Implementing Beyond Budgeting Unlocking The Performance Potential

Train Your Brain to Energize Your Life In The Sharp Solution, Heidi Hanna introduces readers to a brain-based approach to realistic, sustainable energy management that supports a healthier brain, and as a result a healthier, happier body. By engaging our brain, we can strategically re-wire how we operate, creating more energy and improving productivity while simultaneously reducing stress. As a result, we become more focused and productive, flexible and resilient, and able to sustain higher levels of health and performance over time. These critical aspects of “cognitive fitness”—mental strength, flexibility, and endurance—allow us to function at our best and enjoy life to the fullest. Breaks down complicated concepts into easy to understand stories and applications Walks readers through a step-by-step process of designing a personal action plan that can be utilized to decrease stress, balance hormones, increase energy, and improve overall health, happiness, and performance Heidi Hanna, PhD, is a performance coach and keynote speaker who has trained thousands of individuals on practical ways to incorporate positive psychology and wellness strategies to improve productivity and performance. We all know what we should be doing to create a more optimal life—eating better, exercising regularly, sleeping more, taking time to relax, and having more balance in our life. But The Sharp Solution enables you to actually make those changes to your habits. Author of cult classics The Pumpkin Plan and The Toilet Paper Entrepreneur offers a simple, counterintuitive cash management solution that will help small businesses break out of the doom spiral and achieve instant profitability. Conventional accounting uses the logical (albeit, flawed) formula: Sales - Expenses = Profit. The problem is, businesses are run by humans, and humans aren't always logical. Serial entrepreneur Mike Michalowicz has developed a behavioral approach to accounting to flip the formula: Sales - Profit = Expenses. Just as the most effective weight loss strategy is to limit portions by using smaller plates, Michalowicz shows that by taking profit first and apportioning only what remains for expenses, entrepreneurs will transform their businesses from cash-eating monsters to profitable cash cows. Using Michalowicz's Profit First system, readers will learn: • Following 4 simple principles can simplify accounting and make it easier to manage a profitable business by looking at bank account balances. - A small, profitable business can be worth much more than a large business surviving on its top line. - Businesses that attain early and sustained profitability have a better shot at achieving long-term growth. With dozens of case studies, practical, step-by-step advice, and his signature sense of humor, Michalowicz has the game-changing roadmap for any entrepreneur to make money they always dreamed of.

How management accounting evolved with Lean principles.

Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In Unlocking Agility, Jorgen Hesselberg reveals what works, what doesn’t, and how to overcome the daunting obstacles. Distilling 10+ years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including Intel, Nokia, Salesforce.com, Spotify, and many more. • Balance building the right thing, the right way, at the right speed • Design a holistic transformation strategy using five dimensions of agility: Technology, Organizational Design, People, Leadership, and Culture • Promote agile skills, knowledge, and abilities throughout your workforce • Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting • Leverage business agility metrics to affect norms and change organizational culture • Establish your Agile Working Group, the engine of agile transformation • Define operating models and strategic roadmaps for unlocking agility, and track your progress You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it.

Waste to Wealth proves that ‘green’ and ‘growth’ need not be binary alternatives. The book examines five new business models that provide circular growth from deploying sustainable
resources to the sharing economy before setting out what business leaders need to do to implement the models successfully.

In their groundbreaking book, authors Jeremy Hope and Robin Fraser show how organizations can break free from the annual budget trap once and for all. Beyond Budgeting is not a new financial-planning process - it is an alternative, coherent management model that enables companies to manage performance through processes specifically tailored to today's volatile marketplace. Hope and Fraser spent five years studying a wide range of international companies - from a global corporation to a small charity, from a bank to a ball-bearings manufacturer - that have already abandoned traditional budgeting to varying degrees. From these pioneering experiences, the authors have distilled a set of guiding principles that will take any company beyond budgeting to a whole new level of competitiveness. 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.

As a founder of a growing company, do you want to lead your business down a well-worn path of traditional leadership? Or do you believe something more is possible? In Reinventing Scale-Ups, Brent, Susan and Travis invite you to explore radical ideas that will challenge your own thinking about what it means to be a leader. The authors profile outlier and progressive organizations around the world whose leaders have chosen to break from tradition and find new and unique ways of scaling-up. Reinventing Scale-Ups is a collection of ideas, experiences and practical tips to stimulate thinking and help you shape your organization. What you won't find in these pages are prescriptive answers and "best practices." Instead, you will be challenged to ask yourself tough questions and will learn what creative approaches have emerged when others have similarly challenged themselves.

