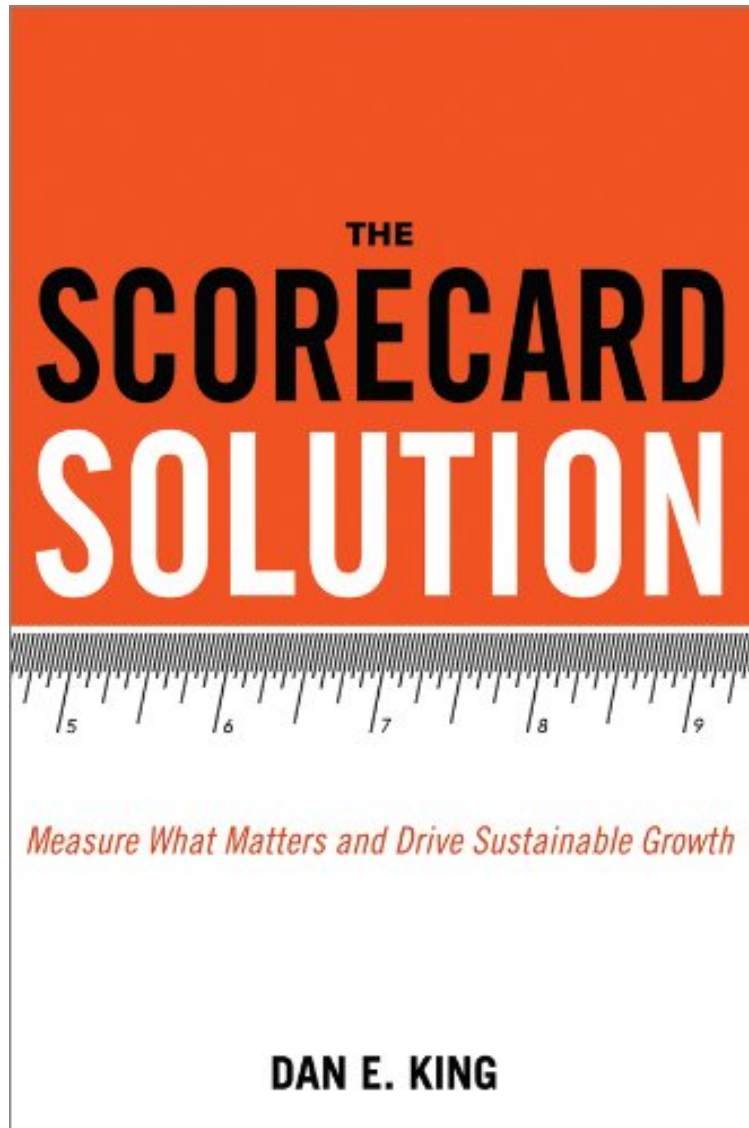


The Scorecard Solution: Measure What Matters and Drive Sustainable Growth

Dan E. King

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Dan E. King : The Scorecard Solution: Measure What Matters and Drive Sustainable Growth before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Scorecard Solution: Measure What Matters and Drive Sustainable Growth:

0 of 0 people found the following review helpful. Finally its about timeBy Daniel B. BeaulieuIt's about time for a book on this subjectMany years ago I learned the adage that goes "it you can measure it you can improve it"; and I have tried to live by that for many years. I have done my best to come up with charts and graphs and

