



Index

- Almon-Martin, Rose, 53
- American Institute of Certified Public Accountants (AICPA), 373
- American Quality and Productivity Center (APQC), 26, 36, 37, 373
 - Best Practice in Government Performance Management Consortia Project, 31, 32
 - Best Practice Partner Award, 40
 - Performance Management Consortia Best Practice Study, 30, 31
 - study projects, 29, 30
- American Red Cross
 - awards, 8, 32, 64, 131, 213, 310, 353
 - Principle 1, establishment of CPM office and officer, 64–67
 - Principle 2, refresh and communicate strategy, 131–133
 - Principle 3, cascade and manage strategy, 213–220
 - Principle 4, improve performance, 310, 311
 - Principle 5, manage and leverage knowledge, 353, 354
- American Strategic Management Institute (ASMI), 373
- APQC Best Practice Partner Award.
 - See American Quality and Productivity Center (APQC)
- Arendt, William G., 80, 248
- Atkinson, Preston, 3, 25
- Awards, 2, 7, 8, 40, 86
 - American Red Cross, 8, 32, 64, 131, 213, 310, 353
 - Bob Paladino & Associates, LLC, 372
 - Bronson Methodist Hospital, 8, 32, 68, 71, 133, 221, 311, 354
 - City of Coral Springs, 32, 47, 97, 170, 265, 345
 - Crown Castle International, 2, 8, 41, 60, 93, 166, 260–1, 340
 - Florida Department of Health, 32, 62, 129, 203, 306, 351
 - Hearst Publications, 8, 32
 - KeyCorp, 8, 77–78, 145, 148, 238, 241
 - Medrad, 8, 53–55 107, 184, 278, 350
 - Ricoh Corporation, 8, 73–75, 140, 233, 328, 359

Awards (*Continued*)

- Serono International, 8, 33, 55, 115, 192
 - Sprint Nextel, 8, 33, 81, 151, 246
 - Tennessee Valley Authority, 8, 32, 49, 104, 175, 277, 346
- Balanced Scorecard (BSC), 18
- and barriers to strategy implementation, 2, 10–16, 23
 - Bronson Methodist Hospital, 140
 - budgeting, 91, 94, 95
 - cascading. *See* Cascade and manage strategy (Principle 3)
 - Crown Castle International, 28, 41–46, 94–97, 166–169, 258, 260, 261, 339
 - Florida Department of Health, 309
 - Houston Chronicle, 331, 332, 335
 - Introduction to, 163–166
 - KeyCorp, 78, 79, 145, 147–149
 - LB Foster Company, 58–61, 118, 123, 126, 199–203, 292, 299
 - measures, 164–166
 - Medrad, 54, 107–109, 114, 278
 - Ricoh, 72, 74–76, 143, 144, 328, 330, 360
 - rolling forecasts, 86, 94–96, 144
 - Serono International, 56–58, 116
 - software, 202, 203
 - Sprint Nextel, 81–83, 156, 159
 - and Strategy Map, 12, 87, 163
 - targets, 166
 - Tennessee Valley Authority, 51, 53, 106
- Balanced Scorecard Collaborative (BSCol), 6, 26, 31, 32, 76, 373, 374
- Balanced Scorecard Hall of Fame Award, 2, 7, 8, 26, 30–32

- Baldrige Award. *See* Malcolm Baldrige Quality Award
 - Barriers to strategy implementation, 2, 10–16, 23. *See also* Clock Speed
 - Barrows, Ed, 76, 141, 233, 329
 - Barton, Clara, 64
 - Baumann, Roland, 57
 - Bertarelli, Ernesto, 55, 56, 192
 - Bertarelli, Fabio, 55
 - Blockers to CPM success, 19–23
 - Bob Paladino & Associates, LLC, 13, 31, 32, 273
 - Brodigan, Martin, 75
 - Bronson Methodist Hospital
 - awards, 8, 68, 71, 133, 221, 312, 355
 - Principle 1, establishment of CPM office and officer, 68–72
 - Principle 2, refresh and communicate strategy, 133–140
 - Principle 3, cascade and manage strategy, 221–232
 - Principle 4, improve performance, 311–328
 - Principle 5, manage and leverage knowledge, 354–358
 - Brumbaugh, Merry, 60
 - Budgets
 - Balanced Scorecard based, 94, 95
 - and resource barrier to strategy implementation, 14, 15
 - strategic planning links, 156, 158
 - targets, 166
 - Bunn, Tom, 148
 - Business evolution. *See* Clock Speed
- CAM-I, 374
- Cascade and manage strategy (Principle 3)
- American Red Cross, 213–220