This book contains the refereed proceedings of the 4th International Conference on Lean Enterprise Software and Systems, LESS 2013, held in Galway, Ireland, in December 2013. LESS fosters interactions between practitioners and researchers by joining the lean product development and the agile software development communities in a highly collaborative environment. Each year, the program combines novelties and recent research results that make new ideas thrive during and after the conference. This year, the conference agenda was expanded to incorporate topics such as portfolio management, open innovation and enterprise transformation. The 14 papers selected for this book represent a diverse range of experiences, studies and theoretical achievements. They are organized in four sections on lean software development, quality and performance, case studies and emerging developments.

The future of management is here! Traditional management was invented for very different times and is today in serious trouble. The level of volatility, uncertainty, complexity and ambiguity in business environments is record high. People's expectations towards their employers and leaders have also radically changed. A number of organizations are exploring management innovation that can help them not just coping but thriving and out-performing in these new and different realities. Beyond Budgeting may be the most important new idea out there addressing these radical changes, due to its broad scope and coherent approach. Abolishing the traditional, detailed annual budget is necessary, but not sufficient. Organizations on the journey are questioning their old leadership beliefs and are tearing up their old command-and-control management models, with “agile” and “human” as the foundation for a new start. Implementing Beyond Budgeting is both a theoretical introduction and a practical guide to bringing such a more empowered and adaptive management model to life. Drawing on the author’s twenty years of Beyond Budgeting experience, this book not only demonstrates the serious problems with traditional management through numerous practical examples. It also follows several companies on their Beyond Budgeting journey, including Scandinavia’s largest company Statoil where the author has been heading up implementation since 2005. You'll get a first-hand glimpse at the reality of transitioning a large multinational company, and gain a real-world perspective on what successful implementation entails. This new second edition has been significantly revised and expanded. It covers the amazing development of the Beyond Budgeting movement and how the Statoil implementation journey has continued since the first edition of this book was published in 2009, sustaining major events like for instance the 2015 oil price crash. A new chapter on “Beyond Budgeting and Agile” has also been added. New implementation experiences, great new case stories, new management innovation examples and management metaphors (traffic controls!) are introduced, as well as the author’s latest reflections on a range of management issues including target setting, forecasting, performance evaluation and incentives.

It is difficult to think of a business process that is as widely unpopular, dysfunctional and discredited as traditional budgeting - yet over a decade after the creation of the Beyond Budgeting movement, many business people are unaware of its existence. And many of those that have heard of it find the Beyond Budgeting ideas difficult to grasp because they have been conditioned by experience to think in a very narrow way about the process of management. This book fills in these gaps in awareness and understanding by answering the question 'what is Beyond Budgeting?' in a clear and succinct way to help you make informed choices about the way that you run your business, as an alternative to blindly copying your predecessors. Amongst the things you will discover are: How the financial operating model used to organise and run the affairs of an enterprise impacts many aspects of corporate life, not just the level of business performance The universal law of complexity that explains why traditional budgeting will always fail to deliver what it promises: predictable performance. How the Beyond Budgeting process model is better equipped to deal with the complexity of modern organisational life and the uncertainty of the world Why and how an organisation has to be designed to complement the processes used to plan and control its activities. How to bring about change The goal is to help build healthier, more adaptive organisations, better able to meet the challenges and exploit the opportunities thrown up by the modern world.
Drawing on their work on performance management within the ‘beyond budgeting’ movement over the past ten years, including many interviews and case studies, Jeremy Hope, Peter Bunce and Franz Röösi set out in this book an executive guide to building a new management model based on eight key change management issues: 1. Governance: From rules and budgets to purpose and values 2. Success: From fixed targets to relative improvement 3. Organization: From centralized functions to customer-oriented teams 4. Accountability: From narrow targets to holistic success criteria 5. Trust: From central control to local autonomy 6. Transparency: From closed information to open book management 7. Rewards: From individual incentives to team-based reward 8. Risk: From complying with rules to understanding pressure points This book is about rethinking how we manage organizations in a post-industrial, post credit crunch world where innovative management models represent the only remaining source of sustainable competitive advantage.[i] The changes suggested by the authors will enable and encourage a cultural climate change that will help organizations to attract and keep the best people as well as drive continuous innovation and growth. Above all, The CEO's Dilemma is about learning how to change business - based on best practice and innovation drawn from leaders world-wide who have built and managed successful organizations.

