

# Index

- Accelerated learning, 36,  
185–203  
case study in, 199–203  
critical success factors,  
197–198  
data interpretation, 190  
employment and mobilization  
of teams, 197–198  
experimentation, 198  
importance as model enabler,  
187–189  
information analysis, 190  
information gathering,  
189–190  
key activities, 189–191  
learning loops, 191–192  
learning tools for, 191–196  
mind mapping, 195–196  
performance planning,  
192–195  
positivity, 198–199  
present-day, 195–197  
Progress Software, 199–203  
scenario exploration, 196–197  
sharing insights, 190  
taking action, 190–191
- Action plan, 87–90
- Actions, high-leverage,  
235–236
- Active executive engagement,  
219
- Age of Turbulence: Adventures in a  
New World* (Greenspan), 7
- Agility, organizational, 8
- Aguilar, Francis, 150
- Aligning management with  
measurement, 112–114
- Alignment. *See* Organizational  
alignment
- Alignment: Using the Balanced  
Scorecard to Create Corporate  
Synergies* (Kaplan and  
Norton), 207–208
- Altra Industrial Motion,  
221–226
- Analysis of information, 190
- APQC, 24
- Argyris, Chris, 191
- Assumptions:  
challenging, 104  
testing, 110–111
- Audience, knowing,  
172–173
- Awareness, heightened, 170
- Baker, George, 9
- Balanced Scorecard, 99,  
100, 102
- Baseline performance, 109
- Benchmarking, 109
- BHAGs (big, hairy, audacious  
goals), 237

- Biases, in decision making, 129–130
- Blenko, Marcia, 121
- Blogs, 158–159, 181–182
- Boyd (OODA) Loop, 252
- British Airways, 113–118
- Bryan, Lowell, 75
- Building linkages, 54–57
- “Building Your Company’s Vision” (Collins and Porras), 237
- Business cases, 70–72, 77–78
- Business models, 44, 45
- Buzan, Tony, 196
- Cascading mission statements, 214–216
- Case studies:
- Altra Industrial Motion, 221–226
  - British Airways, 113–118
  - FBI (Federal Bureau of Investigation), 161–165
  - 1st Marine Logistics Group (MLG), 137–141
  - Google, 179–183
  - Handleman Company, 18–20
  - Hubbell Lighting, 85–91
  - Progress Software, 199–203
  - Ricoh Corporation, 62–66
  - RSA Security, 241–246
- Caslione, John, 7
- Causal pathway modeling, 102
- Cause-and-effect linkages, 56–57
- Change management, 241
- Chaotics Management System, 7
- Chaotics: The Business of Managing and Marketing in the Age of Turbulence* (Caslione and Kotler), 7
- Christiansen, Carl, 224–225
- Collins, Jim, 237
- Comin, Diego, 9
- Common priorities, 208
- Communicating expectations, 59–60
- Communication:
- improved, 51
  - monological, 169
- Competing on Analytics* (Davenport), 122
- Competition, 13
- Complexity, 12, 27
- Continuous conversation, 35–36, 167–183
- basic concepts of, 171–172
  - case study in, 179–183
  - and climate of trust, 177–178
  - creating a culture of conversation, 178
  - critical success factors, 177–178
  - critical thinking in, 174–177
  - deduction/induction in, 175–176
  - defining, 171
  - Google, 179–183
  - importance as process enabler, 169–171
  - principles for, 172–174
  - Socratic method, 176–177
- Contrarian thinking, 135–136
- Contributing performance objectives, 54
- Contribution, focus on, 208–209
- Control theory, 251
- Conversation, continuous. *See* Continuous conversation
- Conversation, culture of. *See* Culture of conversation

