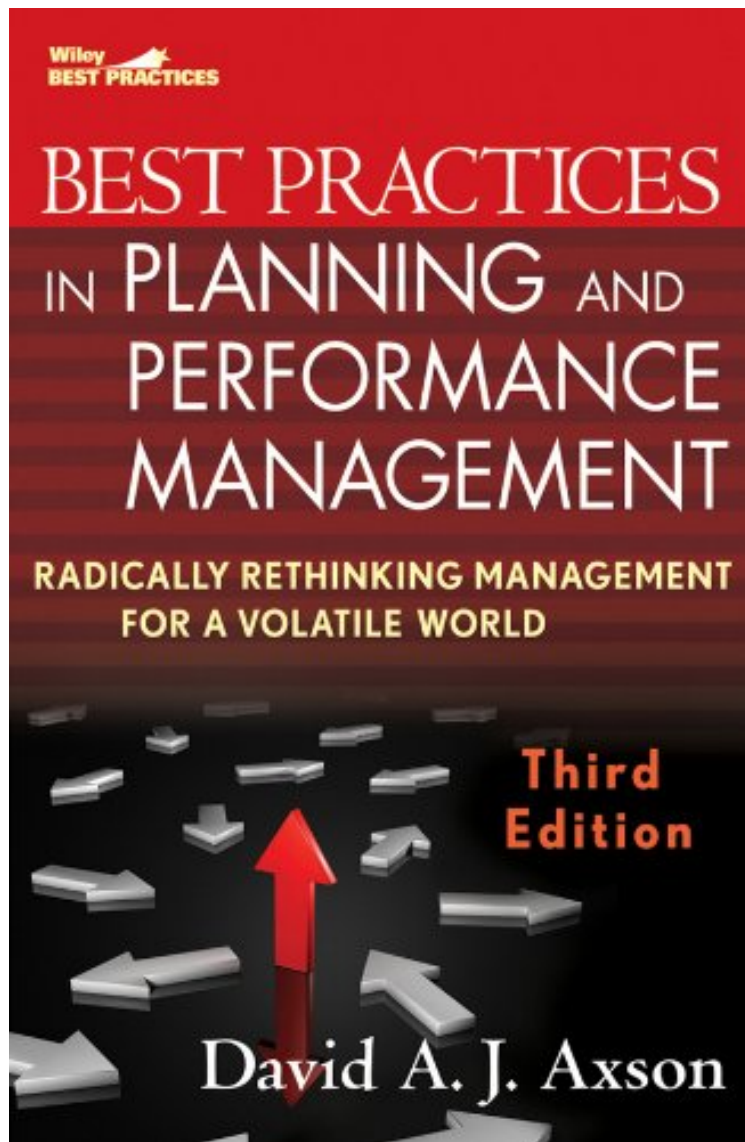


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David A. J. Axson

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Volatile World:

A practical framework for effectively managing performance in today's complex, competitive and risky global markets. The Third Edition provides a complete framework for building best practice management processes for today's complex and uncertain world. Fully updated to reflect the events of the global economic crisis, this book provides further practical examples of companies that are successfully using the practices identified. Updated for the implications of the global economic crisis on management practices. Completely rewritten section on "What it Takes To Be An Effective Manager In An Uncertain World" Added examples and mini case studies throughout the book from companies such as Qualcomm, IBM, Dominos, Target, Toshiba and Facebook. Establishes new benchmarks for performance management process and practice. Fully updated to include recent events, new learnings, technologies and emerging best practices. This book includes serious rethinking of the way companies plan and manage performance—from the role of accounting to the skills needed to be an effective manager—including new technologies, techniques and real time management processes.

From the Inside Flap: The housing bubble, the failures of Bear Stearns and Lehman Brothers, and the near-collapse of the global financial system made it abundantly clear that the management processes on which organizations have relied for more than fifty years are totally broken. Updating indispensable best practices and examining the lessons learned from the Great Recession, *Best Practices in Planning and Performance Management: Radically Rethinking Management for a Volatile World, Third Edition* is your road map for driving fundamental change in your organization. David Axson's innovative text helps you significantly upgrade your management practices to better meet the needs of today's increasingly complex and global markets. By providing a framework for identifying best practices in performance management, *Best Practices in Planning and Performance Management, Third Edition* defines clear action plans for successfully developing, implementing, and profiting from the strategic applications of key performance metrics. Part One makes the case for a radical change in the way managers manage performance, explaining why effective performance management is needed in today's fast-paced world, and providing a series of diagnostic tools and measures to help you size up the improvement opportunity. Now including "Lessons for a Volatile World" in each chapter, Part Two summarizes key lessons managers can take away from the events of 2007–2009 and describes the principal best practices for each element of the performance management process—strategic planning, tactical and financial planning, management reporting, forecasting, and risk management. Finally, Part Three provides insights into the steps required to design a best practice-inspired process that is right for your organization, as well as the critical success factors for implementation. There is nothing like a good economic downturn to get companies to see that using performance management best practices is absolutely essential. Just in time, *Best Practices in Planning and Performance Management, Third Edition* is the proactive guide you need right now to help you consistently make and execute better decisions faster.

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Effectively manage performance in today's complex, competitive, and risky global markets. Filled with new examples and case studies from companies such as Apple, IBM, Starbucks, Target, Toshiba, and Facebook, *Best Practices in Planning and Performance Management, Third Edition* is updated to reflect what it takes to be an effective manager in an uncertain world, the implications of the global economic crisis for management practices, and new benchmarks for performance management processes and practices. David Axson offers a must-read for anyone looking for a complete framework for building best practice management processes in today's complex and uncertain world.

About the Author: DAVID A. J. AXSON is President of the Sonax Group, a business advisory firm. He is a former head of corporate planning at Bank of America and was a cofounder of The Hackett Group, where he was the architect of the firm's market-leading benchmarks bank. He is a sought-after speaker and writer on best practices in planning and performance management reporting, and is widely regarded as a thought leader in the industry.