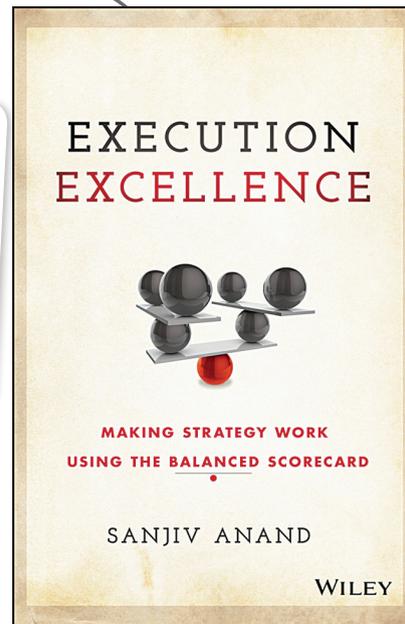
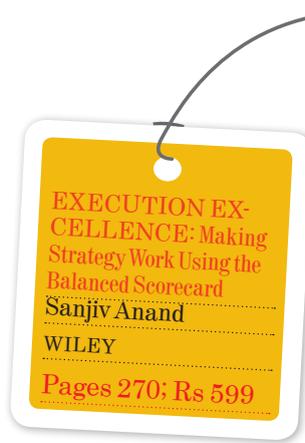


# PERFORMANCE APPRAISAL



**S**UCCESS DOESN'T NECESSARILY come from breakthrough innovation but from flawless execution. A great strategy alone won't win a game or a battle; the win comes from basic blocking and tackling." This quote by entrepreneur Naveen Jain aptly captures the quintessence of *Execution Excellence: Making Strategy Work Using The Balanced Scorecard*.

Sanjiv Anand is chairman of Cedar Management Consulting International, a global management consulting firm. Anand's book is a handy guide to formulate and devise a strategy and succeed by effectively executing that strategy in your organisation. The author has earlier written *Unlocking Human Capital to Drive Performance: A CEO's Handbook*. *Execution Excellence* is Anand's second book.

This book is divided into five parts, 26 chapters and five appendixes. The first



part gives a brief insight to the readers about the concept of strategy, the evolving role of strategy, formulation of strategy and its execution. The second part introduces the readers to the concept of a balanced scorecard and unfolds the history of this concept, its basic framework and challenges in implementing the balanced scorecard. The next part takes a deep dive into the designing of the strategy map and expounds the methodology and various components of the strategy map design. The fourth

part broadly analyses the various challenges and difficulties involved in balanced scorecard designing and the steps to tackle them. The last part concludes with expert tips on successful execution of strategy.

The author has substantiated his arguments in the book with a reasonable number of case studies, charts and diagrams, which makes it effortless for readers to decipher the concept of a balanced scorecard.

In this book, Anand uses his 30 years of professional consulting experience in global implementation of the balanced scorecard across sectors and provides a hands-on framework for putting the balanced scorecard methodology into action.

The book is clear, concise, and easy to read; it skips the theoretical disquisition to get straight to the point on how companies can use the balanced scorecard to effectively

deploy strategy and drive individual and enterprise performance. The book reveals how and where companies go wrong and fail to implement the balanced scorecard.

Anand also discusses balanced scorecard design optimisation across a range of key industry sectors. It gives a good insight into avoiding the missteps and provides the practical tools and perspectives that an entrepreneur needs to implement the balanced scorecard correctly the first time. This book gives entrepreneurs and seasoned industrialists adequate information and tools they need to adopt a balanced scorecard successfully. Overall *Execution Excellence* is a quick way to discover how a custom made balanced scorecard could work wonders to the way organisations work and progress. **BW**

↳ Burman is founder partner, Vertices Partners