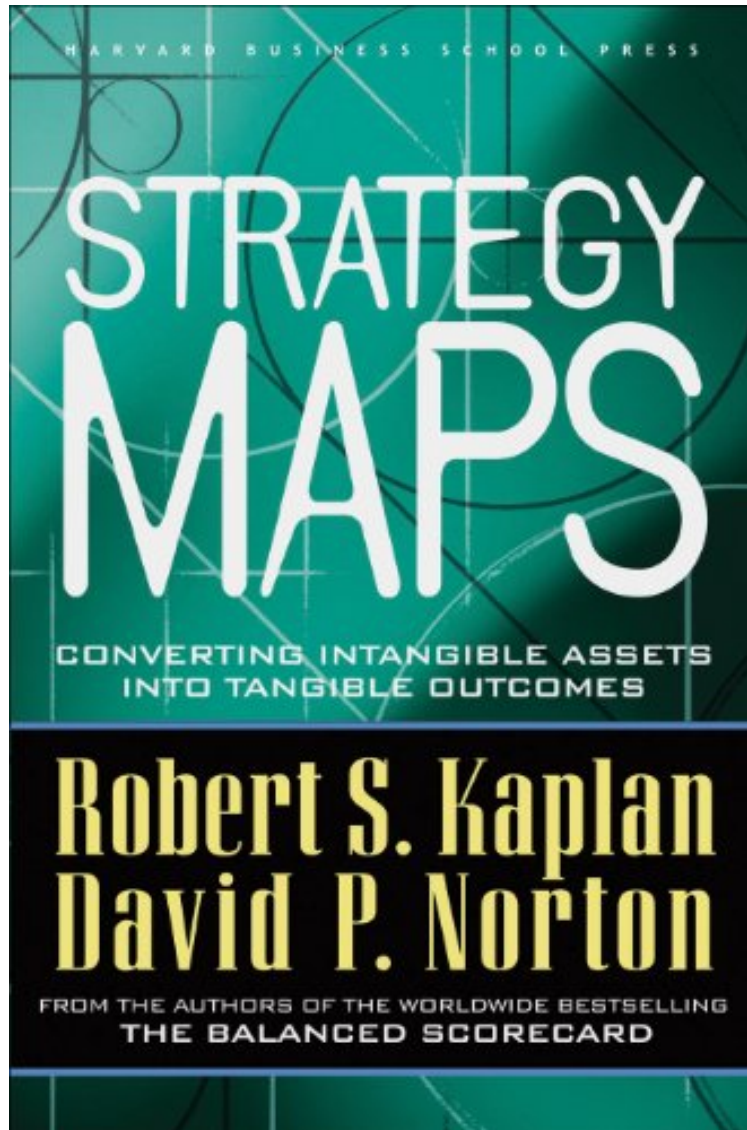


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Strategy Maps: Converting Intangible Assets into Tangible Outcomes

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Robert S. Kaplan, David P. Norton : Strategy Maps: Converting Intangible Assets into Tangible Outcomes before purchasing it in order to gage whether or not it would be worth my time, and all praised Strategy Maps: Converting Intangible Assets into Tangible Outcomes:

0 of 0 people found the following review helpful. Strategy, Alignment, Communication, ClarityBy Alicia CrumptonOne of my earlier bosses required that any idea, process, program, etc. be presented using both words and graphics. He wouldn't review anything that didn't have a picture showing the process or relationships of ideas. So I

tend to be an Excel spreadsheet, data kind of person although I really think I need to give this up (laugh)...drawing a picture isn't my strong suit, at least not then. Other reviewers have commented on strengths. I really like this book in the way we are called to imagine our organizations relationally via a graphic (strategy map). I learned that my bosses demand for a picture was because the process of taking words and creating an image required a person to really think through the coherence, relationship, and logic of their ideas. Words in combination with graphics can tell a story that taps into people's imaginations and speaks to differing learning preferences (auditory versus visual). I like this book because it provides a framework for systematically understanding your organization and the relational aspects of how things fit together ultimately in support of your mission. 0 of 0 people found the following review helpful. Excellent book. Briefly brings structure and sense to many ...By Nikola SomlevExcellent book. Briefly brings structure and sense to many concepts. Aligns almost every aspect of an organization. I wish there were more details on the human and organizational capital or at least good references. 218 of 226 people found the following review helpful. Disappointing -- this should have stopped at an HBR articleBy Mark P. McDonaldWhile the strategy map examples are helpful, this book is definitely not worth the money nor the time to read it. Instead I recommend reading KN's articles in the Harvard Business Review as you will get everything that you need -- do not bother with the book. And here is why: First, the book is very repetitive and while there are many examples of the strategy maps the distinctions between them are not always very apparent so if you have seen a strategy map you have by in large seen them all. Second, I believe that KN did not write the book, rather it was put together by a ghost writer who borrowed just about every consulting phrase or description I have read in other books. Comments regarding things like the supply chain tend toward being so simplistic that they damage the credibility of the authors. I do not think we get an idea of what KN think, rather than a ghost writer. Third, the strategy map does not address key issues associated with strategy deployment and management. The treatment of Information Technology is more akin to a 1970's view of technology than what companies are doing now. The structure, while supportive of the balance scorecard, does not provide a map on how you get from where you are to where you want to be. So take a big pass on this book, read the Harvard Business Review articles as they are much better and give you all you need to know. It is a shame since KN's other work has been very powerful and influential.

More than a decade ago, Robert S. Kaplan and David P. Norton introduced the Balanced Scorecard, a revolutionary performance measurement system that allowed organizations to quantify intangible assets such as people, information, and customer relationships. Then, in *The Strategy-Focused Organization*, Kaplan and Norton showed how organizations achieved breakthrough performance with a management system that put the Balanced Scorecard into action. Now, using their ongoing research with hundreds of Balanced Scorecard adopters across the globe, the authors have created a powerful new tool--the "strategy map"--that enables companies to describe the links between intangible assets and value creation with a clarity and precision never before possible. Kaplan and Norton argue that the most critical aspect of strategy--implementing it in a way that ensures sustained value creation--depends on managing four key internal processes: operations, customer relationships, innovation, and regulatory and social processes. The authors show how companies can use strategy maps to link those processes to desired outcomes; evaluate, measure, and improve the processes most critical to success; and target investments in human, informational, and organizational capital. Providing a visual "aha!" for executives everywhere who can't figure out why their strategy isn't working, *Strategy Maps* is a blueprint any organization can follow to align processes, people, and information technology for superior performance.

"...a useful resource for any manager who is or will be leading a balanced scorecard initiative." -- Strategic Finance, March 2004
About the Author Robert S. Kaplan is the Marvin Bower Professor of Leadership Development at Harvard Business School. David P. Norton serves as a Director with the Balanced Scorecard Collaborative.