This book responds to key issues in strategic management control by studying the interplay between strategy, operations, finance and controls. Grounded in research but written with practitioners and students in mind, it addresses the most up-to-date management control issues in the public sector, forecasting, budgeting and controls in international organisations.

The Management Bible is the most comprehensive book on the topic of management available anywhere. It offers in-depth coverage of the entire range of essential topics for today’s managers and supervisors—from beginners to seasoned veterans—and includes practical, effective solutions for the everyday problems every manager faces. In addition, the book also includes proven tips and tactics that help managers grow into more effective, efficient leaders. Authors Bob Nelson and Peter Economy reveal everything you need to know to keep up with today’s rapidly changing business environment, including such topics as hiring and firing, motivating employees, development and coaching, delegating authority, communication and teamwork, and much more.

There’s a bewildering array of management tools out there. And they all promise to help you excel at the toughest parts of your job: defining your organization’s strategic direction, managing customers and costs, and boosting workforce performance. But just 30 percent of these tools deliver as intended. Why? As Jeremy Hope and Steve Player reveal in Beyond Performance Management, while many tools are sound in theory, they’re misused by most organizations. For example, executives buy and implement a tool without first asking, “What problem are we trying to solve?” And they use tools to command and control frontline teams, not empower them—a serious and costly mistake. In this eminently useful, clear-eyed book, the authors critically review dozens of well-known management tools—from mission statements, balanced scorecards, and rolling forecasts to key performance indicators, Six Sigma, and performance appraisals. They explain how to select the right tools for your organization, how to implement them correctly, and how to extract maximum value from each. Brimming with rigorous analysis and solid advice, Beyond Performance Management helps you swiftly gauge the value of each management tool, as well as navigate the increasingly crowded field of offerings—so the tools you select deliver fully on their promise.

Chanakya, who lived in India in the 4th Century BC, was a leadership guru par excellence. The treasure of his teachings can be found in his book, The Arthashastra, which deals with good governance based on ideal leadership. The concept of the ideal nation in The Arthashastra, called Saptanga, holds that there are seven pillars of a kingdom: Swami, Amatya, Janpada, Durg, Kosha, Dand, Mitra iti Prakritya. For centuries, Indian rulers have used this concept as a model of successful government. In this path-breaking book, Chanakya’s 7 Secrets of Leadership, author Radhakrishnan Pillai delves into Chanakya’s Saptanga with the real-life example of D. Sivanandhan, Former Director General of Police, Maharashtra, and the archetype of an able administrator. Sivanandhan shares his guidelines for effective management, highlighting those that make him a dynamic leader. In Chanakya’s 7 Secrets of Leadership, theory meets practice, academic research meets vast experience in police supervision and an age-old formula is revealed in a modern-day success story. Together, Pillai and Sivanandhan bring Chanakya’s model to life. Anyone can use the seven secrets of leadership to run a kingdom effectively. Apply them in your life, and the magic of Chanakya’s wisdom will transform you into the ideal leader. Radhakrishnan Pillai, founder-director of the Chanakya Institute of Public Leadership (CIPL), has represented India in various national and international conferences and has taught at educational institutes in Germany (Heidelberg, Cologne), UK (Oxford, Cambridge) and India (IIT, IIM and IISc). His best-selling book Corporate Chanakya is used by business schools around the globe. Pillai received the Sardar Patel International Award in 2009. D. Sivanandhan, former Director General of Police, Maharashtra, is one of India’s most highly regarded IPS officers. He has been instrumental in rebuilding the defenses of Mumbai after attacks in November 2008, and has served as member of the special task force in the National Security Council Secretariat. Currently, he serves on the board of several companies and is the Chairman of Securus First India Pvt. Ltd.

