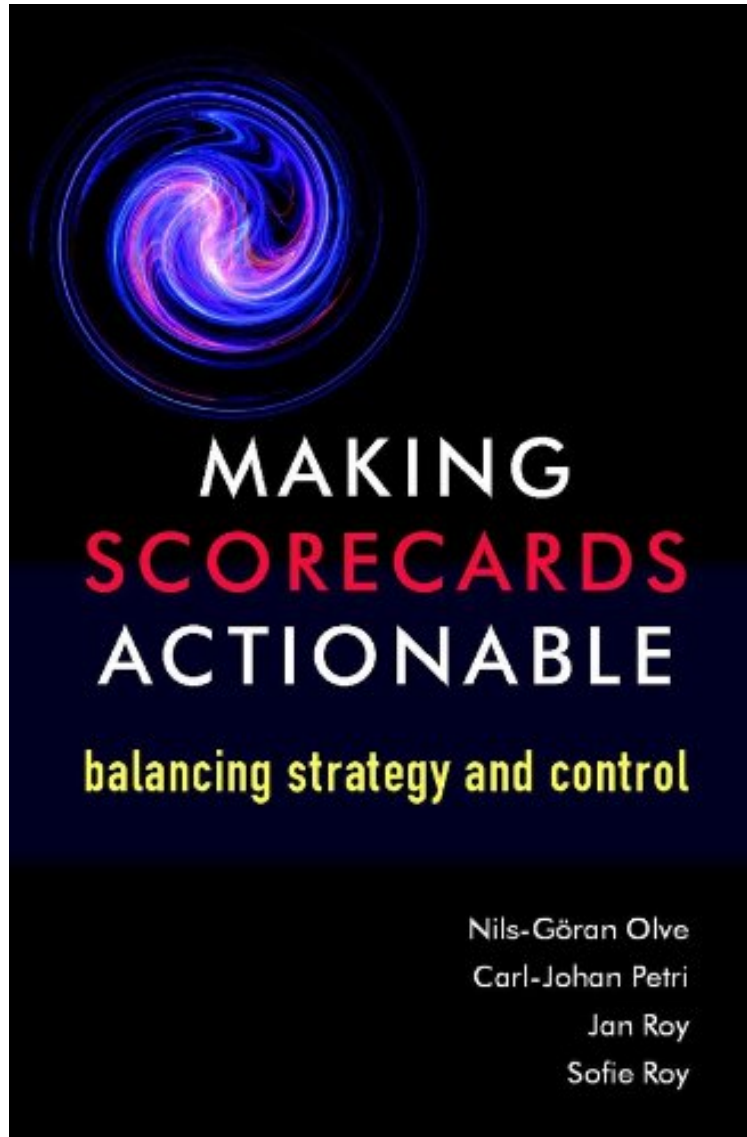


(Free download) Making Scorecards Actionable: Balancing Strategy and Control

Making Scorecards Actionable: Balancing Strategy and Control

Nils-Göran Olve, Carl-Johan Petri, Jan Roy, Sofie Roy
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Nils-Göran Olve, Carl-Johan Petri, Jan Roy, Sofie Roy : Making Scorecards Actionable: Balancing Strategy and Control before purchasing it in order to gauge whether or not it would be worth my time, and all praised Making Scorecards Actionable: Balancing Strategy and Control:

The concept of the Balanced Scorecard has become increasingly popular in the global business world as a tool for balancing business strategy with financial concerns, customer care, internal business processes, and learning and

growth. This book focuses on the hands-on experiences of companies across a broad range of organizations at both operational and board level. Drawn from cases in the UK, Europe, the United States, and Japan, the book shows that though Balanced Scorecard has been adopted widely, it is practiced in different forms and with varying degrees of success. Making Scorecards Actionable helps in creating and communicating a total comprehensive strategy to all organizational members from the top down. * Provides a long-term view of what the company's strategic objectives really are. * Shows how to make use of knowledge gained through experience. * Demonstrates the required flexibility of such a system to cope with the fast-changing business environment. * This book provides a practice-based follow on from the successful Performance Drivers by Olve, Roy and Welter (0471 986232) Readership: Operational managers, consultants, and business students.

"hellip;the book is well written and concretehellip;the authors give good advicehellip;" (Dagens Industri)From the Inside FlapOver the last decade the concept of the Balanced Scorecard has attracted attention around the world and has been widely, and enthusiastically, adopted by many organizations as a means to assure that intended strategies are realized. However, in their work as consultants and researchers, the authors have noted that all too often expectations have not been met in practice. Following on from an earlier book (Performance Drivers, Olve, Roy and Wetter, Wiley 1999) this volume focuses on the hands-on experiences of companies across a broad range of organizations and the challenges that emerge as the scorecards are put into operation. If these challenges are not met they may hamper or even erode the implementation of scorecards - even though the concept as such is valid. Identifying achievements as well as failures, this book looks at the challenges encountered by successful companies when operating their scorecards, and shows how they manage these problems. Based on the experiences of leading world companies such as Skandia, British Airways, Oriflame, Hewlett-Packard, Xerox, Ericsson, Scandinavian Airlines and others, the authors put forward a set of issues in designing scorecards and scorecard processes. If managed correctly, an organization is able to reap the benefits and realize the potential from its scorecard implementation.From the Back Cover"The attraction of balanced scorecards is to help translate strategy into the stories, business logic and tasks that grab people's imaginations and so result in purposeful action. Yet, too often, it hasn't worked that way. In a refreshingly honest and pragmatic way, the authors analyse both the successes and failures of companies using scorecards and present a practical approach for all top executives facing up to today's challenge of providing a corporate purpose that will live in people's minds." Lynda Gratton Associate Professor of Organisational Behaviour at London Business School and Dean of the full-time MBA Programme "Very well worth reading, re-reading and studying. An excellent and simple system to measure and challenge the performance of businesses and their people." Belmiro de Azevedo President of Sonae SGPS, S.A.