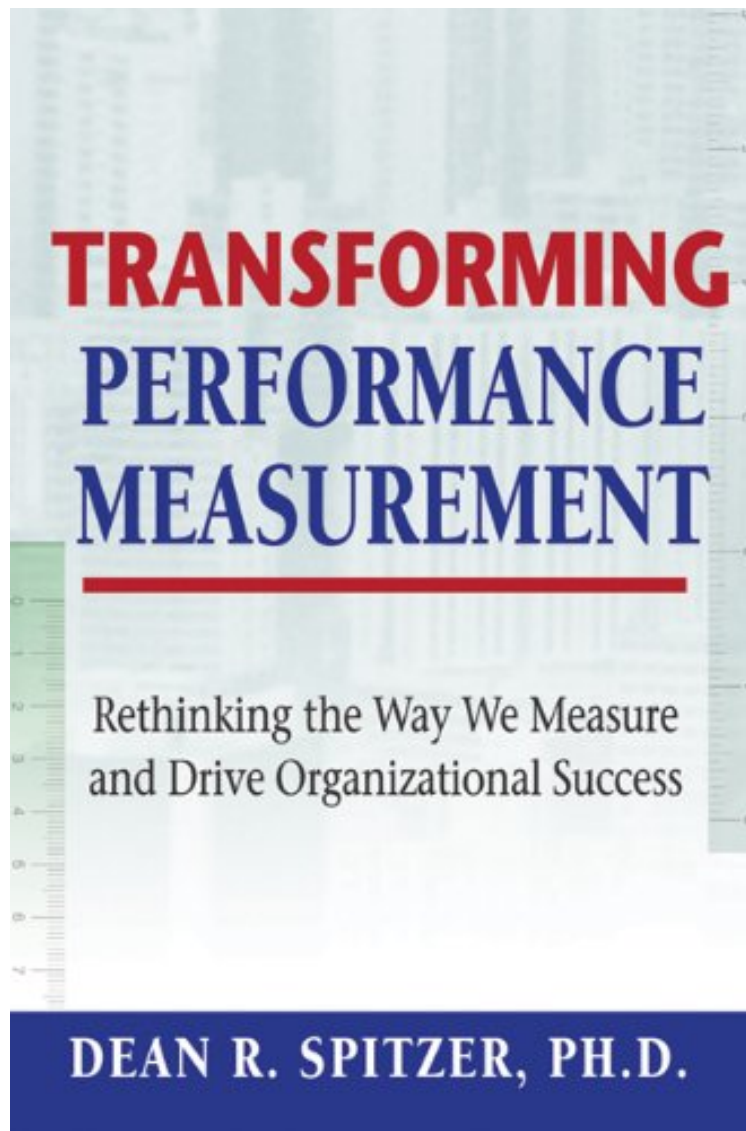


(Library ebook) Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success

# Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success

*Dean R. Spitzer*

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**Dean R. Spitzer : Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success** before purchasing it in order to gage whether or not it would be worth my time, and all praised Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success:

2 of 2 people found the following review helpful. Must have book for any leader or improvement practitionerBy M.

Acker This is a must have book for any leader that wants to improve and any improvement practitioner that helps businesses improve. From my own experience most businesses (and the leaders, workers and management) know very little about what a measure is, how to set a measurable goal, and how to improve to get to that measure. Everyone pretends to know what SMART goals are. Oh yeah, Measurable is one of the items. Unfortunately no one is able to define that piece very well. And why do we need to change what we're doing? All our measures are green, we must be doing great. This book does a great job walking through why measurement is so important, why it goes bad (and what bad looks like), how to convince people to want to change (change management), and also gives you some shortcuts to help you get better measurement sooner than later. I've found this book to be very helpful when trying to get out and help leaders and front line management alike to understand the power of measurement and start down the path of creating better measures.

2 of 2 people found the following review helpful. Gem! By Joseph C. Aguanno, Ph.D. Terrific book for anyone interested in helping organizations improve effectiveness. This is a book that adds something to Norton and Kaplan's classic "The Balanced Scorecard," by focusing not only on the technical components of performance measurement, but, more so, on steps essential to helping organizations adopt strategic measurements and realize sustainable positive change. Exceptionally well organized, with a solid, overall performance measurement framework that's packed with concrete examples of typical challenges and application. Dean Spitzer's experience, insight and style has produced a book that is a delightful read, and one that will return much to any reader seeking to confirm or strengthen performance improvement and change management skills. The book's main thread—tying performance measurement concepts, insights, and techniques to successful organizational transformation, separating learning from judgment—will pay-off for anyone working in this space. Great, great resource for executives, entrepreneurs, consulting and transformation professionals, and, students too.

1 of 1 people found the following review helpful. "Transforming Performance Management" is my go-to resource in advising Gartner ... By Douglas Laney "Transforming Performance Measurement" is my go-to resource in advising Gartner clients on how to formulate new business KPIs, and to ensure success (avoid pitfalls) in implementing them. Thank you for your incredible work!

