

# INDEX

- absenteeism 193, 212  
abuse of power 5  
accountability 42  
Accounting for People Taskforce 211  
act of faith management  
  practices 220–1  
activity measures 150–3  
added value 41–4, 48, 49–50, 70, 136  
  definition 41, 42, 72  
  as a distillation process 51–4, 148  
  intangibles and 71–5  
  variables 42, 48, 50–1, 72  
added value measures 150–3  
added value performance 171, 172  
affirmative action plan 206  
age discrimination 209–10  
Air Touch Communications 93  
alcohol consumption 98  
allocation of scarce resources 1–7  
altruism 79  
ambition 77–8  
Arthur Andersen 78  
Asda 212  
assessment centres 174  
asset stripping 9, 44–7  
Audit Commission 143–4  
auditing the value motive 249–51  
Baker, Gerard 231  
balanced scorecard 131–2, 175, 192,  
  236, 247, 249  
banking 45, 228–30  
  ethics of 9–10  
baseline valuation 48  
basic value 37–41, 60, 136, 139  
BAT 99  
BBC 245  
Becker 132  
benchmarking 173–4, 212  
Bentham, Jeremy 91, 224  
Berners-Lee, Tim 12  
*Big Issue, The* 118, 119–20  
Blair, Tony 83, 84  
blame cultures 134, 220  
blame game 185–6  
Bond, Sir John 228  
book values 188  
BP 191–2, 204, 226, 242–3  
brand 53  
Branson, Sir Richard 2, 82  
British Airways (BA) 57–9, 252, 253  
British Medical Association 123  
Browne, Lord John 226  
Buffett, Warren 12  
business failures 148

- business re-engineering *see*  
re-engineering
- Cadbury 185, 207  
Cadbury Schweppes 97  
Canon 26, 57, 92  
capitalism 2, 4, 15, 16, 23, 88–91, 102,  
103, 113, 226, 236  
cartels 5  
causality 172–3, 174–5  
centralism 219  
Cereal Partner World-wide  
(CPW) 107–8  
change management 158, 248  
charities 19, 105, 239–40, 244  
child labour 8, 110, 245  
Churchill, Winston 89, 185  
Citigroup 35–6, 95  
    Dr Evil computer program 227  
closed loop feedback system 164  
Coca-Cola 80–2, 83, 84–5, 108  
    C2 brand 82, 84  
    Dasani water 82, 84, 156, 204  
Common Agricultural Policy  
(CAP) 226  
communism 2, 219  
Compaq/Hewlett Packard merger 63–6  
competence frameworks 174  
compliance 60  
continuous improvement 248–9  
Co-operative Bank 9–10  
cooperativism 2  
corporate social responsibility  
(CSR) 23, 58, 106–17, 247  
correlation approach 172, 175  
cost/benefit analysis 70, 146  
costs 42, 72  
crazy frog franchise 102  
creativity 43–4, 73–4  
critical value 38  
culture shift 158  
customer engagement 159  
customer intimacy 159  
customer satisfaction 55, 64, 158, 159,  
176  
CVC 46
- de Bono, Edward 136  
Debenhams 46–7  
decentralism 219  
deconstruction 175  
Dell 66  
Department of Trade and Industry  
(DTI) 110, 211, 250  
Diageo 97  
discrimination  
    age 209–10  
    racial 206–7  
distillation process, value as 185  
diversity 205–10, 238  
Dodge brothers 24  
double entry bookkeeping 216–17, 247  
Drucker, Peter 54, 143, 246  
drugs industry 108–9  
dual surgery system 121
- Ebbers, Bernie 78  
EBIT (earnings before interest and  
tax) 29  
EBITDA (earnings before interest and  
tax, depreciation and  
amortization) 29  
economic system, value as 85–8  
Eddington, Rod 253  
Edison, Thomas 95  
Edwards Deming, W. 143  
employee attitudes 53–4  
employee performance curve 178–81,  
197–8  
employee performance  
    management 178–85  
employee satisfaction 176  
employee–customer–profit chain  
theory 176–8, 220  
Enron 29, 78, 106, 184, 231, 234,  
246  
entrepreneur 5, 148  
environmentalism 23  
Esso 252  
Ethical Trading Initiative 111  
ethics 8, 97, 98, 111, 113, 114  
    banking 9–10  
ethnic diversity 206–7

