



Managing and Delivering Performance

By *Bernard Marr*

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Performance management is at the top of agendas in most government and public organizations, as well as many not-for-profit organizations. In this follow up to his successful book, *Strategic Performance Management*, the author focuses on the unique challenges public sector organizations face when tackling the issues of strategic performance management.

Drawing on his extensive experience of working with numerous government, public sector, and not-for-profit organizations over the author covers:

- * The context of decision making in the public sector
- * The significance of the use of budgeting for performance management, and the impact of performance measurements on budgets
- * A huge range of underpinning cases and examples from the public sector, including cases on the Home Office and the NHS in the UK, and the US Air Force

For senior executives in the public sector and government, and for faculty and students in the field this is the authoritative strategic level treatment of this fast-growing area.

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Editorial Review

Review

"I have seen how useful the tools described in this book were for the Royal Air Force and therefore recommend this book as essential reading to anyone who wants to implement a performance management approach that works."

Air Commodore Mark Roberts CBE, Director of Air Staff, Royal Air Force

"Be assured: Any organization that uses this book will become better at managing performance that matters. Kudos to Bernard Marr for writing an immensely practical book that also reflects the state-of-the-art thinking on performance measurement and management."

Dr. Dean Spitzer, Performance Measurement Thought Leader, IBM Corporation

"Marr delivers advice that should be of great practical use to a wide variety of government, public sector, and not-for-profit organizations on how to use measurement to improve performance. There's something of value here for just about everyone."

Robert D. Austin, Professor, Copenhagen Business School; Associate Professor, Harvard Business School

"From the intro through the conclusion, this guide to managing and delivering performance sets a new standard for readability. The use of well thought out visualizations of the concepts, coupled with ample and clear practical examples, sets this performance management book apart from the crowd!"

William H. Leigthy, Director, Government Performance Initiative, L. Douglas Wilder School of Government Affairs, Virginia Commonwealth University

"An important primer in performance management. An essential read for academics and practitioners wanting up to date information and ideas for moving forward".

Michaela Lavender, Managing Editor: Public Money & Management, USA

"In this book Bernard Marr demonstrates his outstanding ability to turn potentially complex topic into simple language and easy to follow tools which will enable organizations to clarify their strategy and measure their impacts." **Malcolm Watkins, Director of Operations and Finance, MND Association**

"An enjoyable and thought provoking read! In particular I enjoyed the conversational approach Bernard Marr adopts throughout this book, and his ability to step the reader through the related stages of managing and delivering performance in a way that encourages the reader to reflect on current practice and to assess what is good and what may need to change. A great read for all those who are serious about managing and improving organizational performance."

Helen Campbell, Director, Business Consultancy Service, Department of Finance & Personnel

"Bernard Marr's book addresses performance management in the round, looking at the central issues of culture and values as well as providing useful toolkits. There is a wealth of practical guidance to support the central message that high performance comes from spending time on strategic thinking, collecting the right information, and improving through learning. It is an excellent guide for anyone striving to improve the performance and quality of public services."

Robert W Black, Auditor General for Scotland, Audit Scotland

“This impressive book is the definitive guide to managing, measuring and delivering performance in government and not-for-profit organizations. We have experienced first hand many of the practical tools provided in this book and I believe that reading it will allow you to take your performance management initiatives to the next level.”

Gerry Millar, Director of Improvement, Belfast City Council

“Bernard Marr has a remarkable ‘performance sat nav’. This book is a superb and very practical guide on how to move from just measuring performance to actively using performance information to achieve organizational success.”

John Saunders OBE, Managing Director, Institute of Public Finance

About the Author

Mr. Bernard Marr Chief Executive and Director of Research, The Advanced Performance Institute Bernard Marr is one of the world's leading experts on strategic performance management. In this capacity he has advised and worked with many leading organisations including Accenture, Astra Zeneca, the Bank of England, Barclays, BP, DHL, Fujitsu, Gartner, HSBC, Mars, the Ministry of Defence, the Home Office, Mars, Tetley, the Royal Air Force, and Royal Dutch Shell. He has extensive work experience in private companies, public sector organisations, and governments across North America, Europe, Africa, the Middle East and Asia, which makes him an acclaimed keynote speaker, consultant, inspiring teacher, and award-winning writer. In its recent article 'wise guys' the CEO Journal recognised Bernard Marr as one of today's leading business brains. Having gained management experience in consulting, manufacturing and international trading corporations, Bernard Marr moved to the Judge Institute of Management Studies at the University of Cambridge, and then to the renowned Cranfield School of Management where he was a member of faculty for nearly ten years before he took on his current role as chief executive and director of research of the Advanced Performance Institute (see: www.ap-institute.com). Bernard Marr has contributed to over 100 books, reports, and articles on topics such as Corporate Performance Management, Balanced Scorecard, Strategy Maps, and Intangible Assets. His expert comments on performance management have been published widely, including in the Financial Times, the Sunday Times, Financial Management, the CFO magazine and the Wall Street Journal. Bernard also holds various visiting professorships, is the Intangible Assets Editor of the journal Measuring Business Excellence, and a member of the editorial board of The Handbook of Business Strategy. Bernard Marr can be contacted via e-mail at bernard.marr@ap-institute.com Author of: Perspective

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