Targets are an important part of our work life, whether we are setting them or meeting them. Target setting forms part of the budgeting process and the performance management of business units and individuals. Unfortunately the behavioral impacts of target setting on performance are not well understood, and this can lead to serious consequences such as game playing. Target setting is an under-researched area. This book will help you fill the gap in target setting for performance. The pivotal issue in target setting is that it is an art as well as a science. Perhaps more of an art, requiring a balance between the psychologies of the people taking initiatives, the science of estimating probabilities and aligning with strategies, coupled
with the effects of incentives. Another feature of this book is how the authors drew on ideas and research across disciplines, which is rarely done in this field. Inside this book, you will be introduced to some of the important methods in target setting such as forecasting, sensitivity analysis, and probability analysis; all of which include practical examples to show how these techniques can be directly applied. In the end, you'll learn how interrelated the various parts of organizational activities are and how they impact on each other, which is important since target setting must include an understanding of the organizational context (e.g., people, competitive environment, structure, strategy) as well as the impact of incentive compensation and information flows.

In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover: • Team patterns used by successful organizations. • Common team patterns to avoid with modern software systems. • When and why to use different team patterns • How to evolve teams effectively. • How to split software and align to teams.

A timely and practical guide that helps senior managers design successful strategic partnerships Strategic alliances are increasingly common among modern corporations and a hot topic in today’s business schools. Alliance is a sophisticated guide to crafting successful partnerships, offering a combination of carefully designed checklists, up-to-date examples and scenarios from around the world, and the tools needed to ensure that all elements of an alliance are taken into account and fully assessed. Most managers don't have the experience or knowledge to create a functional alliance governance structure. This book fills that knowledge gap with a clear description of the proper implementation process. Ideal for business leaders engaged in building a corporate alliance and business school students Covers all of the available alliance structure, describes the building blocks of alliance design, and defines an effective process for managers constructing alliances Written by a leading expert on the subject who is a member of the Board of Directors of the Association of Strategic Alliance Professionals As the popularity and frequency of corporate strategic alliances grows, Alliance gives business leaders the insight and practical advice they need to ensure their partnerships benefit all parties.

Written by Bjarte Bogsnes, Beyond Budgeting pioneer, Implementing Beyond Budgeting reveals best practices from actual cases where the author headed up implementation of Beyond Budgeting in large global companies. Beginning with a Foreword by Robert Kaplan, cofounder of the Balanced Scorecard, this book reveals how your organization can maximize a performance climate with teams committed to a common purpose, shared rewards, and sustained value creation. This innovative book lucidly presents how every organization can release the ambition and energy of its people who were previously slaves to the budgeting process.

LinkedIn is an untapped goldmine of leads but few people understand how to convert those leads into clients. The sad fact is, there are very few who are using LinkedIn to build meaningful connections that translate into measurable sales results. Forget the old sales and marketing gimmicks. In this eye-opening book, Melonie Dodaro explains how to master social selling on LinkedIn to generate B2B leads and clients. LinkedIn Unlocked is a social selling roadmap that will help you generate a consistent flow of quality leads. You'll learn: How to turn your LinkedIn Profile into a client attracting magnet Social selling best practices and LinkedIn etiquette How to send LinkedIn messages that command a response The RIGHT and WRONG way to use content marketing to build Authority, Credibility and Trust How to stay top of mind in your network and more importantly with your potential prospects How to convert cold LinkedIn prospects into high-value clients How to turn LinkedIn into a lead generation machine for your business From the author of the #1 Amazon bestseller The LinkedIn Code, LinkedIn Unlocked is the new, updated, and definitive book on attracting more leads, clients, and sales from LinkedIn. Bonus Package LinkedIn Unlocked comes with a bonus package ($221 value), including a free companion workbook (includes all of the exercises, worksheets and templates), video training and a masterclass to help you maximize your results with social selling on LinkedIn. 60-Minute LinkedIn Masterclass where I will help you generate more leads, clients and sales Comprehensive SEO Training where you'll learn how to create content your ideal clients love and that gets ranked high in Google search results FREE Companion Workbook that includes all of the exercises, worksheets and templates from LinkedIn Unlocked Claim your book bonuses now: LinkedInUnlockedBook.com