You can't accurately gauge your company's performance if you don't know what -- or how -- to measure. It's no secret that you can't improve your organization's performance without measuring it. In fact, every function, unit, process, and the organization as a whole, is built and run according to the parameters and expectations of its measurement system. So you'd better make sure you're doing it right. All too often, performance measurement creates dysfunction, whether among individuals, teams, or across entire divisions and companies. Most traditional measurement systems actually encourage unhealthy competition for personal gain, creating internal conflict and breeding distrust of performance measurement. Transforming Performance Measurement presents a breakthrough approach that will not only significantly reduce those dysfunctions, but also promote alignment with business strategy, maximize cross-enterprise integration, and help everyone to work collaboratively to drive value throughout your organization. Performance improvement thought leader Dean Spitzer explains why performance measurement should be less about calculations and analysis and more about the crucial social factors that determine how well the measurements get used. His "socialization of measurement" process focuses on learning and improvement from measurement, and on the importance of asking such questions as: How well do our measures reflect our business model? How successfully are they driving our strategy? What should we be measuring and not measuring? Are the right people having the right measurement discussions? Performance measurement is a dynamic process that calls for an awareness of the balance necessary between seemingly disparate ideas: the technical and the social aspects of performance measurement. For example, you need technology to manage the flood of data, but you must make sure that it supports the people who will be making decisions and taking action crucial to your organization's success. This book shows you how to design that technical-social balance into your measurement system. While it is urgent to start taking action now, transforming your organization's performance measurement system will take time. Transforming Performance Measurement gives you assessment tools to gauge where you are now and a roadmap for moving, with little or no disruption, to a more "transformational" and mature measurement system. The book also provides 34 TMAPs, Transformational Measurement Action Plans, which suggest both well-accepted and "emergent" measures (in areas such as marketing, human resources, customer service, knowledge management, productivity, information technology, research and development, costing, and more) that you can use right away. In the end, you get what you measure. If you measure the wrong things, you will take your company farther and farther away from its mission and strategic goals. Transforming Performance Measurement tells you not only what to measure, but how to do it -- and in what context -- to make a truly transformational difference in your enterprise.

"I am impressed by Dean Spitzer's approach to unlocking the hidden mysteries in business that keep people and organizations from succeeding. This book teaches how to accept reality and the importance of dialogue. It also reaffirms my belief that successful organizations develop a special language, a language of numbers, and once you develop it, you build on it, and the outcome is pride, self-esteem, teamwork, and trust." ndash; Jack Stack, Chairman,

SRC Holdings; father of "Open Book Management"; and author of The Great Game of Business "This is one of the best books on performance measurement that I have ever read! Dean Spitzer has done a great job of illustrating the transformational potential of performance measurement. His arguments are spot-on, his examples persuasive, and his writing inspirational." --Andy Neely, Professor and Chair, Centre for Business Performance, Cranfield University School of Management; and author of The Performance Prism "Dean Spitzer takes the mystery out of performance measurement with this practical guide to how doing measurement right can transform any organization."--Dean Williams, Chief Learning Officer, Wachovia Corporation "Dean Spitzer's approach to measurement as a social process is a breakthrough that will drive out fear, align measures with strategy, and create a context for the successful use of performance measurement. This book will help you get beyond 'gaming the system' to personal and organizational integrity."--Lou Agosta, author of The Essential Guide to Data Warehousing "Dean Spitzer shifts the performance measurement dialogue from having metrics to selecting the right ones and using them effectively. Leaders who are serious about improving the understanding, transparency, and effectiveness of organizational performance measures must read this book." --Jim Hill, CEO, Proofpoint Systems; and Past President, International Society for Performance Improvement

From the Back Cover "I am impressed by Dean Spitzer's approach to unlocking the hidden mysteries in business that keep people and organizations from succeeding. This book teaches how to accept reality and the importance of dialogue. It also reaffirms my belief that successful organizations develop a special language, a language of numbers, and once you develop it, you build on it, and the outcome is pride, self-esteem, teamwork, and trust." --Jack Stack, Chairman, SRC Holdings; father of "Open Book Management"; and author of The Great Game of Business "This is one of the best books on performance measurement that I have ever read! Dean Spitzer has done a great job of illustrating the transformational potential of performance measurement. His arguments are spot-on, his examples persuasive, and his writing inspirational." --Andy Neely, Professor and Chair, Centre for Business Performance, Cranfield University School of Management; and author of The Performance Prism "Dean Spitzer takes the mystery out of performance measurement with this practical guide to how doing measurement right can transform any organization."--Dean Williams, Chief Learning Officer, Wachovia Corporation "Dean Spitzer's approach to measurement as a social process is a breakthrough that will drive out fear, align measures with strategy, and create a context for the successful use of performance measurement. This book will help you get beyond 'gaming the system' to personal and organizational integrity."--Lou Agosta, author of The Essential Guide to Data Warehousing "Dean Spitzer shifts the performance measurement dialogue from having metrics to selecting the right ones and using them effectively. Leaders who are serious about improving the understanding, transparency, and effectiveness of organizational performance measures must read this book." --Jim Hill, CEO, Proofpoint Systems; and Past President, International Society for Performance Improvement

About the Author Dean R. Spitzer, Ph.D., has more than 30 years of experience helping organizations worldwide achieve superior performance. He is currently a senior researcher, consultant, and performance measurement thought leader with IBM Corporation, where he is doing groundbreaking research on "the socialization of measurement" and on identifying innovative measurement models. The author of six other books and more than 150 articles, Dr. Spitzer is a much sought-after consultant and conference presenter. He lives in Mulberry, Florida.