minute "snapshots" of your company's performance. Because they can be customized to track indicators specific to your organization's success, Performance Scorecards are a busy manager's best resource for quickly aligning strategy and promoting behaviors that lead to desired results. Use them to gauge sales, employee satisfaction, quality--whatever factors most influence your company's progress. You'll be able to make better, more informed decisions, guide and manage shifts in business direction, and keep every employee focused on important business goals. Through their fictional account of manager Vince Sharp's use of the scorecards, Chang and Morgan show readers exactly how the process works.