Written by Bjarte Bogsnes, Beyond Budgeting pioneer, Implementing Beyond Budgeting reveals best practices from actual cases where the author headed up implementation of Beyond Budgeting in large global companies. Beginning with a Foreword by Robert Kaplan, cofounder of the Balanced Scorecard, this book reveals how your organization can maximize a performance climate with teams committed to a common purpose, shared rewards, and sustained value creation. This innovative book lucidly presents how every organization can release the ambition and energy of its people who were previously slaves to the budgeting process. The primary obstacle to successful performance of any kind is our own mind. In a clear and compassionate style, Colier shows us how to understand and overcome the psychological
barriers that keep us from achieving our full potential. The book demonstrates how to radically change our relationship with negative thoughts, move beyond comparison, self-doubt, and jealousy, and stop chasing a perfect and unattainable future and start living the moment that's here now. Colier presents an "inside-out" approach, and ultimately, teaches us how to build a strong and reliable core self, from which all performance is born. She offers a ground-breaking new approach to performance, competition, and life. For all types of performers and competitors, this is a truly original manual for becoming our own ally instead of our own enemy. Above all, Colier teaches how to allow ourselves to succeed.

Today, companies are expected to be flexible and both rapidly responsive and resilient to change, which basically asks them to be agile. By combining Beyond Budgeting, Open Space, Sociocracy, and Agile, this book provides a practical guide for companies that want to be agile company-wide. Notes to the 2nd edition: This second edition reflects such updates as: the new Agile Fluency Model, the renaming / rebranding of Statoil to Equinor, and some small additions to complexity. We also enhanced the description of Organizational Open Space and explain how it differs from Liberating Structures. Enjoy insights in the book shared by Jez Humble, Diana Larsen, James Shore, Johanna Rothman, and Bjarte Bogsnes. Find out what Spotify, ING, Ericsson, and Walmart say in the book. Quotes from early readers: "[This is] a very important book. My hopes are that it will be the missing link between agile for teams and the flexible, adaptive and humane organisations we want to build. It’s a great book. Thanks for writing it!” ~ Sandy Mamoli, author of Creating Great Teams “Just as Spotify has worked hard to make all aspects of product development align well and work together - I see Jutta and John in this book exploring methods and processes that will work very well across the whole company.” ~ Anders Ivarsson, Spotify “I love how those practices [are] integrated and summarized into actionable recommendations.” ~ Yves Lin, Titansoft “Really wonderful balance of structure and space, rigor and creativity, that you’re suggesting.” ~ Michael Herman, Openspaceworld.org “Company-wide Agility with Beyond Budgeting, Open Space and Sociocracy makes an important case for companies to regard trust and autonomy the norm, rather than a privilege. Overall a great overview of how leaders can reimagine the way power is distributed within their companies.” ~ Aimee Groth, Author of The Kingdom of Happiness: Inside Tony Hsieh’s Zapposian Utopia. This book invites you to take a new perspective that addresses the challenges of doing business in a volatile, uncertain, complex, and ambiguous world.

The Future Home in the 5G Era looks at new hyper-connected home environments in which devices and apps will work together seamlessly to respond to and anticipate customers' needs, all with maximum security and privacy. Enabled by 5G, AI, and other new technologies such as eSim and edge computing, the Future Home's powerful service ecosystems will be a quantum leap from today's fragmented smart home technology, effectively extending the boundaries of the home even beyond the traditional bounds of the physical, to ultimately make consumers feel at home anywhere. This will create tremendous opportunities for businesses including communication service providers (CSPs), device manufacturers and app developers, as well as those providing services in diverse sectors such as entertainment, health and social care, education, retail, and more. The Future Home in the 5G Era combines original research from Accenture with practical insights and examples, showing how intelligently orchestrated Future Homes can yield economic success for businesses. Written by leaders of strategy and technology consultancy at Accenture, the authors have vast industry experience leading major units of Fortune 500 companies and start-ups. This book looks at how businesses, especially CSPs, can overcome the challenges and capture the multi-billion-dollar Future Home market by putting strategic emphasis on excellent customer experiences, developing new business models, and turning their organizations into competitively agile platform-based innovators. For business leaders in any sector relevant to the Future Home, this book is an indispensable and value-creating guide.

