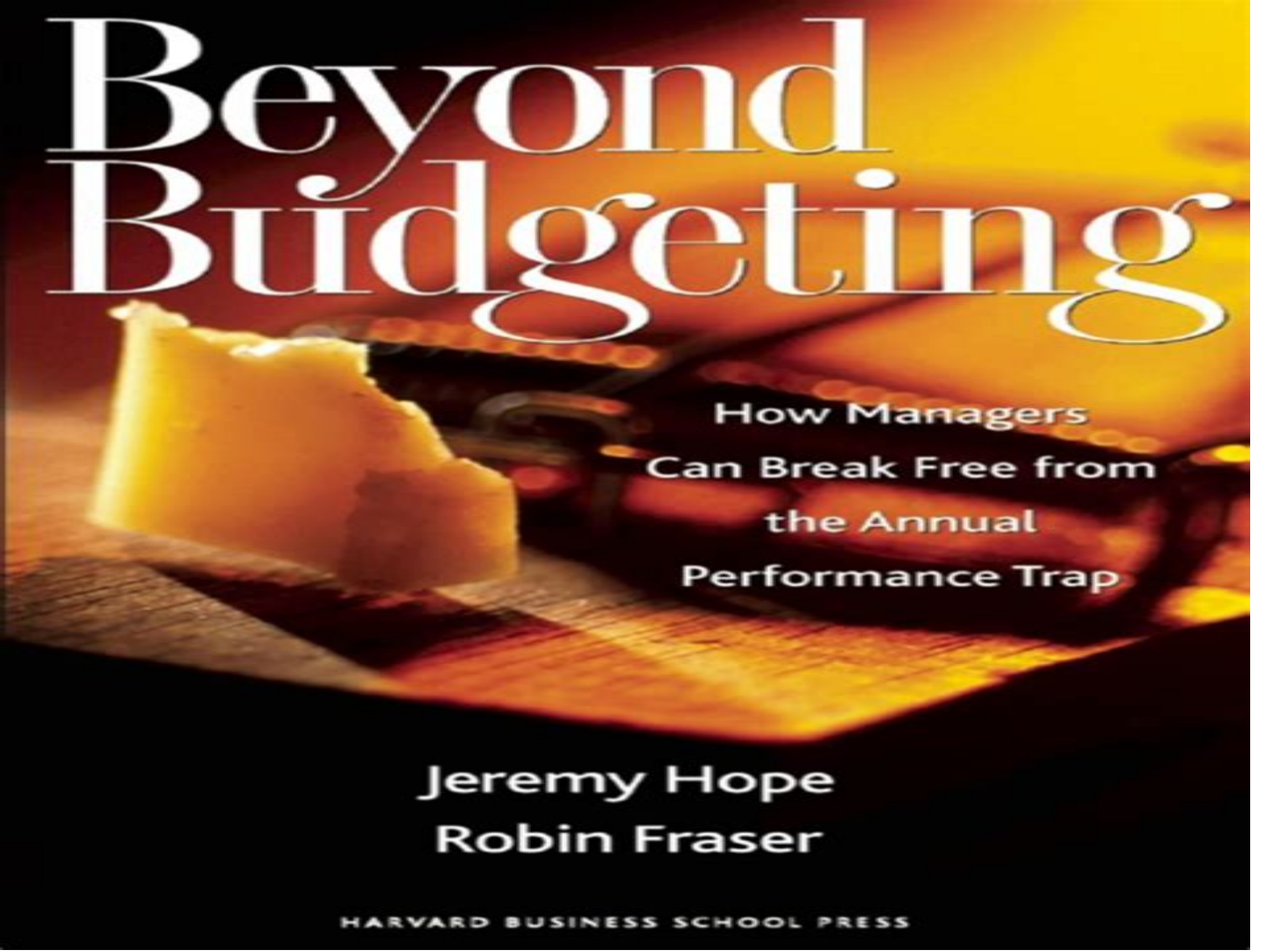


Beyond Budgeting



How Managers
Can Break Free from
the Annual
Performance Trap

Jeremy Hope
Robin Fraser

HARVARD BUSINESS SCHOOL PRESS

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

Yasuhiro Monden, Masanobu Kosuga



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 **Responding to Uncertain Conditions** Torben Juul Andersen, 2023-03-14 The global business environment is highly uncertain fractured by unforeseen events and making decisions that deal with a largely unknown future organizations must improve their ability to respond This volume of articles presents a new set of studies that attempt to better understand and address this very need

