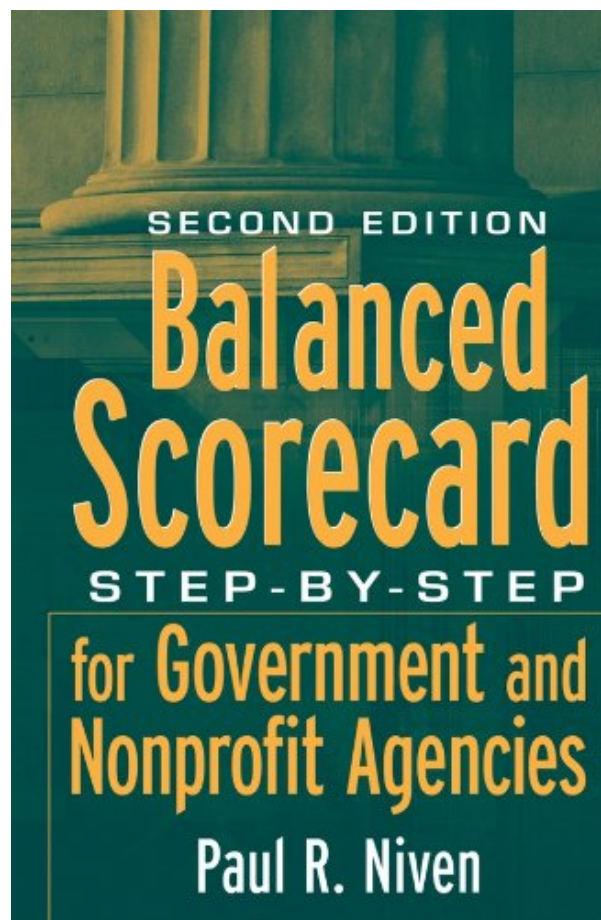
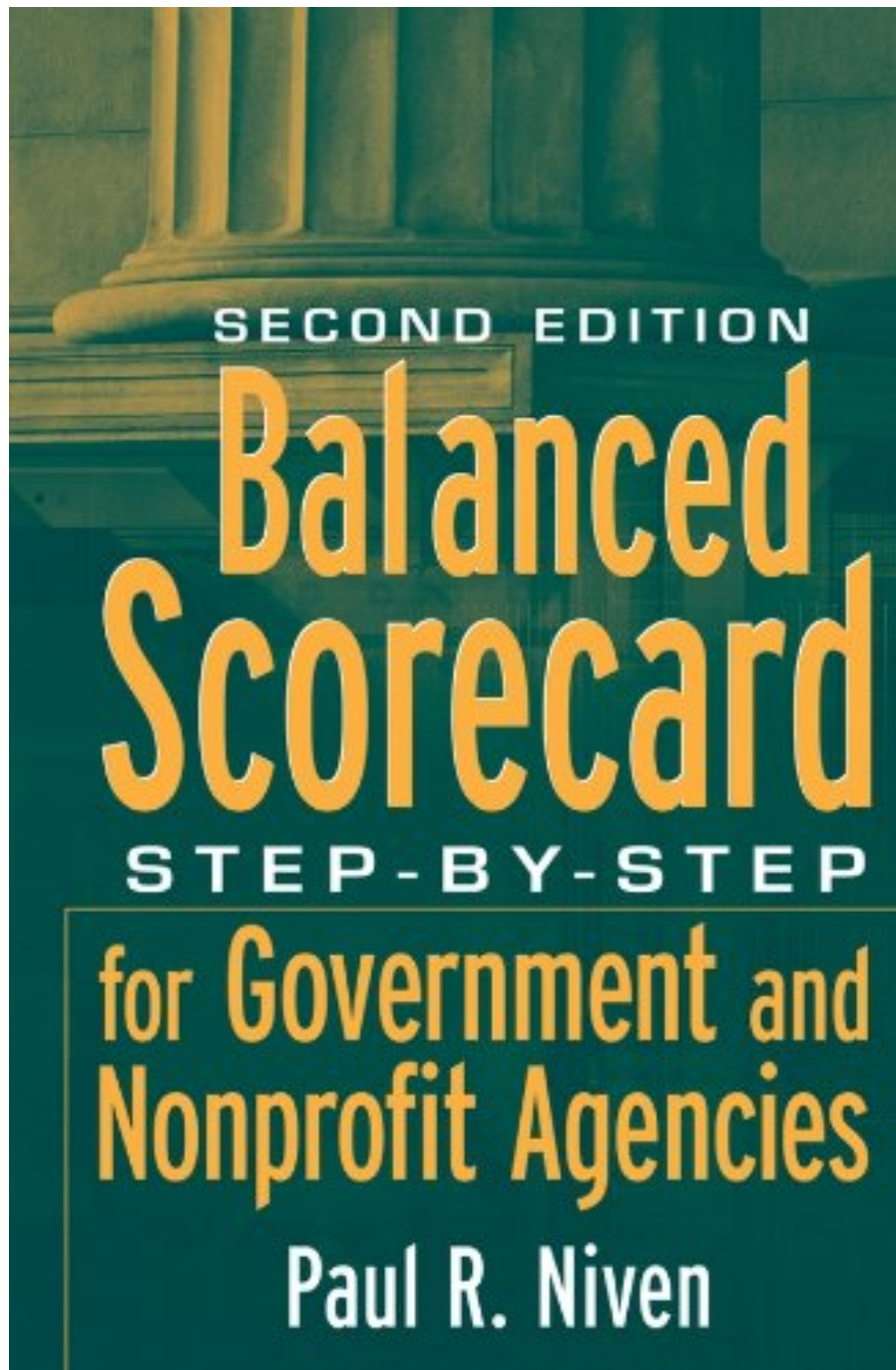


**BALANCED SCORECARD: STEP-BY-STEP
FOR GOVERNMENT AND NONPROFIT
AGENCIES BY PAUL R. NIVEN**



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From the Inside Flap

"Today's constituents and donors are better informed than at any time in history. That knowledge leads to a demand of accountability on your part to show results from the financial and human resources with which you've been entrusted. To do that you must demonstrate tangible results, and those results are best captured in performance measures."