dash boards and daily, weekly, monthly and yearly reports to help me do that measuring. Some of them worked and well some of them didn't but I kept on trying. I just wished I had Dan King's fine book all those years ago. This is the one book on the subject that really hits home. The "scorecards" he has developed are right on the money. The playbook he shows the reader how to develop is the most effective demonstration of measuring and modeling that I have seen. "The truth unveiled by the scorecard translates into great power for a leader. Simply knowing where the business resides on the organizational Prowess scale will give you confidence to act. You'll also know what to act on and how to prioritize your actions." The scale King is referring to is the scale he developed that when measured properly reflects the four levels of organizational competence: Agile: 80 to 100 points - Your Company has the enviable speed to market, a culture of innovation, and exceeds financial targets. Resilient: 60 to 70 points - Your Company typically achieves the revenue target but overachievement is elusive. Existing capabilities make stretch goals impossible. Vulnerable: 30 to 59 points - Your Company regularly misses financial targets, suffers talent erosion, and has minimal innovation. Lagging: 10 to 29 points - Your Company has a passionless culture and doesn't innovate. Without changing its survival is in doubt. Then by evaluating the parameters, the company characteristics reflected by these scores you will have your improvement roadmap. You will know what areas to work on and what priority on which to work on them. Mr. King then goes on to describe in clear and concise detail how to improve the company through measurement if it needs improving and how to sustain your performance if you are at the top of the scale. He program is particularly effective when he describes how to develop the improvement implementation team, and how to motivate and lead that team to a successful future. Speaking of the future this is a definitely a book of the future. The good news is that it is available right now.

0 of 0 people found the following review helpful. I would rank this one among the very best. Although all of the appropriate technical perspectives are ...

By Chace Anderson I have read a number of books on strategy and leadership. I would rank this one among the very best. Although all of the appropriate technical perspectives are included in the text, it is written for practitioners in a way that is understandable and applicable to any type of enterprise. As a public school superintendent, I appreciate the many applications that can be drawn from "The Scorecard Solution" and applied within an academic setting. I would highly recommend it for any school official seeking greater clarity and accountability for lead and lag indicator results. In our industry, we don't measure success by bottom line financial profits. Our equivalent is bottom line student achievement. Specifically, in our school district, our strategy is to ensure high achievement in the foundational years for each and every student, to personalize the learning experience for all students and to ensure the health and well-being for each student. "The Scorecard Solution" will be of great assistance to our school system as we continue down this journey of determining our most important and helpful lead indicators, measuring our successes and shortcomings and using the new found data to help us achieve our most important key lag indicators. This book is very well written and a helpful guide to any leader regardless of their organization's mission.

0 of 1 people found the following review helpful. How and why the Organizational Prowess Scorecard produces data that will reveal what to act on and how to prioritize actions

By Robert Morris Just about everything I know about the balanced scorecard was learned from two "classics" co-authored by Robert Kaplan and David Norton: The Balanced Scorecard: Translating Strategy into Action (1996) and The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment (2000). However, there have been several other excellent books published in recent years, including Dan E. King's The Scorecard Solution: Measure What Matters and Drives Growth. The subtitle of King's book correctly refers to two separate but interdependent initiatives. Otherwise, business leaders of the given enterprise would fail to measure whatever is of greatest importance and/or have the information needed to achieve sustainable growth. I agree with King: "Organizations are complex communities. A CEO can't know everything. Without a robust measurement tool, a culture of candor, a business dashboard, and frequent strategy reviews, performances can slip and corrective action comes too late. Also, in order to sustain grow and recover quickly from down turns, there must be perpetual appetite for top talent as well as an execution framework that delivers important milestones within acceptable time frames." Without these critical capabilities, decision-makers in any organization, whatever its size may be, decision-makers will resemble those who are trying to fly a Boeing 787 or an Airbus A 380 without having any visibility, any instrumentation (compass as well as fuel, speed, height, and air pressure gauges), or communication system. Imagine that you have been seated behind the steering wheel of a vehicle and then blindfolded. You have everything pilots lack except sight. What you need to know, what you need to complete your journey, is readily available but you cannot see it on the dashboard or through the windows. What you and the pilots need includes (a) correct and sufficient knowledge of what to, (b) the ability to use that knowledge effectively, and (c) sufficient resources (people, time, funds, etc.) need to reach the given destination. According to King, "The Organizational Process Scorecard serves two very significant purposes. First, it provides a numerical score that serves as a baseline. Learning this score is a call to action for the leadership team." In this context, I highly recommend Guy Kawasaki's Reality Check: The Irreverent Guide to Outsmarting, Outmanaging, and Outmarketing Your Competition, and, Gary Hamel's What Matters Now: How to Win in a World of Relentless Change, Ferocious Competition, and Unstoppable Innovation. Kawasaki and Hamel provide in these volumes a wealth of information, insights, and counsel that set the platinum standard for the art and science of "gut check." King