Introduction to Built Asset Management Anthony Higham, Jason Challender, Greg Watts, 2022-01-25 Introduction to Built Asset Management Provides a multidisciplinary introduction to building maintenance management and execution covering a wide range of current technical and management issues The maintenance and upgrading of existing buildings is no longer viewed as separate from the operational phase of the completed building Maintenance and management are now

regarded as fundamental parts of a building's life cycle forming a significant percentage of the construction industry's total output. As higher education programmes in the UK and elsewhere continue to place greater emphasis on the longer term view of construction projects, students and instructors require a thorough and up-to-date textbook that emphasises the comprehensive nature of building maintenance. *Introduction to Built Asset Management* is a systematic introduction to both the technology and management issues central to building maintenance and refurbishment. Covering the entire life cycle of built assets, the textbook reviews the role of framework agreements, describes key performance indicators, discusses recent advancements in the procurement of maintenance activities and more. Detailed yet accessible chapters include illustrative examples, seminar questions and self-assessment tasks that enable students to measure their progress as they work through the material. Designed to meet the needs of today's learners, this much-needed textbook addresses a variety of both environmental and commercial concerns. Evaluates important concepts of sustainability, sustainable maintenance and carbon resilience. Discusses the growing retrofit market in the wider context of asset management and maintenance. Describes information management tools such as building information modelling (BIM) and geographic information systems (GIS). *Introduction to Built Asset Management* is ideally suited for courses in construction, construction management, building surveying and facilities management with modules in built asset management and maintenance.

Management Control Systems in Japan Takashi Shimizu, 2017-03-27. As the world's third ranking economic power, Japan's style of management such as the lifetime employment system, the seniority system and an enterprise union has been well studied. However, little else is known about the Japanese management control systems (MCSs) and management accounting systems, which are significantly different from other economic powers. This book sheds light on Japanese MCSs and the differences with those of the United States, illustrated with examples from Mitsubishi Electric, Kao and more. This book aids not only researchers in management accounting but also provides more useful insight for international investors and management accountants that can prove useful in business management.

Management Control Systems in Complex Settings: Emerging Research and Opportunities Zanin, Filippo, Comuzzi, Eugenio, Costantini, Antonio, 2017-12-08. Organizations are constantly creating original initiatives, product lines or implementing new workflows to remain competitive in the contemporary business world. Employing optimum methods for efficient performance and timely completion of tasks is vital to the success of a business. *Management Control Systems in Complex Settings: Emerging Research and Opportunities* is a noteworthy reference work for the latest academic research on business management and the complexity involved in decision making, direction measurement and the evaluation of a company. Containing broad commentary on an assortment of relevant views and issues such as customer loyalty and reputation, effective manufacturing processes and strategic issues in complex firms, this book is optimally intended for business professionals, managers and aspiring entrepreneurs as well as students and academics looking for groundbreaking analysis on the Three Vs model of inventory management and value creation.

Effective

Implementation of Transformation Strategies Angelina Zubac,Danielle Tucker,Ofer Zwikael,Kate Hughes,Shelley Kirkpatrick,2022-09-23 This book sheds light on the processes and cognitions used by managers to successfully implement strategies while navigating the strategy and change interface It applies the latest thinking from the resource based literature in particular the idea that high performing organisations have become adept at honing and utilising value creating dynamic capabilities Key processes and cognitions help organisational leaders sense opportunities and threats as well as shrewdly seize strategic opportunities to advantageously enhance performance The book also adopts an institutional view that is it assumes that organisations must satisfy their stakeholders while navigating a range of influences including other organisations markets laws quality standards conventions and cultural norms This book conceptualises corporate strategy as an amalgam of four fundamental strategies the organisation s financial customer value creation resource and non market strategies These strategies address the capital product and services and resource markets as well as various non market institutions Successfully integrating and implementing these four strategies allow organisations to enable their employees multidisciplinary talents By approaching strategy in this way the book demonstrates why it is important to monitor changes to the organisation s strategic context and helps it identify the practices collaborations and projects necessary to achieve spectacular strategic change **Managing in Dynamic Business Environments** Katarina Kaarbøe,Paul N.

