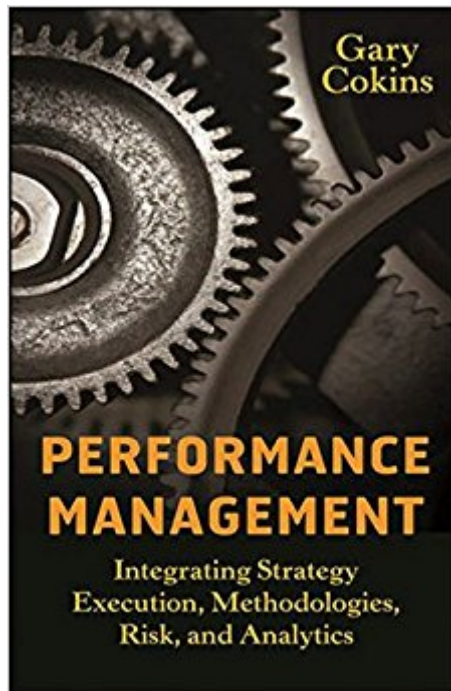


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Performance Management: Integrating Strategy Execution, Methodologies, Risk, And Analytics



Synopsis

Praise for *Praise for Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics* "A highly accessible collection of essays on contemporary thinking in performance management. Readers will get excellent overviews on the Balanced Scorecard, strategy maps, incentives, management accounting, activity-based costing, customer lifetime value, and sustainable shareholder value creation." â Robert S. Kaplan, Harvard Business School; coauthor of *The Balanced Scorecard: Translating Strategy into Action*, *The Execution Premium*, and many other books "Gary Cokins demonstrates in this book that performance management is not a mysterious black art, but a structured, process-oriented discipline. If you want your performance management system to be a smoothly running analytical machine, read and apply the ideas in this bookâit's all you need." â Thomas H. Davenport, President's Distinguished Professor of Information Technology and Management, Babson College; coauthor of *Competing on Analytics: The New Science of Winning* "Drawing on a deep reservoir of knowledge and experience gained from hundreds of customer engagements around the world, Gary Cokins offers an authoritative examination of the major dimensions of performance management. Cokins not only paints a rich and textured view of the major principles and concepts driving performance management implementations, he offers a nuanced look at the important subtleties that can spell the difference between success and failure. This is an informative and enjoyable text to read!" â Wayne Eckerson, Director of Research, The Data Warehouse Institute (TDWI); author of *Performance Dashboards: Measuring, Monitoring, and Managing Your Business* "[In this] very insightful book, the view of an integrated performance management framework with a goal to link various operational activities with business strategy is an excellent approach to manage and improve business. Gary's explanation of risk-based performance management, for providing the capability to achieve long-term objectives with reliably calculated risks, is definitely thought provoking." â Srinii Pallia, Global Head and Vice President of Business Technology Services, Wipro Technologies, Bangalore, India "Gary Cokins is clearly one of the world's thought leaders in the area of performance management, and the need for integrated performance management, improvement and execution is clearly at a premium in these challenging economic times. This book is a must read for CEOs, CFOs, and management accountants around the globe seeking higher levels of sustainable business performance for their stakeholders." â Jeffrey C. Thomson, President and CEO, Institute of Management Accountants

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Customer Reviews

One of the quotes Gary uses in this book is Leonardo da Vinci's observation that "There are three classes of people: Those who see. Those who see when they are shown. Those who do not see." We are fortunate that one of "those who can see" can also cut through the software and consulting marketing hype and effectively communicate to those of us "who only know when they are shown" what performance management really is, its purpose, its benefits, and how it fits into the grand scheme of business leadership. Gary's discussion of business intelligence hierarchy and its parallel with human brain activity is, by itself, worth the cost of the book. This book is a must for anyone who wants to truly understand business performance management before putting its principles into practice.

Gary Cokins' book "Performance Management" is the best collection of thinking on the subject that I have seen. Gary doesn't waste time with abstract ideas -- he provides practical insights into today's (and tomorrow's) managerial problems, along with solutions that work. I know they work because my firm's performance has improved significantly as a result of applying what Gary teaches. The content of the book is divided into many short chapters written in an informal, sometimes irreverent, but always engaging style. You may be tempted to read multiple chapters in one sitting. I wouldn't advise it. Rather, read a chapter and then give yourself time to think about it. The more you do, the more you'll understand just how profound the wisdom is that Gary shares with his readers.

Incredibly relevant read - Gary ties together the elements that really matter to enable decision making - all in an interesting read. I found immediate, useful value to utilize.

Gary Cokins new book is a well organized, human scale approach to putting analytics to work in practical terms. Rather than focus on just theory, Cokins lays out the intellectual underpinnings of Performance Management and then demonstrates how this affects the true and real life challenges faced by increasingly complex organizations. Cokins makes clear that there are no magic bullets to improve performance but that consistently applied logic and disciplined objectivity are achievable and will bring the results. I recommend "Performance Management: Integrating Strategy" to anyone faced with creating sustained value in any enterprise. Cokins might not make it easy but he makes you smarter.

Performance Management (EPM / CPM) being an evolving field - and also because it draws from such a broad array of disciplines, it is really tough to "get your arms around" the full scope and say - "All this needs to be done in order to implement an effective EPM system". For anyone starting on an EPM journey needing to take stock of all the tools one needs to carry in the toolkit - this book is the ultimate guide for the same. What are the different components in the EPM system, how they interact and influence each other has been beautifully brought out. The observations about Scorecards / report cards and mgmt attitudes is absolutely spot-on. Differences b/w mere dashboards and the BSC answers some fundamental questions raised in organizations which think that a few metrics and a dashboard style representation of the same is all there is to a BSC implementation. EPM is THE ultimate systems integration job - the full scope becomes clear only after reading this book. Visionary stuff.!!

I could say that within the 227 pages of this book I more or less found what I was looking for! A well written summary of key performance management topics (e.g. environmental performance management, customer value management etc). The fact that the book is divided into 35 chapters (on average 6,5 pages per chapter) is very useful as within a few minutes the reader is able to get the basic idea of the most important performance management issues. Also, I found the "question - answer" type of writing of some of the chapters very amusing. I would strongly suggest this book to other readers!

Gary Cokins asked me to endorse this book. And I didn't hesitate, for the value of Chapters 33 and

34 alone! Chapter 33 is a short collection of "Dear Diary" excerpts from the future, about what people have learned from performance management. I love "Dear Diary of Spray-and-Pray Marketing" and "Dear Diary of Employee Turnover". And Chapter 34 is "A Dear-CEO Advice Column You Might Want to Read". And you do. It's got some questions to ask to get people thinking about the importance of performance. It's not a how-to book, but a thought-provoker, and great to give your managers and executives just a chapter or two, to provoke their thoughts. It will be another opportunity for them to come around to the value of measuring and managing organisational performance. Gary has a style that speaks sense to everyone.

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