Beyond Budgeting

How Managers

Can Break Free from

the Annual

Performance Trap

Jeremy Hope Robin Fraser

Beyond Budgeting How Managers Can Break Free From The Annual Performance Trap

R Sandford

Beyond Budgeting How Managers Can Break Free From The Annual Performance Trap:

Beyond Budgeting Jeremy Hope, Robin Fraser, 2003 The annual budgeting process is a trap Pressured by fixed targets and performance incentives managers focus on making the numbers instead of making a difference meeting set goals instead of maximizing potential With their compensation at stake managers often resort to deceitful even unethical behavior In the end everybody loses the employee the company and ultimately the customer Now finance experts Jeremy Hope and Robin Fraser reveal the results of an intensive study aimed at fixing the broken budgeting process They argue that companies must abandon traditional budgeting contracts in favor of a radical new model that links performance measurement to evolving competitive benchmarks and shifts the firm's focus from controlling employee behavior to delivering customer value The Beyond Budgeting model is built on the best practices of companies that have successfully revised their centralized planning and budgeting processes It combines a leadership vision that devolves more authority to operating managers and a finance vision that enables fast decision making through appropriate tools and accessible information Through vivid examples Hope and Fraser illustrate how companies can implement these shared visions and the long term benefits that accrue from embracing them Offering a compelling case for breaking free from the budgeting trap this book paves the way toward making organizations better places to work for invest in and do business with **Beyond Budgeting** Jeremy Hope, Robin Fraser, 2003 Based on the decision making needs of front line managers Beyond Budgeting enables readers to take advantage of two major opportunities 1 a set of adaptive management processes that replace centrally controlled predetermined goals with self regulating relative competitive benchmarks and 2 the transfer of power and decision making authority from the center of the organization to the front line BOOK JACKET **Beyond Budgeting** Jeremy Hope, Robin Fraser, 2003-02-25 The traditional annual budgeting process characterized by fixed targets and performance incentives is time consuming overcentralized and outdated Worse it often causes dysfunctional and unethical managerial behavior Based on an intensive international study into pioneering companies Beyond Budgeting offers an alternative coherent management model that overcomes the limitations of traditional budgeting Focused around achieving sustained improvement relative to competitors it provides a guiding framework for managing in the twenty first century Beyond Budgeting ,2003 The Execution **Premium** Robert S. Kaplan, David P. Norton, 2008 The authors describe a multistage system that enables you to gain measurable benefits from your carefully formulated business strategy Drawing on extensive research and detailed case studies from a broad array of industries they present a systematic framework for achieving the financial results promised by Beyond Performance Management Jeremy Hope, Steve Player, 2012 In Beyond Performance vour strategy Management Jeremy Hope and Steve Player offer answers critically reviewing forty well known management tools and practices from mission statements balanced scorecards and rolling forecasts to key performance indicators Six Sigma and performance appraisals Hope and Player help you select the right frameworks and approaches based on your organization s

needs then offer guidance on implementing each one and extracting its maximum value For each of the forty tools and practices they review the authors explain the nature and effectiveness of the tool or practice its potential to improve your company s performance the actions required to maximize the tool s potential and resources you can use to dig deeper into each practice WIth its rigorous analysis and solid practical advice Beyond Performance Management helps tune out the background noise about performance management tools so you can select the ones your company actually needs

Strategic Portfolio Management Katy Angliss, Pete Harpum, 2022-12-30 This book provides a powerful insight into strategic portfolio management and its central role in the delivery of organisational strategy maximisation of value creation and efficient allocation of resources and capabilities to achieve organisational strategic objectives The book makes a valuable contribution to the development of thinking on the translation of strategy into actionable work Whether you are a senior manager building a high performing strategic portfolio for your organisation or an academic searching for new perspectives on strategy execution through portfolio management you will find great significance in this book Twenty eight chapters in four sections provide multiple perspectives on the topic with in depth guidance on organisational design for strategic portfolio management and covering all process capability and leadership aspects of strategic portfolio management The book includes several detailed case studies for the effective deployment of strategic portfolios bringing together theory and practice for strategic portfolio management This book is particularly valuable for advanced undergraduate and postgraduate students of project and portfolio management strategic management and leadership who are looking to expand their knowledge within the multi project environment Highly practical and logical in its structure it also shows project management professionals how to effectively manage their business portfolios and align this with their business strategy

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Accounting and Finance Innovations Nizar Alsharari, 2021-12-22 The world is currently experiencing the advent of new information technologies with dynamic changes which can be considered as one of the greatest business threats today Accordingly international business and academia have claimed to be working towards developing innovations in accounting and finance that are useful for all stakeholders The recent accounting and finance scholarship has moved forward toward new innovations that advance professional practice This book introduces and

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