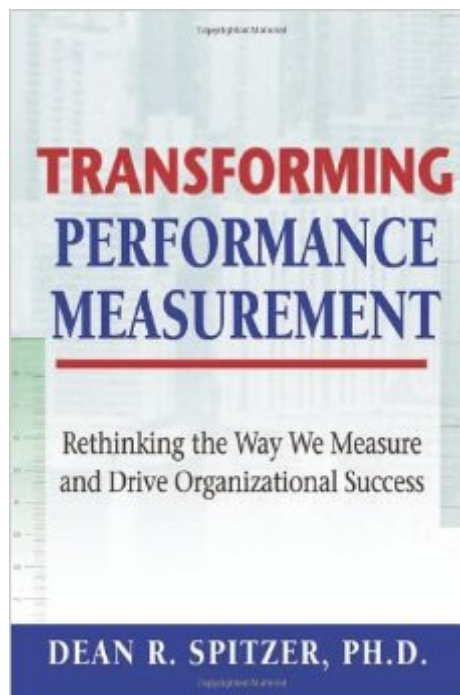


The book was found

Transforming Performance Measurement: Rethinking The Way We Measure And Drive Organizational Success



Synopsis

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.

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Customer Reviews

Consider the following observations: "Cherish those who seek the truth but beware of those who find it." - Voltaire "Insanity: doing the same thing over and over again and expecting different results." - Albert Einstein "There is surely nothing quite so useless as doing with great efficiency what should not be done at all." - Peter Drucker

In this remarkable volume, Dean Spitzer urges his reader to re-think how to measure and drive organizational success, whatever the size and nature of the give organization may be. He offers a number of performance measures and ways of measures that can have a "transformational impact" on the way people in organizations view the work, their products, their associates, and their customers. He asks his reader to begin to view measurement itself "through a new lens" when correlating the material in this book with her or his own organization. "Perhaps the most surprising truth covered in this book is that the `context of measurement' [i.e. `an optimal environment for its effective use'] will largely determine its effectiveness." At this point, it should be noted that Spitzer offers two significant reassurances in the Introduction: transformational measurement doesn't require a major change in a business structure or systems, "but only in how you think about measuring your organization; moreover, "on those occasions when measurement is used for the purpose of improvement rather than to make judgments or place blame, and when it is focused on the right measures, its true power is revealed.

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