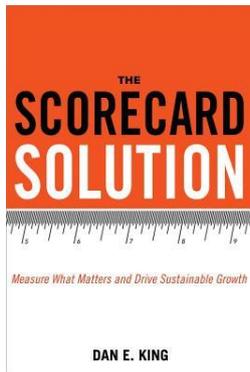


## PM WORLD BOOK REVIEW



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

Author: **Dan E. King**

Publisher: AMACOM

List Price: \$29.95                      Format: hard cover

Publication Date: 01/2015              ISBN: 978-0-8144-3492-5

Reviewer: **Anil Bapat**, M.S. PMP ITIL      Review Date: 04/2015

### Introduction

***The Scorecard Solution: Measure What Matters and Drive Sustainable Growth*** is a book that provides a practical tool that allows one to maintain a crystal-clear, constant view of their business that will enable better decision making. Too often in business today leaders receive a “sanitized” version of what is really going on in their business. Subordinates tend to be reluctant to deliver news on looming performance deviations or organizational weakness, for fear of the messenger being shot. As a result, strategic decisions are often being made by CEOs with either too little or inaccurate information at hand. Over time, this can send many organizations into the “death spiral” and could possibly lead to their extinction.

The tool presented in this book is called the Organizational Prowess (OP) scorecard. It quantifies where an organization is health-wise based on 3 major dimensions:

- (1). Strategy Planning – what are we going to work on?
- (2). Execution Framework – how do we get it done?
- (3). Talent – who will do the work?

Within each category above, there are subcategories which drill down to very granular questions. Each question is assigned a point value and the points are summed up and aggregated up the chain to produce an overall score for each of the main categories. The sum of the 3 category values above will determine the organization’s health.

The 4 levels of organizational competence as determined by the score above are:

**Agile:** 80 – 100 points: The company has an enviable speed to market, a culture of innovation, and exceeds financial targets.

**Resilient:** 60 – 79 points: The company typically achieves revenue targets, but overachievement is elusive. Existing capabilities make stretch goals hard to attain.

Vulnerable: 30 – 59 points: The company regularly misses financial targets, suffers talent erosion, and has minimal innovation.

Lagging: 10 – 29 points: The company has a passionless culture and doesn't innovate. Without changing, its survival is in doubt.

## **Overview of Book's Structure**

The book begins with an Introduction and then goes directly into explaining the Organizational Prowess (OP) scorecard. It comes up with a definition of "Organizational Prowess" and goes into a deep dissection into its very meaning and the components of the definition using practical examples. In Chapter 2, the book puts together a real world, true story example of an organization that fell on hard times and how it got there.

In Chapter 3, the Organizational Prowess (OP) scorecard is brought back into focus and a high level action plan is created to help that organization start to put the pieces together again. Chapters 4-6 go into an analysis of each of the dimensions of the organization's strategy (Strategy Planning, Execution Framework, Talent) and analyze the scoring and remediation plan in more depth.

The book concludes in the final chapters with a discussion on not waiting for crisis to happen to in order to act and the importance of the harmony between Organization Prowess and Culture. It examines further case studies in this regard and ties everything together with a call to action – creating your own "Organizational Prowess Playbook". The book does not only tell you **what** to do, but gives you a step by step easy to follow guide on **how** to do it.

## **Highlights**

The book's main highlights center around the tool called the Organizational Prowess (OP) Scorecard. The book is structured into 11 chapters with each chapter building on the next. Ideally, one will want to read the book in a sequential fashion in order to understand the scorecard in depth and for it to make the most sense.

The main concepts to understand are the 3 dimensions of organization health (Strategy Planning, Execution Framework, and Talent) and each of the subcategories and questions contained underneath them. In order to truly get the most out of this tool, an organization will want to do a completely honest, unemotional assessment of itself as it is doing its strategic planning. Then and only then can an organization truly achieve the upward trajectory that is so often mentioned in this book.

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

What I liked most about this book was the way that the assessments could be quantified. Many times, improvement methods and suggestions are given in a qualitative sense only, which is very subjective. This book actually puts numbers behind the assessments which provides the muscle behind the meaning, offering a

better roadmap for all organizations to improve. As the numbers improve, more of a sense of pride can be felt by all employees in the organization as they each had a hand in contributing to its improvement.

The tool is very easy to understand and the questions are very insightful. As mentioned before, one has to be very honest when completing this questionnaire in order for the maximum benefit to be reached.

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

This book is primarily targeted towards the executives in an organization (CEOs, CFOs, etc...), but it could be of benefit to anyone who wants to understand the dynamics of an organization and the key forces at play. This includes the following roles, but is not necessarily limited to this list.

- CEOs
- CFOs
- CIOs
- Directors
- Managers
- Staff

### **Conclusion**

In conclusion, ***The Scorecard Solution: Measure What Matters and Drive Sustainable Growth*** is a must-have tool for executives who want to get an unvarnished, unemotional view of what is really happening in their company. It unearths potential performance deviations and organizational weaknesses in a proactive manner and allows for actions to be taken upon them before disastrous results strike. It also offers strategies for encouraging innovation and how to maintain the balance between innovation and continuous improvement of day to day operations. Finally, it gives a step by step instruction guide in how to develop an organization's "Organizational Prowess Playbook" so hyper growth may be realized.

For those who are not in executive roles, this book offers an insightful understanding into all the dynamic forces at play within a company and how its strategies are developed and executed. With this knowledge, employees of the company can know what to expect from their leadership with regards to communication and how they can best contribute to the organization's success.

---

For more about this 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



### **Anil Bapat, M.S. PMP ITIL**

Texas, USA



**Anil Bapat** is a certified Project Management Professional (PMP) with over 15 years of experience in project planning, implementation, and execution. He has supported multiple projects of medium to high complexity with a consistent track record of on-time and on-quality delivery. Anil is a member of the Project Management Institute – Dallas Chapter and received his Masters of Science degree in Software Engineering from the University of Houston- Clear Lake. Anil also holds a Bachelor's of Science Degree in Computer Science from Embry-Riddle Aeronautical University in Daytona Beach, Florida, USA.

Email address: [bapata36@yahoo.com](mailto:bapata36@yahoo.com)