

## Back Cover

“You get what you measure,” says the old adage. But is your organization getting what it needs from its existing performance measurement system? Many organizations have tried various scorecarding approaches, but have found that they didn’t deliver what they wanted. Others have found that 1990s frameworks are inadequate for today’s increasingly complex business environment of multiple stakeholders.

Apart from shareholders and customers, several other stakeholders have a vital role to play today – such as employees, intermediaries, suppliers, alliance partners, regulators and communities. Stakeholder relationship management is the key to successfully navigating the many pitfalls of managing in this new and rapidly evolving climate.

*The Performance Prism* presents an innovative and practical solution to this phenomenon. Just another management theory? On the contrary, the authors – from Cranfield School of Management’s Centre for Business Performance – explain what you need to do, why it needs to be done, and how to do it, illustrated with many examples of both best and worst practice.

**“The Performance Prism approach has helped to transform our management systems. The result has been greater insight leading to focused actions delivering tangible benefits. If you are looking for a process that will raise the level of debate in your Boardroom, you’ve found it.”**

*David Coles, Managing Director, DHL International (UK) Ltd.*

**“By now one would expect organizations to have solved Performance Measurement, but not so and with the ever-growing number of possible approaches around, it is refreshing to get a well-researched comprehensive view of this critical issue from one book. *The Performance Prism* provides a complete roadmap to measurement. I found it both extremely interesting and very useful.”**

*Robert C. Camp, PhD, PE – Best Practice Institute, USA.*

**“This book will stimulate the reader to apply better, more comprehensive measurement of dimensions of the business that will make a real difference in the short and long term.”**

*Dr Neville Bain, Chairman, Hogg Robinson.*

## Inside Front Flap

Today’s business environment demands the management of reciprocal relationships with multiple stakeholders. Strategies, processes and capabilities need to be in place in order to be successful and to mitigate risks. Managing the complexity of these relationships effectively and efficiently with the appropriate measures isn’t easy. The trouble is that most organisations don’t know what to do about the problem.

*The Performance Prism* provides the answers to contemporary managing with measures challenges. It puts key stakeholders, and managing the organisation’s relationship with each of them, centre stage with a novel framework. And, unlike some other approaches to the subject, it provides a level of granularity that allows you to implement it successfully too.

**“The Performance Prism recognizes the importance of companies taking a holistic approach to stakeholder management in the ‘show me/involve me world’ of today. The authors present a wealth of case studies and simple checklists designed to help managers focus on key measures of performance. The emphasis is on applying those that provide meaning not just data to deliver maximum business value.”**

*Mark Wade, Sustainable Development Group, Shell International Ltd.*

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**“A groundbreaking new look at how to better understand your organization, and take the right steps to improve performance.”**

*Herman Heyns, Accenture.*