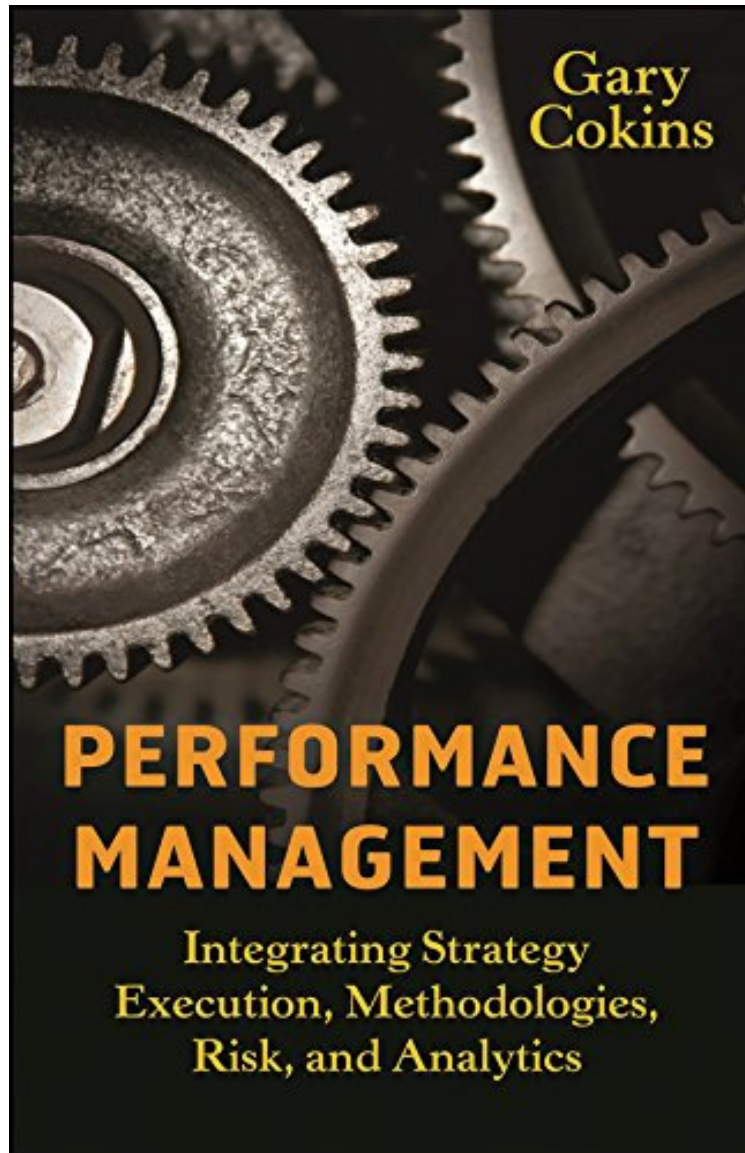


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Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics (Wiley and SAS Business Series)

Gary Cokins

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Gary Cokins : Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics (Wiley and SAS Business Series) before purchasing it in order to gage whether or not it would be worth my time, and all praised Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics (Wiley and SAS Business Series):

2 of 3 people found the following review helpful. A very useful book on performance management By Petros Vassilakopoulos 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! 4 of 7 people found the following review helpful. Performance evaluations By Karen S. Mehegan Unfortunately, it is not at all what I was expecting/looking for. I am trying to design a performance review program (employee evaluation) tying company goals and objectives to individual goals and ultimately performance against/toward those goals. This book was not helpful at all. 8 of 14 people found the following review helpful. useless By Walid K. Sorry, but this is not a book. It is a collection of articles - with high level content - written by the author and collated together in book format. All articles are about the benefits of business intelligence. It's more poetry than methodology.

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." —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 book — it's all you need." —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!" —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." —Sri 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." —Jeffrey C. Thomson, President and CEO, Institute of Management Accountants

"... a discipline intended to maintain a larger picture and to show how an organisation works as a whole." ("Long Range Planning", 2005).
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From the Inside Flap
Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics
An organizational transformation has taken place, in which the source for every organization's return on financial spending is shifting from tangible assets, like equipment, to intangible assets, like information and its people. But transforming an organization is much like having heart surgery while running a marathon without a finish line. Written by Gary Cokins, one of the most well-known gurus of performance management, *Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics* is your finish line! Beginning with a tongue-in-cheek description of how not to pursue a performance management culture, this big-picture book clarifies what performance management really is, what it does, how it enables better decisions and how to make it work. Revealing the relevant aspects of performance management, it discusses why integration of multiple management methodologies and behavioral change management are crucial to overcome managers and employees' natural resistance to change. In *Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics*, you will discover: How to successfully implement and integrate the various methodologies of performance management How methodologies like forecasting demand, measuring performance, measuring segmented profits and costs, and planning for resource levels can themselves be integrated Why analytics of all flavors, and especially predictive analytics, improves decision making The importance of

behavioral and change management issues The difference between business intelligence and performance management How to measure and manage customer profitability and future value How governance and social responsibilities for people and the environment can be addressed using the same performance management methodologies used to improve an individual enterprise's economic performance The role risk management plays in performance management What a future vision of enterprise risk-based performance management may include Part of the Wiley and SAS Business Series, Performance Management is an invaluable resource providing guidance, wisdom, and support to all industry leaders and managers. A compilation of the author's media articles and blogs, it is an in-sightful reflection of his gift for demystifying the complicated. Engaging and intuitive, it explores what it will take for youmdash;and every CEO, CFO, vice president, and managermdash;to successfully implement the full vision of the performance management framework within your organization.From the Back CoverPraise for "Performance Management" "We are witnessing a convergence among advanced management concepts and practices. Performance management is a means to pull it all together, to understand the strengths and limitations of each management practice and leverage it for competitive advantage. Cokins' book walks us through all this in a manner that makes something confusing much less so. "There is no one right answer for any situation. The answer lies in a balance of concepts and the integration of them. Performance Management is the glue that holds them all together. "This book helps the reader understand the breadth of PM. It's not just about measuring!" -- John F. Morrow, CPA, AICPA Vice President, The New Finance "Gary Cokins has articulated the '411' of performance management. His combination of personal anecdotes with fundamental cost and performance management theories provides business leaders at all levels, in any industry or profession, a solid resource for practicing their work. "This book is not only an invaluable resource for those new to performance management but provides guidance, wisdom, support, and insight to all industry leaders and managers. Cokins has organized and simplified the many complex performance management theories, associated tools, and infrastructure for the reader. "Buy it, read it, and give it to your colleagues-- then celebrate your successes!" -- Sue Swertfeger, Senior Manager, Owens Minor