continues, "The second significant output of the scorecard delivers is clarity regarding areas of the business that you need to address and strengthen. This is the rifle-shot approach [rather than the carpet bombing approach] -- precise and efficient. While few leaders are reluctant to invest in their business, the challenge is deciding where to place the bets." In this context, I am reminded of two other volumes: Jeremy Hope and Steve Player's *Beyond Performance Management: Why, When, and How to Use 40 Tools and Best Practices for Superior Business Performance*, and, *Enterprise Architecture As Strategy: Creating a Foundation for Business Execution*, co-authored by Jeanne W. Ross, Peter Weill, and David Robertson. These two volumes provide just about everything a management team needs to know about create a workplace culture within which to derive maximum benefit from The Organizational Process Scorecard.

- o Leveraging Data (Pages 11-14)
- o Plan the Future (21-28)
- o Understanding Leading Indicators (29-31)
- o The Elements of the Scorecard (39-48)
- o Scorecard Component Details (51-58)
- o The Data Behind the Numerical Scoring of Strategy Execution (61-66)
- o Strategy Planning + Execution Framework = Success (68-81)
- o The Offsite Work Session (90-103)
- o Guiding Principles of Execution (107-122)
- o What Is an "A" Player Anyway? (128-137)
- o Make Talent Management a Business Priority (137-145)
- o Attracting the Best (151-155)
- o Seek Out Internal Threats (164-167)
- o Leveraging the Scorecard to Sustain Growth (175-190)
- o Fortifying the Senior Team (195-199)
- o Execution Framework (207-212)
- o Culture Affects Performance (214-216)
- o Defining a High-Performance Culture (218-222)
- o Sustaining a High-Performance Cultural Prowess Scorecard (235-238)
- o Apply the Scorecard to Business (238-240)

Obviously, no brief commentary such as mine can do full justice to the scope and depth of invaluable material that Dan E. King provides in *The Scorecard Solution*. However, I hope I have at least indicated why I think so highly of it. Leaders in all organizations need both a scorecard and a playbook to achieve and then sustain superior performance. In my opinion, none are better than those he offers, accompanied by a complete operations manual. I conclude with two hopes: That this book proves to be as valuable to you and your colleagues as I think it will be. Also, that you and your colleagues read it and then take appropriate action before your competition does.

Simply "making the numbers" is no longer enough to remain competitive. In today's high-pressure environment, organizations need to overachieve. That level of success requires a clear and objective view of the business—because even the most courageous leader can't steer a ship in the dark. Is the enterprise Agile? Resilient? Vulnerable? Or Lagging? The *Scorecard Solution* provides the answer. The book introduces a data-centric tool—the Organizational Prowess Scorecard—that precisely measures the capabilities needed for sustainable growth. Analyzing the dimensions of talent, strategy, and execution produces a baseline score, and shines a light on the performance gaps that hold a business back. With the facts in hand, readers then learn how to: Position the organization to meet ambitious goals; Bring strategies to life through an execution framework; Design a dashboard to track progress and flag problems; Foster a winning culture; And more Organizations that maintain the status quo will be left in the dust. The *Scorecard Solution* helps companies chart a course for rapid change—and outperform the competition every time.

