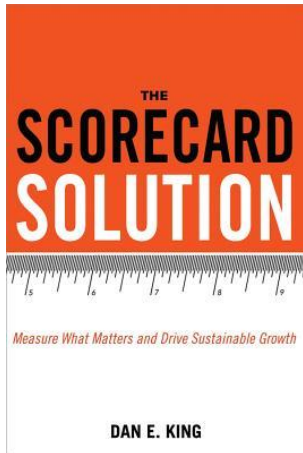


---

## PM WORLD BOOK REVIEW



Book Title: **The Scorecard Solution: Measure What Matters and Drive Sustainable Growth**

Author: **Dan E. King**

Publisher: **AMACOM, American Management Association**

List Price: US\$ 29.95; \$18.47 in Kindle edition

Format: Hard cover; 277 pages

Publication Date: 2015 ISBN: 978-0-8144-3492-5

Reviewer: **Arvind Tripathi, PMP, MBB**

Review Date: March 2015

---

### Introduction

According to the author, senior leaders mostly receive sanitized information due to the messenger's fear of getting shot for bringing the bad news. This is a dangerous scenario for a decision maker.

This book tries to address this problem by giving a practical tool for maintaining a clear and constant view of the business to enable better decision making. This tool is called "Organizational Prowess" or O.P. and is built on a scale from 10 to 100 that reflects four level of organizational maturity or competence. From best to worst they are:

**Agile: 80-100 points;** Organization has enviable speed to market, a culture of innovation and exceeds financial targets.

**Resilient: 60-79 points;** Company is able to achieve its financial targets but stretch goals are nearly impossible.

**Vulnerable: 30-59 points;** Organization regularly misses financial targets, suffers talent erosion and has minimal innovation.

**Lagging: 10-29 points;** Company has a passionless culture and does not innovate. Without changes, its survival is in doubt.

### Overview of Book's Structure

This book's approach has three major components in coming up with the scoring criteria:

- 1- Strategic Planning (Chapters 1-4, 9, & 10)

- 2- Execution Framework (Chapters 5, 7 thru 11)
- 3- Talent (Chapters 6, 8 & 9)

Introduction and Chapter 1 talks to the overall approach and defines important terms followed by Chapter 2 that talks to the timing or applicability of the approach. It also introduces a hypothetical company to the discussion and due to this case study, it all sounds very practical and doable.

Chapter 3 lays out the above three components for the primary categories. These components are specific, measurable, and given a numerical rating. This approach avoids personal opinions and vague claims of being better than average. Chapter 4 continues the strategic planning discussion and why it is so important to get this right.

Chapter 5 introduces the execution framework concept. This is further expanded in Chapters 7 thru 10. Chapter 8 includes a full case study of Organizational Prowess in action. Chapter 10 covers the steps to be taken to construct your own Playbook and O.P.

Chapter 6 adds the third important dimension (Talent) to the discussion. This topic is also covered in Chapters 8 and 9.

The final chapter suggests a number of tips and practical ways to sustain the momentum after deploying scorecard solution in your organization.

### **Highlights: What I liked!**

This book has a very simple but practical approach to address a complex topic of strategic alignment of your plans, execution, and people. Author's tone is very positive and encouraging throughout the book making it an easy read. I also liked numerous case studies that are well described in this book.

All this, makes this book very helpful in not only developing the scorecard but also successfully deploying it in your organization.

Book has numerous graphics and templates demonstrating major points the author makes in the book. I found them to be very useful and practical in deploying this approach.

Finally, I very much appreciate author addressing one of the most important topic of sustaining the approach or changes. His wisdom on this topic is demonstrated by numerous case studies and practical tips in developing, deploying and sustaining this approach.

### **Who might benefit from the Book?**

This book is a useful guide for any senior leader that is looking for a robust but simple approach in developing and deploying an organization wide scorecard. Its

content is very practical and applicable to businesses of all types, non-profit organizations and even government sector.

## Conclusion

The scorecard solution is a catalyst for change. Status-quo is always comforting but could lead to a crisis or even organizational failure. However, constant vigilance and thoughtful changes to address all stakeholder needs, internal and external forces is a must have to build and sustain a high-performance organization. This book's approach will make your life easier during this journey.

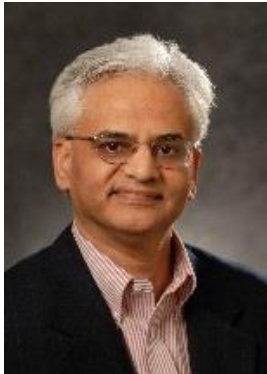
---

For more about the book, go to  
<http://www.amacombooks.org/book.cfm?isbn=9780814434925>

*Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – [www.pmidallas.org](http://www.pmidallas.org)). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. Reviewers can keep the books and claim PDUs for PMP recertification. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books.*

*If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@peworldjournal.net](mailto:editor@peworldjournal.net).*

## About the Reviewer



### **Arvind Tripathi, PMP**

Texas, USA



Arvind Tripathi is a Lean Six Sigma Master Black Belt & Continuous Improvement Coach at Flowserve in Dallas, Texas. He is a Project Management Professional (PMP), Lean & Six Sigma Master Black Belt (MBB), and a Certified Manager for Quality & Organizational Excellence (CMQ/OE) from American Society for Quality (ASQ) with 20+ years of professional experience in project and program management.

Arvind has delivered impressive business results in Aerospace, Automotive, Chemicals, Management consulting, Oil & Gas, Technology and Service industries. He has an MBA in Finance from Wichita State University, MS in Engineering Management from the University of Oklahoma and BS in Mechanical Engineering from India. He has been active in PMI, IIE, ASQ and is a past National Baldrige Examiner.

Email: [atripathi@flowserve.com](mailto:atripathi@flowserve.com)