Gooderham,Hanne NËrreklit,2013-10-31 This timely and innovative book focuses on budgeting control and ongoing Beyond Budgeting trends and its consequences for the organization **Everything you Need for an NVQ in Management** ,2000 All the relevant management techniques and principles are explained in a clear practical style structured around the recently revised National Occupational Standards for Management and Leadership and conforming to the requirements of the Qualifications and Curriculum Authority After reading this book students will be well prepared and have everything needed to compile the portfolio of evidence and achieve the qualification Everything you Need for an NVQ in Management is also an extremely useful and comprehensive encyclopaedia of management techniques and principles for those not wanting to gain a qualification It is written specifically for supervisors and junior managers middle managers and senior managers working within medium and large organisations who wish to increase their knowledge and understanding of business and further their careers whether or not they are working towards a specific qualification It would also prove useful to those running and working in small businesses and to business studies students in schools and colleges **The Toyota Way to Healthcare**

Excellence: Increase Efficiency and Improve Quality with Lean, Second Edition John Black,David Miller,Joni Sensel,2016-04-05 The Toyota Production System model or Lean originated in manufacturing but has since emerged as a powerful tool for providing safe compassionate error free healthcare This book examines trailblazing work in several organizations that committed to applying Lean principles and processes in a new environment and it shares the insights of leaders who credit Lean with dramatically improving their operations and outcomes This book explains what Lean is how it

works and how it can benefit your organization The implementation of Lean can increase patient and staff satisfaction improve patient care cut waste clutter and confusion eliminate errors that result in patient and staff harm lower costs raise profitability and enhance your operation s reputation This new edition explores how Lean can transform healthcare at any level Four new chapters describe the implementation of Lean in the healthcare system of Saskatchewan Canada a province that employs more than 40 000 healthcare workers to serve a population of 1 13 million people scattered over 251 900 square miles The authors share numerous lessons learned from launching such a large scale improvement effort addressing such issues as overcoming resistance to change and engaging patients and care providers in the implementation No organization is too big to tackle a Lean transformation The bigger the system being improved the larger the potential gains In addition a new epilogue presents an update on previous cases and shares the perspectives of three leaders looking back on their implementations considering long term success and offering their most seasoned advice Today 14 years into our journey the answer is still clear Lean is the management system Virginia Mason needed We re past the tipping point and the results continue to be powerful in their positive impact for our patients and staff Gary Kaplan CEO Virginia Mason Medical Center

Connected Planning Ron Dimon,2021-05-11 Ron Dimon s thought leading second edition of the book originally entitled Enterprise Performance Management Done Right published in 2012 is a practical roadmap for using Connected Planning to develop an agile organization and to navigate the complex Enterprise Performance Management landscape According to esteemed author researcher and Management professor Dr Christopher Neck In the same way that one needs to be self leading to finish a grueling marathon an organization must be self leading in order to execute on its plans in an efficient and effective manner What drives self leadership at all levels in an organization The people within the organization of course and those people must be involved in the planning occurring in an organization Without a plan an organization has no direction Since 2012 much has changed in the world of connecting strategy with improved performance new cloud based in memory technologies have been adopted by the largest organizations in the world This book is for CFOs CIOs their direct reports and any organizational visionary or aspiring leader who wants to bring it all together and create an actionable vision and plan for improving readiness resilience and performance

Cross-Business Synergies Sebastian Knoll,2008-07-17 Sebastian Knoll suggests that the successful realization of growth synergies is associated with a selective focus on specific growth opportunities decentralized cross business collaboration that motivates productive business unit self interest and a corporate management approach that guides and balances this self interest in an evolutionary fashion

Organizing for Impact Erika Bjune,2025-09-28 What if leadership wasn t about control but about unlocking the full potential of people and teams Organizing for Impact is a call to action for leaders changemakers and organizations ready to move beyond outdated hierarchies and embrace a more adaptive people centered way of working Rooted in the realities of complex ever evolving organizations this book explores what it truly takes to build a resilient high impact workplace one that balances structure

with adaptability aligns action with purpose and fosters a culture where leadership is shared autonomy is real and collaboration is built on trust not control Through the IMPACT model you will discover a roadmap for building organizations that empower their members foster high performance and deep engagement and create the conditions for meaningful lasting impact This model helps organizations replace outdated structures with operating systems that support agility shared leadership and purpose driven action This book goes beyond theory offering practical tools and real world strategies to bring these ideas to life and drive transformative change It is an invitation to join a movement to reimagine leadership and build a future of work that truly works for people *The Leading-Edge Manager's Guide to Success* David Parmenter, 2011-02-14