- Core Process, 32–35
  - making decisions, 119–141, 236 (*see also* Decision making)
  - managing projects, 67–91, 33 (*see also* Managing projects)
  - measuring progress, 93–118, 33–34 (*see also* Measuring progress)
  - modeling performance, 41–66, 32 (*see also* Modeling performance)
- Core Process enablers. *See* Model enablers
- Corporate Executive Board, 10
- Corporate structure, 210–212
- Correlation analysis, 101–103
- Correlation map, 116
- Course of action selection, 195
- Covey, Steven, 60, 214
- Coviello, Art, 242–245
- Cranfield University–Oracle Corporation Global Enterprise Performance Management Survey, 96
- Creative thinking, 170
- Criteria, performance, 209
- Critical performance objectives, 128, 193–194
  - British Airways, 114
  - cascading, 212
  - gauging progress of, 110
  - reviewing, 106–107, 132–133, 134–135
- Critical skill building, 130–131
- Critical success factors:
  - accelerated learning, 197–198
  - continuous conversation, 177–178
  - decision making, 135–136
  - engaged leadership, 240–241
  - managing projects, 83–85
  - measuring performance/progress, 111–113
  - modeling performance, 60–61
  - organizational alignment, 219–220
  - strategic intelligence, 159–160
- Critical thinking, 174–177
- Criticism, 173–174
- Culture of conversation, 178
- Cybernetic model, 251
- Cycles, 251–252
- Cyota, 244
- Dashboards, 101
- Data interpretation, 190
- Davenport, Tom, 122
- Decision biases, 129–130
- Decision comparison template, 238–239
- “The Decision-Driven Organization” (Blenko, Mankins, and Rogers), 121
- Decision making, 119–141, 236
  - benefits of, in PM<sup>4</sup>TE process, 130–131
  - case study in, 137–141
  - contrarian thinking in, 135–136
  - critical success factors, 135–136
  - decision biases, 129–130
  - 1st Marine Logistics Group, 137–141
  - good decision-making components, 124
  - importance of, 120–121

- Decision making (*continued*)  
 present-day, 123–125  
 problem-solving processes,  
 125–128  
 process of, 128–129  
 process steps, 132–135  
 reasons for, 120–122  
 research on, 122–123  
 science vs. art in, 136  
 speed of, 15
- Deductive logic, 175
- Demand, effect on  
 turbulence, 13
- Discenza, Richard, 70
- Double-loop learning, 191
- Driver models, 44–47
- Drucker, Peter, 209
- Dynamic project management,  
 82–83
- Dynamism, 12
- Economist Intelligence  
 Unit, 8, 122
- Effectiveness. *See* Performance  
 Management cycle
- Efficiency. *See* Execution  
 Management cycle
- 80/20 rule, 235
- E-mail alerts, 158
- EMC. *See* RSA Security
- Employee-Customer Chain  
 Model, 103
- Engaged leadership, 36–37,  
 229–246  
 balance with management, 240  
 basic concepts of, 233–235  
 case study in, 241–246  
 creating capacity to change, 241  
 critical success factors,  
 240–241  
 decision comparison  
 template, 238–239  
 decision making, 236  
 definition of, 233  
 developing subordinates, 236  
 driving high-leverage actions,  
 235–236  
 example setting, 240  
 executive project review  
 meetings, 237–238  
 importance as process enabler,  
 231–233  
 key activities, 235–236  
 organizational form, 234  
 priority setting, 235  
 RSA Security, 241–246  
 stakeholder outcomes,  
 234–235  
 tools for, 236–239  
 understanding, 233–239  
 vision development, 236  
 vision and strategy, 233–234
- Enterprise Value Map (EVM),  
 50, 263
- Envisioned future, 237
- Eppler, Martin, 44
- Essential Drucker,*  
*The* (Drucker), 209
- Example setting, 240
- Execution, improved, 105
- Execution Management cycle,  
 31–32, 34–35, 240, 250  
 process overview, 255–259,  
 261
- Execution Premium, The* (Kaplan  
 and Norton), 72
- “The Execution Trap”  
 (Martin), 214
- Executive accountability, 82, 84
- Executive project teams, 74