"This book has a very simple but practical approach to address a complex topic of strategic alignment of your plans, execution, and people." --PM World Journal "hellip;useful tool for leaders who want to shine a light into all the corners of their business, identify weakness, and try to counteract it." --MindTools "hellip;must-have tool for executives who want to get an unvarnished, unemotional view of what is really happening in their company." ndash;PM World Journal "hellip;arm[s] businesses with a set of measurements that will tell them the truth, useful truth, and nothing else, in the pursuit of better performance and strong results." -- Accounting Today From the Inside Flap How can you address the most crucial issues in your organization when you don't know what they are? As a leader, if you don't have access to current, comprehensive data about your company's true capabilities and limitations, you'll find yourself making important investment decisions based merely on opinion, anecdotes, and partial facts. The reality is, leaders rely on what they are told by subordinates. Yet even the most approachable leader doesn't get the complete story regarding the health of the enterprise when relying on verbal updates from those who want to look good in the eyes of the boss. Based on extensive research and implementation at large and small companies, *The Scorecard Solution* provides you with a practical tool for maintaining a crystal-clear view of your business that will enable better decision making, no matter what challenges you face. Introducing the Organizational Prowess Scorecard, this book clears a path for discovering the unvarnished, unemotional facts about what is really happening in the corners of your company that you can't see every day. Reflecting four levels of organizational competence and built on a scale from 10 to 100, the scorecard provides a benchmark and enables you to determine objectively whether your organization is: * Agile (80--100 points)--with an enviable speed to market, a culture of innovation, and a habit of exceeding financial targets . . . * Resilient (60--79 points)--typically achieving the revenue target, but with imperfect capabilities that make stretch goals impossible to attain, and overachievement elusive . . . * Vulnerable (30--59 points)--regularly missing financial targets, suffering from talent erosion, and exhibiting minimal innovation . . . * Lagging (10--29 points)--with a passionless culture, lack of innovation . . . and the organization's very survival in doubt. You'll learn how to use the Scorecard to examine every facet of your

organization in depth, and shine a light on the performance gaps that are holding your business back. The book provides you with the guidance you need to create your action plan for strengthening essential capabilities based around three major components: Strategy Planning (what are you going to work on?); Execution Framework (how do you get it done?); and Talent (who will do the work?). Armed with the confidence to act, you'll identify precisely where your organization's weaknesses lie and what is required to counteract them. In today's highly competitive environment, average performance is not good enough. The Scorecard Solution gives you the tools you need to start overachieving . . . year after year. Sustainable growth becomes a reality and competitive advantage is assured. DAN E. KING is Founding Principal of CloseReach Consulting, through which he has developed and used his proprietary Organizational Prowess model to help senior management teams create strategic clarity and execute with speed and precision. Prior to CloseReach, his 30 years of business experience included senior-level corporate roles in consumer service enterprises and leading a consulting firm focused on midmarket business transformation. He lives in Atlanta, Georgia. From the Back Cover Advance Praise for The Scorecard Solution "The Scorecard Solution does a superb job of capturing what it takes to grow a business. Too often, companies grasp at the latest fad in order to gain market share. This book demonstrates, through great case studies, how the alignment of strategy, execution, and talent leads to a sustainable competitive advantage. No fads, just proven methodology. The Organizational Prowess Scorecard is one of the most pragmatic measurement tools I have ever seen when it comes to diagnosing weak areas in a business. A great read with easily adopted principles." -- Steve Ely, CEO, eCredable "King has tapped into the experiences of his long career as an operations leader and executive to provide the book we have been waiting for: The Scorecard Solution. He wrote this gem from the perspective he has gained as not only the guy who developed the strategy, but also the one tasked with executing the strategy--in a hyper-growth environment. The result is a book you will want to read, read again and share with every leader in your organization." -- Randy Hain, Managing Partner, Bell Oaks Executive Search, and author of Something More: The Professional's Pursuit of a Meaningful Life "King's experience in business transformation and hyper-growth environments brings a level of credibility to his writing that is refreshing. The pragmatic and straightforward approach, supported by case studies, helps the reader understand what derails growth and what it takes for leadership teams to build the requisite capabilities to outperform their peer group." -- Larry Mohl, CEO, Jamstir, Inc., and Founding Principal of Performance Inspired, Inc., coauthor of Wall Street Journal bestseller Networking is Dead "Effective leaders constantly search for a competitive edge and an innovative path to improve their team's odds of winning. This book lays out a practical and simple framework for improving the soundness and pace of your decisions and sharpening your organization's strategy. Just about every page has something worth underlining." -- Jeff Hughes, President/CEO, BizLab