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Strategic Performance Management

Bernard Marr, Dina Gray

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This book is about strategic performance management for the Twenty-First Century organization. In a practical step-by-step approach it navigates readers though the identification, measurement, and management of the strategic value drivers as enables of superior performance. Using many real life case examples this book outlines how organizations can visualize their value creation, design relevant and meaningful performance indicators to assess performance, and then use them to extract real management insights and improve everyday strategic decision making as well as organizational learning.

A key focus of the book is the important issue of creating value from intangible assets. Much has been written about the importance of intangible assets such as knowledge, skills, relationships, culture, practices, routines, and intellectual property as levers for organisational success. However, little has been published that tells managers how to do that.

This book moves beyond just raising awareness and provides practical tools and templates, gathered in many extensive case studies with world-leading organizations.

The key issues the book addresses are:
• How do we identify the strategic value drives, especially the intangibles, in our organisations?
• How do we understand their strategic value using the powerful mapping tools?
• How do we then measure the business performance?
• How do we use performance indicators to improve decision making and organisational learning?
• How do we align performance reviews and risk management with our strategy?

Well grounded in theory and packed with case studies from around the world, this book will function as a guide for managers as well as a reference work for students and researchers. The tools described in this book are not only suitable for leading international corporations, but have been designed to be equally appropriate for not-for-profit organizations, central and local government institutions, small and medium sized businesses, and even departments and business units. The ideas, tools, and templates provided allow managers to apply them straight away and transform the way they manage strategic performance at all levels of their organization.

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