- Expectations, communicating, 59–60
- Experimentation, 198
- FBI (Federal Bureau of Investigation), 161–165
- 1st Marine Logistics Group (MLG), 137–141
- Five Forces Model, 152–153
- Forman, James, 70
- Framing, 130
- Gadamer, Hans-Georg, 171
- Garvin, David, 188
- Gauging progress, 110
- Golsby-Smith, Tony, 178
- Google, 179–183
- Grant, Hugh, 6
- Greenspan, Alan, 7
- Group collaboration, 195
- Groupthink, 135
- Hambrick, Don, 10
- Handleman Company, 18–20
- Harrington, Tom, 163
- Henderson, Andrew, 10
- High-level action plan, 87–90
- High-level project plan, 80–81
- Hoshin Planning, 222
- Hubbell Lighting, 85–91
- Hudson, Charles “Chuck,” 137–141
- Hykes, Amy, 149–150
- Identifying vital projects, 77
- Immelt, Jeff, 6, 236
- Implementation of options/choices, 134
- Individual performance management, 23
- Inductive logic, 175–176
- Inertia, 15–16
- Information analysis, 190
- Information gathering, 189–190
- Initiative alignment matrix, 72–73
- Intelligence. *See* Strategic intelligence
- Interpretation of data, 190
- Issue trees, 126, 127, 194
- Ittner, Chris, 45
- Judgment, 173–174
- Kaplan, Robert, 48, 99, 207
- Kennedy, Robert, 9
- Key activities:
  - in accelerated learning, 189–191
  - in engaged leadership, 235–236
  - in organizational alignment, 212–213
- Key measures alignment, 213
- Key performance objectives, identifying, 52–54
- Kirn, S. P., 102
- Kotler, Philip, 7
- Kotter, John, 231
- Kullman, Ellen, 5
- Larcker, David, 45
- Leader responsibility, 234–235
- Leadership. *See* Engaged leadership
- Learning. *See* Accelerated learning
- Learning in Action* (Garvin), 188
- Learning loops, 191–192
- Linkages, building, 54–57

- LinkedIn, 159
- Listening, 174
- Logic, checking, 57–59
- Mack, John, 6
- Macroenvironment, 151–152
- Maggio, Ed, 244
- Magretta, Joan, 44, 51
- Main purpose identification, 52
- Make Decisions. *See* Decision making
- Management:
  - aligning with measurement, 112–114
  - decision-making skills, 121–122
  - focused attention of, 105
- Management/leadership balance, 240
- Managing projects, 33, 67–91
  - align and prioritize, 78
  - benefits of, 75–77
  - business cases, 70–72
  - capture and profile, 77
  - case study in, 85–91
  - critical success factors, 83–85
  - dynamic management, 82–83
  - executive accountability, 82, 84
  - executive project teams, 74
  - Hubbell Lighting, 85–91
  - plan of actions and milestones (POA&M), 80–81, 106–108, 110, 213, 216
  - project alignment tools, 72–74
  - project portfolios, 74–75
  - project success factors, 70
  - reasons for, 69
  - seven factors for project success, 70
  - steps for improvement in, 77–83
- Managing Strategic Intelligence* (Xu), 149–150
- Mankins, Michael, 121
- Marchand, Don, 149–150
- Marine Corps, 137–141
- Martin, Roger, 214
- McKinsey & Company, 74, 123–124, 131
- Measuring progress, 33–34, 93–118
  - aligning/developing measures, 107–108
  - benefits of, 104–106
  - British Airways, 113–118
  - case study in, 113–118
  - correlation analysis, 101–103
  - critical success factors, 111–113
  - defining, 97
  - elements of, 97, 98
  - frameworks for, 98–104
  - gauging progress, 110
  - learning by, 103–104
  - reasons for, 95, 96–97
  - research on, 96
  - reviewing critical performance objectives and vital projects, 106–107
  - setting targets, 108–109
  - steps to, 106–111
  - testing assumptions, 110–111
  - total performance indicators, 102
- Melo, John, 201
- Merck & Company, 148
- Microenvironments, 152–153
- Miller, Danny, 10
- Mind Map Book, The* (Buzan), 196

- Mind mapping, 195–196
- Mining tools, 159
- Mission statement framework, 214–216
- Model adaptation, 61
- Model enablers, 250
  - accelerated learning, 36, 185–203 (*see also* Accelerated learning)
  - Accelerated learning)
  - continuous conversation, 35–36, 167–183 (*see also* Continuous conversation)
  - engaged leadership, 36–37, 229–246 (*see also* Engaged leadership)
  - organizational alignment, 36, 205–226 (*see also* Organizational alignment)
  - Organizational alignment)
  - process overview, 259–260, 261
  - strategic intelligence, 145–166 (*see also* Strategic intelligence)
- Modeling, 195
- Modeling performance, 32, 41–66
  - benefits of, 50–51
  - case study in, 62–66
  - critical success factors, 60–61
  - overview, 193–194
  - reasons for, 43–44
  - Ricoh Corporation, 62–66
  - steps to, 51–60
  - for strategic intelligence, 154–158
  - types of models, 44–50
- Model selection, 51–52
- Monological communication, 169
- Mueller, Robert, 162
- Mulani, Sunil, 9
- Munificence, 12
- Neely, Andrew, 96, 99
- Norton, David, 48, 99, 207
- Objective and measure
  - alignment table, 216, 217
- OODA (Boyd) Loop, 252
- Operational performance
  - management, 24
- Operational planning team, 139
- Operations and management (O&M) activities, 75–76
- Oracle Corporation, 96
- Organizational agility, 8
- Organizational alignment, 36, 205–226
  - active executive engagement, 219
  - Altra Industrial Motion, 221–226
  - assigning vital projects, 213
  - basic concepts of, 209–210
  - and basic corporate structure, 210–212
  - cascading critical objectives, 212
  - cascading key measures, 213
  - case study in, 221–226
  - as continuous process, 220
  - critical success factors, 219–220
  - definition of, 209–210
  - importance as process enabler, 207–209
  - key activities, 212–213
  - mission statement framework, 214–216