Beat the odds with a bold strategy from McKinsey & Company “Every once in a while, a genuinely fresh approach to business strategy appears” — legendary business professor Richard Rumelt, UCLA McKinsey & Company’s newest, most definitive, and most irreverent book on strategy—which thousands of executives are already using—is a must-read for all C-suite executives looking to create winning corporate strategies. Strategy Beyond the Hockey Stick is spearheading an empirical revolution in the field of strategy. Based on an extensive analysis of the key factors that drove the long-term performance of thousands of global companies, the book offers a ground-breaking formula that enables you to objectively assess your strategy’s real odds of future success. “This book is fundamental. The principles laid out here, with compelling data, are a great way around the social pitfalls in strategy development.” — Frans Van Houten, CEO, Royal Philips N.V. The authors have discovered that over a 10-year period, just 1 in 12 companies manage to jump from the middle tier of corporate performance—where 60% of companies reside, making very little economic profit—to the top quintile where 90% of global economic profit is made. This movement does not happen by magic—it depends on your company’s current position, the trends it faces, and the big moves you make to give it the strongest chance of vaulting over the competition. This is not another strategy framework. Rather, Strategy Beyond the Hockey Stick shows, through empirical analysis and the experiences of dozens of companies that have successfully made multiple big moves, that to dramatically improve performance, you have to overcome incrementalism and corporate inertia. “A different kind of book—I couldn’t put it down. Inspiring new insights on the facts of what it takes to move a company's performance, combined with practical advice on how to deal with real-life dynamics in management teams.” — Jane Fraser, CEO, Citigroup Latin America

The recent crisis in the financial markets has exposed serious flaws in management methods. The failure to anticipate and deal with the consequences of the unfolding collapse has starkly illustrated what many leaders and managers in business have known for years: in most organizations, the process of forecasting is badly broken. For that reason, forecasting business performance tops the list of concerns for CFO's across the globe. It is time to rethink the way businesses organize and run forecasting processes and how they use the insights that they provide to navigate through these turbulent times. This book synthesizes and structures findings from a range of disciplines and over 60 years of the authors combined practical experience.
This is presented in the form of a set of simple strategies that any organization can use to master the process of forecasting. The key message of this book is that while no mortal can predict the future, you can take the steps to be ready for it. ‘Good enough’ forecasts, wise preparation and the capability to take timely action, will help your organization to create its own future. Written in an engaging and thought-provoking style, Future Ready leads the reader to answers to questions such as: What makes a good forecast? What period should a forecast cover? How frequently should it be updated? What information should it contain? What is the best way to produce a forecast? How can you avoid gaming and other forms of data manipulation? How should a forecast be used? How do you ensure that your forecast is reliable? How accurate does it need to be? How should you deal with risk and uncertainty What is the best way to organize a forecast process? Do you need multiple forecasts? What changes should be made to other performance management processes to facilitate good forecasting? Future Ready is an invaluable guide for practicing managers and a source of insight and inspiration to leaders looking for better ways of doing things and to students of the science and craft of management. Praise for Future Ready "Will make a difference to the way you think about forecasting going forward" —Howard Green, Group Controller Unilever PLC "Great analogies and stories are combined with rock solid theory in a language even the most reading-averse manager will love from page one" —Bjarte Bogsnes, Vice President Performance Management Development at StatoilHydro "A timely addition to the growing research on management planning and performance measurement.” —Dr. Charles T. Horngren, Edmund G. Littlefield Professor of Accounting Emeritus Stanford University and author of many standard texts including Cost Accounting: A Managerial Emphasis, Introduction to Management Accounting, and Financial Accounting "In the area of Forecasting, it is the best book in the market.” —Fritz Roemer. Leader of Enterprise Performance Executive Advisory Program, the Hackett Group

This timely and innovative book focuses on budgeting control and ongoing Beyond Budgeting trends and its consequences for the organization.

With the use of practical in-depth case studies and interviews with leading experts in the field, this book analyses the key elements in value creation in the new age. It provides practical guidance to organisations that will allow them to migrate successfully into an economy that demands new business models.

Planning and budgeting is one of the hottest topics in accounting; global spending on budgeting software is booming and is predicted to continue to grow throughout this decade. It's big business. This book focuses on 'Driver-Based' budgeting (ie using external and internal non-financial drivers to predict live item expenses). The book shows the benefits that Driver-Based Budgeting brings and as such is a 'tool kit for change'. Case studies and worked examples are used throughout to ensure understanding, as well as checklists on implementation issues. • Transform the process of implementing new budgeting software with Driver-Based Budgeting • Shows how organizations can slash the time and cost involved in preparing their annual budget • Accountants learn how to manage uncertainty and quickly assess the impact of both internal and external changes

The Future of Nursing explores how nurses' roles, responsibilities, and education should change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as partners with other health care professionals in improving the quality and safety of care as envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health care professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates. Furthermore, regulatory and institutional obstacles -- including limits on nurses' scope of practice -- should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing.

