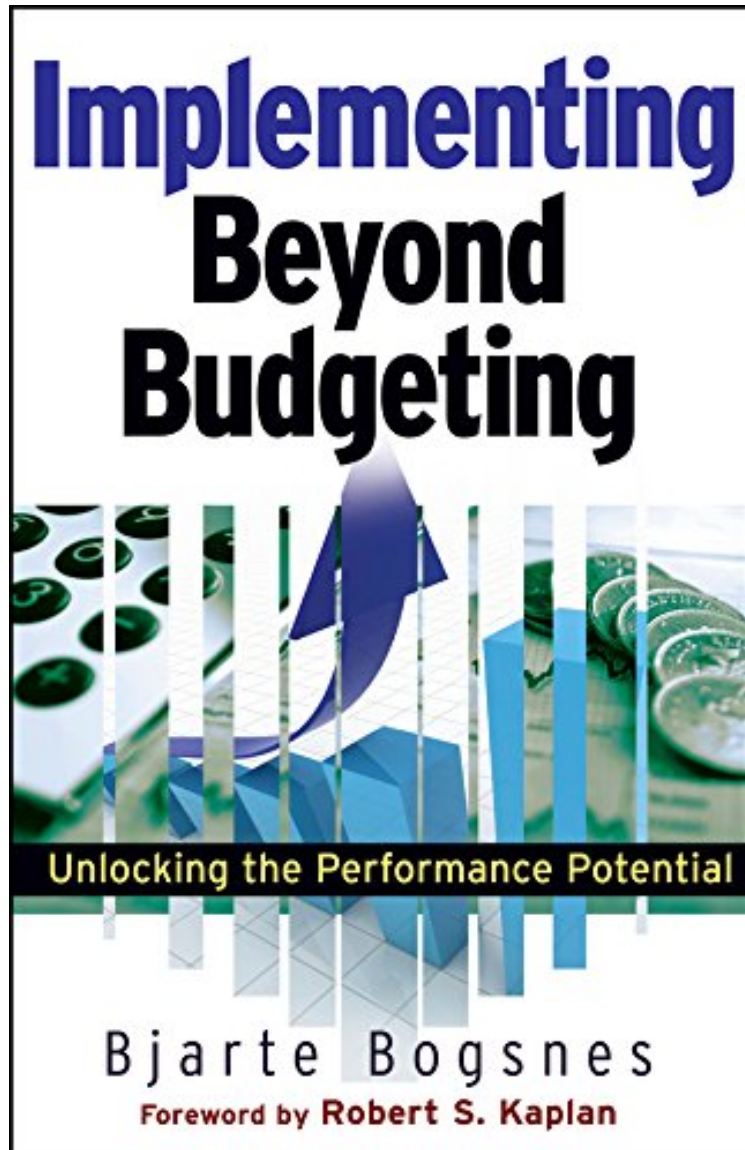


(Free read ebook) Implementing Beyond Budgeting: Unlocking the Performance Potential

Implementing Beyond Budgeting: Unlocking the Performance Potential

Bjarte Bogsnes

*ePub | *DOC | audiobook | ebooks | Download PDF*



[Download](#)

[Read Online](#)

#879392 in eBooks 2008-11-17 2008-11-17 File Name: B001M60BJQ | File size: 75.Mb

Bjarte Bogsnes : Implementing Beyond Budgeting: Unlocking the Performance Potential before purchasing it in order to gauge whether or not it would be worth my time, and all praised Implementing Beyond Budgeting: Unlocking the Performance Potential:

0 of 0 people found the following review helpful. Boring and not that usefulBy Eric CuencaI have been interest in the Beyond Budgeting Concept since I read Winning, from Jack Welch, where the former GE's CEO criticized budgets

and all of their negative consequences. After reading *Beyond Budgeting*, from Jeremy Hope and Robin Fraser, I felt I still needed to know more about the concept, before being able to implement it in my company. That's how I bought *Implementing Beyond Budgeting*. The good praise it had from Hope himself, and the introduction by Robert S. Kaplan were enough to convince me. Unfortunately, the book is far from what I expected, Bjarte Bogsnes alternates between giving some useful advice on implementation and sharing his personal feelings about the wonderful enterprises he has worked in, which gets really annoying. The book doesn't have a structure to help you to really implement *Beyond Budgeting*, instead, it goes from one enterprise to another, leaving some piece of advice on the way. The final chapter, *Making the Change*, seems to be a (bad) paraphrase of John Kotter's excellent book, *Leading Change*. Worse, despite Bogsnes introduction where he says his intention is to make this book "not a brick", his book is, actually, a brick. Maybe is because I am not a finance guy, but this book is really boring to read. Maybe the most interesting part of the book is where Bogsnes gives some advice about how to unify the *Beyond Budgeting Theory* with the *Balanced Scorecard* model, which he insists in calling "Ambition to Action" which is the name his company uses. In summary, if you are really interested in the *Beyond Budgeting Concept*, I would recommend you to read the Hope and Fraser's book first. Then maybe you should (if you haven't yet) take a look to Kaplan and Norton excellent books on *The Balanced Scorecard*. Only then, if you are really motivated about the concept and want to get some additional piece of advice and are ready to face the pain, consider this book.

0 of 0 people found the following review helpful. Well worth the read, highly informative
By Dwayne Stroman
Still finishing this book, but wanted to get the review out as I think there is huge value in this work. The author does a great job of pulling back the covers on his multiple organizations to show the learning journey and the effects of that journey from a lean budgeting perspective. Mr Bogsnes creates a great mix of theory with practical application, and shows the value of each step they went through. Highly recommend reading this before starting out on your own effort of leaning out your financial and budgeting process.

0 of 0 people found the following review helpful. New logical insights
By Linda P.
Who hasn't experienced that when employees ask their manager for a new tool that will let them work more effectively, that manager answers that she will think about it when making next year's budget. Is it really meaningful that employees work less effectively during another half a year because the managers didn't see this coming last year when they made the budget? Of course it is not. This book tells you that nobody can predict the future and that binding your company to a budget for the whole next year is not so meaningful. A company should of course have some goals to aim at, but those don't need to be specific budget numbers. Whenever someone in the middle of a year suggests the purchase of a new tool or the start of a new project, the company should then consider the cost and benefits of the investment and the time it will pay back. And when the outcome is positive, make the investment and not let it depend on predictions they made last year. I am really amazed that not every company works like this.

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.