- Organizational alignment  
*(continued)*  
 objective and measure  
 alignment table, 216  
 project priority table, 216–219  
 responsibility for, 219–220  
 tools for, 213–219  
 understanding, 209–212
- Organizational capabilities,  
 improving, 131
- Organizational communication.  
*See* Continuous  
 conversation
- Organizational ecosystem,  
 55–56, 58
- Organizational form, 234
- Organizational inertia, 232
- Organizational Learning: A Theory  
 of Action Perspective* (Argyris  
 and Schoen), 191
- Organizational strategy, 52,  
 233–234
- Osterwalder, Alexander, 44
- Pareto, Vilfredo, 29
- Parkinson's Law of Triviality, 69
- Patents, 12–13
- Paulson, Henry, 13
- Performance, shared  
 understanding of, 50
- Performance criteria, 209
- Performance issues,  
 understanding, 16
- Performance management,  
 21–38. *See also* PM<sup>4</sup>TE  
 process overview  
 defining, 22–23  
 individual, 23  
 mechanisms for, 51  
 operational, 24  
 principles for turbulent  
 times, 28–31  
 self-test for turbulence  
 process, 37  
 shortcomings of current  
 systems and practices, 25–28  
 strategic, 24–25
- Performance Management cycle,  
 34, 250
- Make Decisions, 119–141, 236  
*(see also* Decision making)
- Manage Projects, 33, 67–91  
*(see also* Managing projects)
- Measure Progress, 33–34,  
 93–118  
*(see also* Measuring  
 progress)
- Model Performance, 32,  
 41–66 *(see also* Modeling  
 performance)
- process overview, 253–255,  
 256, 261
- Performance Management for  
 Turbulent Environments  
 (PM<sup>4</sup>TE), 31–38
- Performance measurement. *See*  
 Measuring performance
- Performance models. *See*  
 Modeling performance
- Performance objectives  
 identification, 52–54
- Performance planning, 192–195
- Performance Prism, 99
- PESTEL analysis, 151–153
- Plan of actions and milestones  
 (POA&M), 80–81, 106–108,  
 110, 213, 216
- Platts, Ken, 44
- Plunging in, 129–130
- PM<sup>4</sup>TE process overview, 31–38



- Porras, Jerry, 237  
 Porter, Michael, 114, 152  
 Portfolio of initiatives  
     approach, 75  
 Positivity, 198–199  
 “The Power of Competitive Intelligence,”  
     (Stauffer), 148  
 Predicting turbulence, 106  
 Primary performance  
     objectives, 53  
 Priorities, common, 208  
 Priority matrix, 87  
 Problem analysis, 133  
 Problem identification,  
     132–133  
 Problem-solving processes,  
     125–128, 129. *See also*  
     Decision making  
     for major challenges, 194–195  
 Process Classification  
     Framework<sup>SM</sup>, 24  
 Product factors, 12  
 Profiling vital projects, 77  
 Progress, measuring. *See*  
     Measuring progress  
 Progress, reevaluating, 134–135  
 Progress Software, 199–203  
 Project action plan, 87–90  
 Project alignment tools, 72–74  
 Project execution grid, 79  
 Project execution success  
     factors, 83–85  
 Project management. *See*  
     Managing projects  
 Project portfolios, 74–75  
 Project priority matrix, 87  
 Project priority table, 216–219  
 Project review meetings,  
     237–238  
 Project success factors, 70  
 Public key cryptography. *See*  
     RSA Security  
 Questions, importance of, 173  
 Quinn, R. T., 102  
 Realistic options, generating,  
     133–134  
 Really Simple Syndication  
     (RSS) feeds, 158  
 Regulations, effect on  
     turbulence, 13  
 Relevance in marketplace, 232  
 Ricoh Corporation, 62–66  
 Risk management, 152–153  
 Rogers, Paul, 121  
 Royal Dutch Shell, 196–197  
 RSA Security, 241–246  
 RSS feeds, 158  
 Rucci, A. J., 102  
 Rule of 80/20, 29  
  