—from Chapter One

Over the past decade, the Balanced Scorecard has become one of the business world's leading methodologies for measuring organizational performance and achieving exceptional and sustainable results. From small-scale organizations to multinational conglomerates, the Balanced Scorecard has provided decision-makers with a tool to monitor their organizations from four broad, yet interrelated perspectives, and focus on those measures that are most critical to achieving success.

And it's not just private-sector firms that are benefiting from the power of the Balanced Scorecard. Public and nonprofit agencies are also discovering how they can reap the benefits of this proven tool by adapting the Scorecard approach to their own goals and situations. *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies* shows how you can format the "geography" of the Balanced Scorecard to fit your nonprofit or public sector enterprise, and create a versatile framework for translating big-picture organizational strategies into specific operational objectives and measures ready for implementation.

Providing a solid foundation of Balanced Scorecard knowledge from which to build, and then detailing how the approach can be tailored to the unique requirements and realities of organizations for which profit is not a primary imperative, this no-nonsense guidebook will provide you with the knowledge and confidence you need to:

- Determine needs and list specific objectives for using the Balanced Scorecard in your organization
- Gain the support of—and provide training for—team members and stakeholders

- Develop a functional and focused Balanced Scorecard, and maximize its effectiveness

Government and nonprofit agencies today face increased pressure to implement effective performance management systems and improve operational efficiency, while simultaneously remaining focused on fulfilling their missions. *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies* shows you how to translate today's leading results-based management methodology to these vital sectors, and effect a truly transformational change in the way your organization measures, manages, and accomplishes its goals.

From the Back Cover

Hands-on guidelines for using the Balanced Scorecard within mission-driven organizations

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About the Author

PAUL R. NIVEN is a management consultant and noted speaker on the subject of the Balanced Scorecard. He is the author of the acclaimed *Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results*. Additionally, his work on Performance Management has been published in many professional publications. Mr. Niven has developed Balanced Scorecard systems for large and small clients in a wide variety of organizations, including the public sector, nonprofits, and the Fortune 1000. He may be reached at (760) 918-5990.

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This book provides an easy-to-follow roadmap for successfully implementing the Balanced Scorecard methodology in small- and medium-sized companies. Building on the success of the first edition, the Second Edition includes new cases based on the author's experience implementing the balanced scorecard at government and nonprofit agencies. It is a must-read for any organization interested in achieving breakthrough results.

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Most helpful customer reviews

57 of 58 people found the following review helpful.

Clear, informative and highly implementable advice

By Andrew G. Benson

Although the Balanced Scorecard has taken over performance management thinking in business, its linkages and adaptability to public and non-profit organizations has remained extremely challenging. I currently am responsible for leading planning and strategy development for a large social services provider in Canada. Being a strong proponent of Balanced Scorecard theory, I anxiously waited two months for Paul Niven's latest book to hit the shelves in hope that I could adapt the balanced scorecard approach to evaluate

our organization's strategy. Long story short >> Balanced Scorecard for Government and Nonprofit Agencies was an incredible investment, and we are now on the way to better measuring and reporting on our organization's progress with the help of this book's advice, tips and process design steps.

Paul Niven's writing style provides a clear and informative description of the balanced scorecard approach to performance planning and measurement - and presents easy-to-follow steps for designing and implementing performance systems to monitor and evaluate the impact of nonprofit and public sector programs. I highly recommend this easy-to-read book to anyone interested in understanding how the world's leading approach to performance measurement and management can be successfully incorporated into your organization.

42 of 42 people found the following review helpful.

Good & Practical Book on Balanced Scorecard

By Vik Torpunuri, e2e Solutions

I've read most of the literature on the Balanced Scorecard and the previous books by Norton & Kaplan and Paul Niven himself. Being a Management Consultant of 15 years, I worked with numerous for-profit and not-for-profit organizations and have the usual skepticism towards theory books. This latest book on Balanced Scorecard was easy-to-read with numerous examples from Balanced Scorecard implementations in public sector. I found the step-by-step approach to be practical and quite down-to-earth with numerous take aways for a reader interested in BSC or a performance management practitioner, like myself. The book rightly touches upon the challenges in the scorecard implementations, and offers valuable advice. If you haven't read any previous books on this subject, you can read this book alone for a good idea on what the Balanced Scorecard is all about, and how you go about its implementation.

19 of 21 people found the following review helpful.

A book for the 21st century

By Benjamin Juarez Echenique

Niven is one of the best authors on BSC. If this administration and communications tool has been hailed as one the best new concepts in the business world, in nonprofit and government administration it can have even more impact. It is a great general introduction, but even seasoned experts will find enlightenment and a great very updated bibliography. Works very well as a textbook for nonprofit management with HBS cases.

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