



Implementing Beyond Budgeting: Unlocking the Performance Potential

By Bjarte Bogsnes

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Written by Bjarte Bogsnes, Beyond Budgeting pioneer, *Implementing Beyond Budgeting* reveals best practices from actual cases where the author headed up implementation of Beyond Budgeting in large global companies. Beginning with a Foreword by Robert Kaplan, cofounder of the Balanced Scorecard, this book reveals how your organization can maximize a performance climate with teams committed to a common purpose, shared rewards, and sustained value creation. This innovative book lucidly presents how every organization can release the ambition and energy of its people who were previously slaves to the budgeting process.

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Implementing Beyond Budgeting: Unlocking the Performance Potential By Bjarte Bogsnes Bibliography

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Editorial Review

From the Inside Flap

Implementing Beyond Budgeting

Unlocking the Performance Potential

Welcome to the Beyond Budgeting revolution! A philosophy concerned more with leadership than with actual budgeting, Beyond Budgeting is about releasing capable people from the chains of the top-down performance contract and enabling them to use the knowledge resources of the organization to consistently beat the competition. With intellectual assets accounting for 80 to 90% of shareholder value today, people really are every organization's most valuable asset: *Implementing Beyond Budgeting: Unlocking the Performance Potential* shows you how to build and maximize a performance climate with teams committed to a common purpose, clear values, and shared rewards.

Written by Bjarte Bogsnes, Beyond Budgeting pioneer and Senior Advisor at StatoilHydro—an integrated oil and gas company with annual total revenues of \$100 billion (U.S.)—*Implementing Beyond Budgeting* reveals best practices from actual cases where the author headed up implementation of Beyond Budgeting in large global companies.

Beginning with a Foreword by Robert Kaplan, cofounder of the Balanced Scorecard, this book reveals how to:

- Get upper management to understand the serious and systemic problems with traditional management practices, and how the Beyond Budgeting philosophy offers a credible and rewarding alternative
- Implement a Beyond Budgeting philosophy throughout your organization, aligning goals and strategy to the processes that actually impact performance
- Liberate your organization from dictatorship, micromanagement, number-worshipping, calendar periods, hierarchies, secrecy, sticks and carrots, and every other myth about effective performance management
- Motivate your people and organization to perform and excel to their maximum potential
- Overcome challenges to make implementation succeed

Destined to become a classic that will change the way business is done, *Implementing Beyond Budgeting: Unlocking the Performance Potential* will inspire both managers and employees.

From the Back Cover

"A leading practitioner in the Beyond Budgeting movement." —Robert S. Kaplan and David P. Norton, from their latest book, *The Execution Premium*

"This is an excellent book for those who want to grapple with the difficult task of radically changing conventional ways of running a company to more effective ways of doing it and ways more in accordance with human nature."

—Jan Wallander, Honorary Chairman of Handelsbanken

"At last, Bjarte Bogsnes has made his experience and enthusiasm for Beyond Budgeting available to a wider audience with this remarkable book. I have appreciated his engagement in these important management issues for many years, and his knowledge and leadership have been critical in the transformation of our organization."

—Eldar Sætre, CFO, StatoilHydro

"Bjarte Bogsnes is the only person we know who has implemented Beyond Budgeting twice! So he is in a unique position to explain how to do it right. In this very readable account of his Beyond Budgeting journey, he captures the true essence of Beyond Budgeting—how to release the ambition and energy of people across the organization who were previously prisoners of the budgeting process."

—Jeremy Hope, cofounder of the Beyond Budgeting Round Table and coauthor of Beyond Budgeting

"In today's complex world, it is of strategic importance to focus on both professional and individual needs. To achieve this, you need independent and proactive employees, but a hierarchical framework is of little use when developing these qualities. Bjarte Bogsnes's book is a valuable contribution to finding a management approach that is both more professional and people-oriented." —Erich Harsch, CEO, dm-drogerie markt

"Budgets are ingrained in corporate culture despite the tremendous lack of value they customarily provide. Bjarte takes a pragmatic approach in his discussion suggesting efforts to move past budgeting. He balances analytical views with much needed, but often ignored, discussion on leadership and organizational behavior and offers useful case studies to illustrate his recommendations in tangible ways."

—Anand Sanwal, Managing Director, Brilliant, and coauthor of Optimizing Corporate Portfolio Management: Aligning Investment Proposals with Organizational Strategy

About the Author

Bjarte Bogsnes has a long international career in the oil business, both in finance and HR. As group controller for the petrochemicals company Borealis, he headed the abolition of budgeting in this company in the mid-1990s and has been advocating the Beyond Budgeting principles ever since. He is now heading up StatoilHydro's Beyond Budgeting project. Bjarte is also Chairman of Beyond Budgeting Round Table Europe and is a popular business speaker internationally.

Users Review

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Tonia Lee:

Reading a publication can be one of a lot of activity that everyone in the world really likes. Do you like reading book consequently. There are a lot of reasons why people enjoyed. First reading a book will give you a lot of new information. When you read a guide you will get new information due to the fact book is one of many ways to share the information or perhaps their idea. Second, studying a book will make a person more imaginative. When you looking at a book especially hype book the author will bring someone to imagine the story how the characters do it anything. Third, you are able to share your knowledge to other people. When you read this Implementing Beyond Budgeting: Unlocking the Performance Potential, it is possible to tells your family, friends and soon about yours reserve. Your knowledge can inspire others, make them reading a book.

Barbara Gunter:

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