Practical commonsense advice on becoming an effective leader Examining the baggage that most managers have and then helping them to understand the personal traits that can limit their potential this book guides you through the pathway of self development then takes you through management and leadership better practices providing many implementation tools All you need to know when getting prepared for a management role How to develop conquest leadership attributes Traits to make you a winning CEO Latest thinking on KPIs quarterly rolling planning decision based reporting and performance related pay How to create Winning Management and Leadership Habits Examines how to become More Financially Aware This book is a very practical guide with templates how to do it tools stories about gifted leaders checklists and examples and is devoid of all intellectual arguments on management With directional guidance on what managers need to know in order to be able to manage and lead others The Leading Edge Manager s Guide to Success helps managers and managers to be as they climb the management mountain Japanese Management Accounting Today Yasuhiro Monden, Masanobu Kosuga, 2007 This book investigates how different types of Japanese management systems are able to motivate stakeholders including employees top management stockholders customers and transaction partners to participate actively in the organizational behavior that improves business performance The various systems motivating stakeholders are examined in five sections Strategy and Business Restructuring for Enhancing the Business Value Management Control Systems and Budgeting Cost Management Management Accounting for Supply Chain and Shared Services and Process Management

Leading Beyond Change Michael Sahota, Audree Tara Sahota, 2021-08-23 This guide shows readers how to transform a traditional organization into an evolutionary one with a framework and mindset that offer a new way of leading and approaching change Now more than ever society is demanding change and organizations are being asked to shift into more conscious and agile business practices Yet most of what people believe about leadership effective workplaces and how to create lasting change is either incomplete or outright incorrect And even if the desire to change is there understanding of how to achieve it is elusive This book holds the key It introduces the Shift Evolutionary Leadership Framework SELF which helps leaders create the understanding and application needed to evolve high performance At the core of the book are dozens of business patterns that cut across seven dimensions of organizational functioning The traps of traditional

organizations are contrasted with the high performance practices of evolutionary organizations Authors Michael Sahota and Audree Tata Sahota explain the steps of leading beyond change evolving beyond servant leadership to make the inner shift needed to unlock the practical skills and techniques Whether readers call this shift business agility Teal Agility evolutionary or the future of work it is possible to create high performing organizations filled with energized people who are able to surf the waves of change

Dissident Voices in Europe? Past, Present and Future Emma Gardner, Amir Qamar, 2017-01-06 This volume brings together nine papers written by researchers from all over Europe working within the realms of political science the humanities theology and religion as well as business economics and management They offer unique perspectives to provide a truly multifaceted take on the topic of dissidence in the European context This book has been organised into three sections Part A Debating European Capitalism and Consumer Relations Part B Citizenship and the European Identity and Part C Europe A Continent of Conspiracy and Control

Management Accounting Paul M. Collier, Samuel Agyei-Ampomah, 2006 The 2007 edition of CIMA s Official Learning Systems has been written in conjunction with the Examiner to fully reflect what could be tested in the exam Updated to incorporate legislative and syllabus changes the 2007 Study Systems provide complete study material for the May and November 2007 exams The new edition maintains the popular loose leaf format and contains practice questions throughout complete revision section topic summaries recommended reading articles from a range of journals May 2006 Q A s The official study systems are the only study materials endorsed by CIMA Updated to reflect changes in the syllabus and written by the Examiner and CIMA faculty Complete integrated package incorporating syllabus guidance full text recommended articles revision guides and extensive question practice

Beyond Budgeting How Managers Can Break Free From The Annual Performance Trap: Bestsellers in 2023 The year 2023 has witnessed a noteworthy surge in literary brilliance, with numerous compelling novels captivating the hearts of readers worldwide. Lets delve into the realm of top-selling books, exploring the engaging narratives that have captivated audiences this year. Beyond Budgeting How Managers Can Break Free From The Annual Performance Trap : Colleen Hoover's "It Ends with Us" This heartfelt tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover masterfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can succeed. Uncover the Best : Taylor Jenkins Reid's "The Seven Husbands of Evelyn Hugo" This captivating historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reid's captivating storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Beyond Budgeting How Managers Can Break Free From The Annual Performance Trap : Delia Owens' "Where the Crawdads Sing" This evocative coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens weaves a tale of resilience, survival, and the transformative power of nature, captivating readers with its evocative prose and mesmerizing setting. These bestselling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of captivating stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a brilliant and gripping novel that will keep you guessing until the very end. The novel is a cautionary tale about the dangers of obsession and the power of evil.

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