- best practices, 33, 35, 162, 170, 174, 183, 191, 197, 203, 212, 220, 232, 237, 244, 250
- Bronson Methodist Hospital, 221–232
- City of Coral Springs, 170–174
- Crown Castle International, 166–170
- Florida Department of Health, 203–212
- KeyCorp, 238–245
- LB Foster, 199–203
- Medrad, 183–192
- Ricoh, 233–238
- Serono International, 192–198
- Sprint Nextel, 246–251
- Tennessee Valley Authority, 174–183
- Catucci, Bill, 43
- Chief executive officers (CEOs), turnover, 3
- City of Coral Springs
 - awards, 8, 32, 47, 98, 171, 265, 346
 - Principle 1, establishment of CPM office and officer, 47–49
 - Principle 2, refresh and communicate strategy, 97–103
 - Principle 3, cascade and manage strategy, 170–174
 - Principle 4, improve performance, 265–277
 - Principle 5, manage and leverage knowledge, 345
- Clock Speed, 2, 10, 16–23, 47
- Communications. *See* Refresh and communicate strategy (Principle 2)
- Competitive advantage, 16–18, 85
- Conference Board, 374, 375
- CPM office and officer, establishment of (Principle 1), 4, 5, 25, 39
 - American Red Cross, 64–67
 - best practices, 33, 34, 40, 46, 48, 51, 52, 54, 58, 61, 64, 67, 72, 76, 79, 83
 - Bronson Methodist Hospital, 68–72
 - City of Coral Springs, 47–49
 - Crown Castle International, 41–47
 - and development of five principles of CPM, 26–29
 - Florida Department of Health, 62–64
 - as foundation for CPM, 33
 - KeyCorp, 77–79
 - LB Foster Company, 58–61
 - Medrad, 53–55
 - need for, 21–23
 - Ricoh, 72–77
 - Serono International, 55–58
 - Sprint Nextel, 80–84
 - Tennessee Valley Authority, 49–53
- Creary, Jenevieve, 247
- Crown Castle International, 2, 5
 - and APQC study project, 29–31
 - awards, 8, 41, 93, 167, 257, 340
 - Balanced Scorecard, 28, 41–45, 94–97
 - Principle 1, development of CPM office, 26–29
 - Principle 1, establishment of CPM office and officer, 41–47
 - Principle 2, refresh and communicate strategy, 93–97
 - Principle 3, cascade and manage strategy, 166–170
 - Principle 4, improve performance, 257–261

- Crown Castle International
(*Continued*)
Principle 5, manage and leverage knowledge, 339–345
six sigma, 12, 41, 45–47, 258, 260–265
strategic awareness, development of, 12, 13
Strategy Map, 42–44, 93, 94
study participation and research, 29–32
- Customer surveys, 12, 41, 45, 60, 61, 100, 126, 271
- Define, measure, analyze, improve, and control (DMAIC), 254–258, 261, 361, 364
- Dell Computer, 18, 19
- Deming, W. Edwards, 6, 237, 374
- Deming Cooperative, 374
- Deming Quality Award, 2, 8, 26, 40, 141, 370
- Double helix model, 17, 18, 27
- Dunant, Henry, 64
- Effectiveness (output) measures, 166
- Efficiency (process) measures, 165, 166
- Federal Reserve Bank, 32
- Fine, Charles, 2, 10, 16, 17, 27
- Fisher, Sam, 60
- Five Blockers to CPM Project and Process Success, add pages
- Florida Department of Health (FDOH)
awards, 8, 32, 62, 129, 204, 306, 351
Principle 1, establishment of CPM office and officer, 62–64
- Principle 2, refresh and communicate strategy, 128–131
- Principle 3, cascade and manage strategy, 203–212
- Principle 4, improve performance, 306–310
- Principle 5, manage and leverage knowledge, 351–353
- Florida Governor's Sterling Award. *See* Sterling Award
- Forbes* Best Managed Companies, 2, 8, 40
- Fortune* "100 Best" Companies to Work For, 2, 3, 7, 8
- Four Barriers to Strategy Implementation, 10, 15
- Foster, Don, 60
- Foster, Lee B., 59
- Foster, Lee B., II, 59–60
- Ganti, Lawrence, 57, 192, 197
- General Electric (GE), 254
- Goto, Nori, 75
- Governor's Sterling Award. *See* Sterling Award
- Grigg, Meade, 210
- Gude, Atish, 80, 153
- Hans, Kevin, 65
- Hasselbusch, Stan, 58, 60
- Hearst Publications, 8, 32
- High-performing CPM organizations, 32, 33
- Horizontal markets, 17, 18
- Houston Chronicle,
Principle 4, improve performance, 331–336
- IBM, 18, 35
- Improve performance (Principle 4), 252, 253