*Scanning the Business Environment*  
     (Aguilar), 150  
 Scenario exploration, 196–197  
 Schlendorf, Dave, 165  
 Schoen, Don, 191  
 Schuele, Craig, 224  
 Scorecards, 101. *See also*  
     Balanced Scorecard  
 Sears, Roebuck, and Co., 102  
 September 11 attacks, 161–165  
 Service-Profit Chain, 46–47  
*Seven Habits of Highly Effective*  
*People, The (Covey)*, 214  
 Sharing insights and  
     information, 190  
 Simplicity, in performance  
     management, 28–29

- Single-loop learning, 191
- Skaug, Ingar, 6
- Social media, 158–159
- Socratic method, 176–177
- Speed of execution, 30
- Spitzer, Dean, 96
- Stakeholder outcomes, 234–235
- Stall points, 10
- Standish Group, 69
- Static state assumption, 26
- Stauffer, David, 148
- Strategic intelligence, 35, 145–166
  - active vs. passive scanning, 150
  - background, 150
  - basic concepts of, 149–150
  - blogs and social media, 158–159
  - building capability for, 160
  - case study in, 161–165
  - critical success factors, 159–160
  - defining, 149–150
  - e-mail alerts, 158
  - FBI, 161–165
  - Five Forces Model, 152–153
  - macroenvironment, 151–152
  - microenvironment, 152–153
  - performance modeling for, 154–158
  - PESTEL analysis, 151–153
  - putting into practice, 160
  - recognizing value of, 159–160
  - RSS feeds, 158
  - strategic issue template, 154, 155
  - and technology, 158–159
  - text analysis and mining tools, 159
  - tools for, 150–158
- Strategic issue template, 154
- Strategic performance management, 24–25
- Strategy, organizational, 233–234
- Strategy clarification, 208
- Strategy Deployment process, 222
- Strategy Map Analysis Table, 155–158
- Strategy maps, 48–49
  - FBI (Federal Bureau of Investigation), 164
  - Ricoh Corporation, 64
- Subordinates, developing, 236
- Success maps, 47–48
- Sull, Den, 7
- Taking action, 190–191
- Target setting, 108–109
- Teams, employment and mobilization of, 197–198
- Teamwork, 60–61, 180–181
- Technology:
  - effect on turbulence, 12
  - strategic intelligence and, 158–159
- Text analysis, 159
- The Upside of Turbulence: Seizing Opportunity in an Uncertain World* (Sull), 7
- Time dimension, of performance management, 26
- Total performance indicators, 102
- Transforming Performance Measurement* (Spitzer), 96
- TripAdvisor, 159
- Trust, culture of, 170–171, 177–178

- Tucci, Joe, 245
- Turbulence, 3–20  
 accounting for, 26–27  
 business leaders' observations  
 on, 5–6  
 case study in, 18–20  
 contributing factors to,  
 12–14  
 definition of, 11  
 effects on organizations,  
 14–18  
 Handleman Company, 18–20  
 ineffective responses to,  
 16–18  
 internal vs. external responses  
 to, 14–15  
 popular press on, 6–8  
 predicting, 106  
 recent examples of, 4–5  
 research on, 9–10  
 understanding, 10–14
- Twitter, 159
- Value trees/driver models,  
 44–47
- Venture capitalists (VCs),  
 237–238
- Vision, organizational, 208,  
 233–234
- Vision development, 236
- Visualization, 44
- Vital projects:  
 assigning, 213  
 gauging progress of, 110  
 overview, 194  
 reviewing, 106, 107, 132,  
 134–135  
 steps for improvement in  
 managing, 77–83
- Welch, Jack, 236
- What Leaders Really Do  
 (Kotter), 231
- Xu, Mark, 149–150

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>