Millions of users create and share Excel spreadsheets every day, but few go deeply enough to learn the techniques that will make their work much easier. There are many ways to take advantage of Excel's advanced capabilities without spending hours on advanced study. Excel Hacks provides more than 130 hacks -- clever tools, tips and techniques -- that will leapfrog your work beyond the ordinary. Now expanded to include Excel 2007, this resourceful, roll-up-your-sleeves guide gives you little known "backdoor" tricks for several Excel versions using different platforms and external applications. Think of this book as a toolbox. When a need arises or a problem occurs, you can simply use the right tool for the job. Hacks are grouped into chapters so you can find what you need quickly, including ways to: Reduce workbook and worksheet frustration -- manage how users interact with worksheets, find and highlight information, and deal with debris and corruption. Analyze and manage data -- extend and automate these features, moving beyond the limited tasks they were designed to perform. Hack names -- learn not only how to name cells and ranges, but also how to create names that adapt to the data in your spreadsheet. Get the most out of PivotTables -- avoid the problems that make them frustrating and learn how to extend them. Create customized charts -- tweak and combine Excel's built-in charting capabilities. Hack formulas and functions -- subjects range from moving formulas around to dealing with datatype issues to improving recalculation time. Make the most of macros -- including ways to manage them and use them to extend other features. Use the enhanced capabilities of Microsoft Office 2007 to combine Excel with Word, Access, and Outlook. You can either browse through the book or read it from cover to cover, studying the procedures and scripts to learn more about Excel. However you use it, Excel Hacks will help you increase productivity and give you hours of "hacking" enjoyment along the way.
The authors argue that lean production should be driven by the desire to achieve optimal customer service by sensing and responding to the customer. The customer is at the centre of the process and the organisation needs to respond in a holistic way so that the customer can impact on the design and delivery of products and processes. The book is based upon substantial research and practice by leading practitioners and heralds a paradigm shift in thinking on these issues.

A clear, practical guide to working effectively with derivative securities products Derivatives Essentials is an accessible, yet detailed guide to derivative securities. With an emphasis on mechanisms over formulas, this book promotes a greater understanding of the topic in a straightforward manner, using plain-English explanations. Mathematics are included, but the focus is on comprehension and the issues that matter most to practitioners—including the rights and obligations, terms and conventions, opportunities and exposures, trading, motivation, sensitivities, pricing, and valuation of each product. Coverage includes forwards, futures, options, swaps, and related products and trading strategies, with practical examples that demonstrate each concept in action. The companion website provides Excel files that illustrate pricing, valuation, sensitivities, and strategies discussed in the book, and practice and assessment questions for each chapter allow you to reinforce your learning and gauge the depth of your understanding. Derivative securities are a complex topic with many "moving parts," but practitioners must possess a full working knowledge of these products to use them effectively. This book promotes a truly internalized understanding rather than rote memorization or strict quantitation, with clear explanations and true-to-life examples. Understand the concepts behind derivative securities Delve into the nature, pricing, and offset of sensitivities Learn how different products are priced and valued Examine trading strategies and practical examples for each product Pricing and valuation is important, but understanding the fundamental nature of each product is critical—it gives you the power to wield them more effectively, and exploit their natural behaviors to achieve both short- and long-term market goals. Derivatives Essentials provides the clarity and practical perspective you need to master the effective use of derivative securities products.

This public domain book is an open and compatible implementation of the Uniform System of Citation.

On the heels of a decade of scandals and the new pressures brought on by the Sarbanes-Oxley Act, corporations expect far more from their CFOs than simply managing the numbers. They expect decision-making support and performance insights that can improve bottom-line results. Unfortunately, the complexity and detail inherent in CFOs’ jobs keep them shackled to budgeting and transaction-processing systems that leave little time for value-adding activities. Grounded in extensive research, Reinventing the CFO outlines seven critical roles—from streamlining redundant processes to regulating risk to identifying a few key measures—that CFOs must take on in order to successfully transform the finance operation.

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