- American Red Cross, 310, 311
 best practices, 35, 36, 264, 273,
 290, 299, 310, 311, 328, 330,
 336
 Bronson Methodist Hospital,
 311–328
 City of Coral Springs, 265–277
 Crown Castle International,
 260–261
 Florida Department of Health,
 306–310
 Houston Chronicle, 331–336
 LB Foster, 290–306
 Medrad, 278–290
 Ricoh, 328–330
 six sigma. *See* Six sigma
 Tennessee Valley Authority, 277
 Institute of Management
 Accountants (IMA), 375
 International Productivity and
 Quality Center (IQPC), 376
 Islands of competencies, 6, 20, 21
 John Wiley & Sons, 378
 Kaplan, Robert S., 6, 10, 26, 31, 93,
 374
 Kaplan and Norton Global
 Balanced Scorecard Hall of
 Fame Award. *See* Balanced
 Scorecard Hall of Fame
 Award
 Kasel, John, 60, 290
 Kelly, John, 27, 29, 41, 97, 168
 KeyCorp
 awards, 8, 77, 145, 238
 Principle 1, establishment of
 CPM office and officer,
 77–79
 Principle 2, refresh and commu-
 nicate strategy, 144–150
 Principle 3, cascade and manage
 strategy, 238–245
 Klimp, Jack, 199, 200, 291
 Knowledge management (KM), 12,
 35, 36, 41, 339, 344. *See also*
 Manage and leverage knowl-
 edge (Principle 5)
Knowledge Management Review, 377
 Knutson, Kevin, add page
 Koch, Janice, 339
 Kolz, Bill, 50, 104, 179, 181
 Lagging measures, 165
 LB Foster Company, 32, 33
 awards, 8
 Principle 1, establishment of
 CPM office and officer, 58–61
 Principle 2, refresh and commu-
 nicate strategy, 118–128
 Principle 3, cascade and manage
 strategy, 199–203
 Principle 4, improve performance,
 290–306
 Leading measures, 164, 165
 Lean methodology, 59–61, 253,
 290–292, 299, 306, 361, 362,
 368
 Learning process, 4, 5
 LeFave, Richard T. C., 80
 M7 Aerospace, 15, 33
 Malcolm Baldrige Quality Award, 2,
 7, 8, 26, 30, 32
 Manage and leverage knowledge
 (Principle 5), 337, 338
 American Red Cross, 353, 354
 best practices, 35, 37, 339, 344,
 345, 349, 350, 352, 354, 358,
 360, 368
 Bronson Methodist Hospital,
 354–358

- Manage and leverage knowledge
 (Principle 5) (*Continued*)
 City of Coral Springs, 345
 Crown Castle International,
 339–345
 Florida Department of Health,
 351–353
 Medrad, 349, 350
 Raytheon Company, 360–368
 Ricoh, 359, 360
 Tennessee Valley Authority,
 346–349
- Management barrier to strategy
 implementation, 13, 14
- Marshall, Donna, 62
- McCarty, Tom, 260
- Medrad
 awards, 8, 107, 184, 278, 350
 Principle 1, establishment of
 CPM office and officer, 53–55
 Principle 2, refresh and commu-
 nicate strategy, 107–114
 Principle 3, cascade and manage
 strategy, 183–192
 Principle 4, improve performance,
 278–290
 Principle 5, manage and leverage
 knowledge, 349, 350
- Melcrum Publishing, 377
- Meyer, Henry, 77–79, 144, 145,
 149, 150
- Michaels, Marilyn, 74–76, 141, 143,
 144, 233, 234, 237, 329
- Miller, Ted. B., Jr., 27, 41
- Minakawa, Kuni, 74, 234
- Motorola University, 35, 255, 260,
 331, 377, 378
- Niimura, Yoshi, 75
- Norton, David P., 6, 10, 11, 26, 31,
 93, 374
- O'Dell, Carla, 36
- Office of Strategic Management
 (OSM) project, 31, 81
- Palladium, 6, 373, 374
- People barrier to strategy implemen-
 tation, 15
- Piccoli, Dan, 74
- Plan-Do-Check-Act (PDCA), 71,
 237, 311–313, 315, 317–320,
 322–326, 356
- Poholsky, Jeff, 60, 118, 290
- Raytheon Company
 awards, 8
 Principle 5, manage and leverage
 knowledge, 360–368
 Reeves, Laura, 62
- Refresh and communicate strategy
 (Principle 2), 85
 American Red Cross, 131–133
 best practices, 33, 34, 86, 97, 103,
 107, 114, 116, 128, 131, 133,
 140, 144, 150, 159
 Bronson Methodist Hospital,
 133–140
 City of Coral Springs, 97–103
 Crown Castle International,
 93–97
 Florida Department of Health,
 128–131
 KeyCorp, 144–150
 LB Foster Company, 118–128
 Medrad, 107–114
 Pareto Inc., Strategy Map case
 study, 87–93
 Ricoh, 140–144
 Serono International, 115–117
 Sprint Nextel, 151–159
 Tennessee Valley Authority,
 103–107

