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Strategy Focused Management - A Hands-On Strategy Tool for Deciders

By Norbert Kaiser

Shaker Verlag Mrz 2010, 2010. sonst. Bücher. Book Condition: Neu. 21x14.8x cm. Neuware - Strategy mapping and strategy scorecarding turn out to be more and more indispensable for strategic deciders. In 1992, Kaplan and Norton introduced the Balanced Scorecard [1], a performance measurement and management system linking cause and effect between four strategic perspectives. In 2001, both authors remark [2], that the Balanced Scorecard in the early 1990s was developed to solve a performance measurement problem, whereas measuring strategies become now the essential benefit of their methodology. Despite the charming effect of visualizing strategic themes and objectives by strategy maps we found that strategic decision makers have three major questions: (1) How can we get mission, vision, strategic objectives and core competences into one comprehensive visualized strategic frame-work (2) How do we derive high-level strategic themes and objectives without defining strategic dreams (3) From where do we get appropriate and hands-on to generate indicators for measuring strategies To clarify these key questions and enhance the acceptance of strategy mapping we present an 'Extended Strategy Map (xMap)' in this article. In contrast to typical strategy maps the 'xMap' contains mission, vision, strategic objectives and core competences in one frame, thus giving...



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