



# 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 S?tre, 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 abolishment 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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#### Ruth Haakenson:

Hey guys, do you really wants to finds a new book to read? May be the book with the headline Implementing Beyond Budgeting: Unlocking the Performance Potential suitable to you? The actual book was written by well known writer in this era. Often the book untitled Implementing Beyond Budgeting: Unlocking the Performance Potentialis the main of several books that will everyone read now. This particular book was inspired a number of people in the world. When you read this book you will enter the new way of measuring that you ever know ahead of. The author explained their strategy in the simple way, consequently all of people can easily to be aware of the core of this reserve. This book will give you a great deal of information about this world now. So you can see the represented of the world within this book.

**Patrice Gasaway:**

Spent a free time to be fun activity to try and do! A lot of people spent their down time with their family, or all their friends. Usually they performing activity like watching television, going to beach, or picnic inside the park. They actually doing ditto every week. Do you feel it? Do you wish to something different to fill your own free time/ holiday? Can be reading a book is usually option to fill your totally free time/ holiday. The first thing you will ask may be what kinds of publication that you should read. If you want to test look for book, may be the publication untitled *Implementing Beyond Budgeting: Unlocking the Performance Potential* can be fine book to read. May be it can be best activity to you.

**Roy Matsumoto:**

The reason why? Because this *Implementing Beyond Budgeting: Unlocking the Performance Potential* is an unordinary book that the inside of the guide waiting for you to snap that but latter it will zap you with the secret the item inside. Reading this book adjacent to it was fantastic author who also write the book in such amazing way makes the content interior easier to understand, entertaining means but still convey the meaning fully. So , it is good for you for not hesitating having this nowadays or you going to regret it. This phenomenal book will give you a lot of advantages than the other book possess such as help improving your ability and your critical thinking means. So , still want to hold up having that book? If I have been you I will go to the e-book store hurriedly.

**Kenneth Quisenberry:**

Are you kind of active person, only have 10 or 15 minute in your morning to upgrading your mind ability or thinking skill actually analytical thinking? Then you are having problem with the book as compared to can satisfy your short time to read it because all of this time you only find guide that need more time to be examine. *Implementing Beyond Budgeting: Unlocking the Performance Potential* can be your answer given it can be read by you who have those short free time problems.

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