- Research and study groups on CPM, 29–33
- Resource barrier to strategy implementation, 14, 15
- Resources on CPM, 372–378
- Ricoh Corporation
awards, 8, 73–75, 140, 233, 328, 359
Principle 1, establishment of CPM office and officer, 72–77
Principle 2, refresh and communicate strategy, 140–144
Principle 3, cascade and manage strategy, 233–238
Principle 4, improve performance, 328–330
Principle 5, manage and leverage knowledge, 359, 360
Rolling forecasts, 86, 94–96, 144
- Russo, David, 60
- Salierno, Tom, 75
- Sarbanes-Oxley Act (SOX), 11, 41, 45
- Sardone, Frank J., 71
- Self-assessment, CPM diagnostic, 370–372
- Serbenski, Michele, 71
- Serono International
awards, 8, 33, 55, 115, 192
Principle 1, establishment of CPM office and officer, 55–58
Principle 2, refresh and communicate strategy, 115–118
Principle 3, cascade and manage strategy, 192–198
- Seyranian, Michele, 78, 79, 245
- Six sigma, 19, 20, 35
Crown Castle International, 12, 41, 45–47, 258, 260–265
define, measure, analyze, improve, and control (DMAIC) methodology, 255–257
defined, 254
Houston Chronicle, 331–336
LB Foster, 60, 290
origin of, 254
Raytheon, 361–368
Ricoh, 75, 330, 359
training, 377, 378. *See also* Motorola University
- Smith, Bill, 254
- Sprint Nextel
awards, 8, 33, 81, 151, 246
Principle 1, establishment of CPM office and officer, 80–84
Principle 2, refresh and communicate strategy, 151–159
Principle 3, cascade and manage strategy, 246–251
overcoming management barrier, 13, 14
- Stegeman, Steve, 65
- Sterling Award, 2, 8, 26, 30, 32
- Strategy-focused organization (SFO), 11, 31, 41
- Strategy implementation barriers. *See* Barriers to strategy implementation
- Strategy Maps, 12, 13, 15, 28
and Balanced Scorecard, 163
best practices, 86
business processes perspective, 116
as cause-and-effect or linkage diagram, 88
Crown Castle International, 12, 42–44, 93–97, 166–168
customer perspective, 88, 90, 91, 115, 126
example, 87–93

- Strategy Maps (*Continued*)
 financial perspective, 88, 90, 115, 125, 126
 Houston Chronicle, 331, 333
 internal processes perspective, 88, 91, 92, 126, 127
 KeyCorp, 78, 145–150
 LB Foster Company, 118, 123–128, 290, 292, 299
 learning and growth perspective, 88, 92, 93, 127, 128
 objectives, 87
 and Pareto's Law, 87
 Pareto Inc., Strategy Map case study, 87–93
 people and organization perspective, 116
 Ricoh, 76, 141–144, 329, 359
 Serono International, 115–117
 Sprint Nextel, 13, 14, 151–153, 156, 159
- SWOT (strengths, weaknesses, opportunities, and threat) assessments, 101–103, 112, 119, 123, 131, 136, 140, 145, 185, 242, 314
- Targets, 166
- Tennessee Valley Authority (TVA)
 awards, 8, 32, 49, 104, 175, 277, 346
 Principle 1, establishment of CPM office and officer, 49–53
 Principle 2, refresh and communicate strategy, 103–107
 Principle 3, cascade and manage strategy, 174–183
 Principle 4, improve performance, 277
 Principle 5, manage and leverage knowledge, 346–349
- Tolbert, Rod, 65
- Total quality management (TQM), 35, 51
- Traits of successful leaders, 37, 38
- Turnover, 3, 6
- Universal Weather & Aviation, 33
- Urrutia, Julio, 234
- U.S. President's National Malcolm Baldrige Quality Award. *See* Malcolm Baldrige Quality Award
- Vertical markets, 17
- Vision barrier to strategy implementation, 12, 13
- Wall Street Journal*
 “Top 20 Most Improved Companies in Shareholder Value Creation” 2, 40, 41, 93, 167
- Weeden, Jeff, 241
- Wendt, Mary Ann, 331, 332, 335
- Whataburger, 3, 25, 33
- Yaveroglu, Tolga, 246
- Yoshida, Katsumi (Kirk), 75
- Zaccardelli, Giuliano, 43