- Ethnic Minority Employment Task Force 206
- European Commission 3
- European Foundation for Quality Management (EFQM)  
 business excellence model 134–6  
 management 110, 192, 210
- European Quality awards 247
- European Union 3, 110, 209  
 Competition Commission 14, 88
- evaluation 161–5
- exploitation 5
- externalities 67
- Exxon 252
- ExxonMobil 191
- fair trade 113, 114–16, 235, 238
- feedback sheet 151, 152
- Fielden, Dr Jonathan 121, 123
- Financial Services Authority 35
- Fiorina, Carly 65–6
- flexibility 219–20
- Food Standards Agency (UK) 235
- Ford, Bill 25
- Ford, Henry 24–5, 36
- Ford Motor Company 24–6, 27, 28, 35, 57, 73, 169, 211, 217, 252
- FTSE 100 Index 177
- full time equivalent (FTV) 171–2
- Gates, Bill 11–16, 118
- Gates Foundation, Bill and Melinda 12, 13, 14
- GE 54, 179
- General Mills 107–8
- General Motors (GM) 27, 28, 35, 169, 211, 217, 218, 252
- Ghosn, Carlos 209
- globalization 22–3
- Goldman Sachs 93, 94, 95, 96
- Google 15
- Grameen Bank 239
- Grandmet 97
- greed 5, 48
- Green, Stephen 227–8
- Green Book 146
- Gregory, Alan 45
- GSK 83
- Hanson, Lord 44
- Happiness Foundation 237
- Harvard Business School 246
- healthcare 6, 108–9, 154–6  
 resources 224–5  
 systems 83–4, 121–4
- Hewitt, Patricia 83, 84
- Hewlett, Bill 65
- Hewlett, Walter 63, 65, 66
- Hewlett-Packard 67  
 Compaq merger 63–6
- holistic value management 185–7
- Honda 217
- hospitals, inspection 143
- hours of work 128
- House of Commons Public Accounts Committee 144
- HSBC 227, 228
- human asset accounting (HAA) 215
- human asset valuation (HAV) 215
- Human Capital Index (HCI) 172
- human capital management (HCM) 210–14, 220, 221, 222
- human capital measurement 189, 216–22
- human resources departments 253–4
- human resources scorecards 132
- human rights 23, 113
- human value management 255–6
- Hunter, Sir Tom 241
- Hunter Foundation 241
- Huselid 132
- industrial relations disputes 253
- inspection, government philosophy of 143–4
- intangible assets 250–1
- intangibles 33, 43, 71–5, 188  
 measuring and managing 156–61  
 people 187–92
- integrity 54
- Intel 226

- intellectual capital 216
- International Labour Organization 245
- internet 12
- Internet Explorer 15
- intrinsic value 37–8
- invisible hand 93
- Islam 92–3
- IT systems 255
  
- Japanization 27
- JJB 110, 111
- John Lewis Partnership 212–13
  
- kaizen 247
- Kaplan, Robert 131, 134, 249
- Kelloggs 41
- Kershaw, Nigel 118
- key performance indicators (KPIs) 128–9
- key ratio 172
- Kross, Katie 108
- kyosei 26
  
- Lawrence, Stephen 208
- Lay, Kenneth 78
- Leadership Trust 224
- leadership, value motive as 223–31
- lean organizations 247
- lean production techniques 173, 175
- lean systems 124
- Lee, Kenneth 254
- Lev, Baruch 188
- Lewis, John 215
- Lewis, Spedan 213
- Lexus 73
- litigation 242
- Logie-Baird, John 95
  
- Macpherson Report 208
- management by objectives (MBO) 143
- management information system (MIS) 128, 129, 132, 143, 194, 197
- management philosophy 219
  
- Marck Sharpe Dohme 107
- market price 5
- Marks & Spencer's 177–8
- mass production 24, 25
- Matako, John 45
- maximum value 249
- MBA's 246, 252
- McMahon, Ian 97
- Mead, Scott 93, 94, 95, 96
- measurables 33
- Merck, George 107
- merger and acquisitions 45, 63–6
- meritocracy 238
- Merril Lynch 46
- Metropolitan Police 208
- Microsoft 118, 226
  - Media Player 14
  - Office 12, 13
  - Windows 12, 13, 31
  - Xbox 13, 15
- Microsoft Paradox 11–17, 96
- Mintzberg, Henry 246
- misanthropy 96
- mission statement 54–6, 57
- monopolies 11–13
- moral value of equal rights 205
- motivation 2
- motive, power of 77–9
- multiplier effect 147, 148
- must-haves 38
- MySpace 15
  
- National Audit Office 143
- National Centre for Popular Music 21–2, 147
- National Health Services (NHS) 6, 83, 84, 108–9, 122–4, 222, 224–5, 233, 247
  - ethos 237
- National Institute of Drug Abuse 109
- Nestlé SA 107
- Netcare UK 123
- Netscape 15
- networks 149
- nfp-Synergy 239

- Nike 112–13  
 Nissan 209  
 non-critical value 38–9  
 non-for-profit, definition 17  
 non-governmental organizations (NGOs) 245  
 non-profit, definition 17  
 non-profit sectors 5  
 non-profit-making organizations 17  
 normal distribution curve 178–81  
 Norton, David 131, 132, 134, 249, 250  
 not-for-profit organizations 49, 117  
 not-for-value organization 21, 117  
  
 Office for National Statistics (ONS) 145  
 organic foods 112  
 organic values 251  
 organization 186–7  
 Oxfam 239  
  
 paradigm shift 235–6  
 Parker, Sir Peter 4  
 Parmalat 29, 106, 234  
 people challenge 227  
 people management 167–71, 219  
     failure in 194–5  
     style 219  
 people measurement box 193–22  
 people value, measurement of 171–5  
 Pepsico 235  
 performance bands, predetermined 196  
 performance curve 234  
 performance measurement  
     vs activity and added value measures 150–3  
     employee 178–85  
     purpose of 153–6  
     theory vs practice 142–50  
 personal capital 215–16  
 personal values 91, 92  
 Peters, Tom 135  
 philanthropy 4, 11, 12, 15, 16  
 Philpott, John 144, 145, 151  
  
 police force inspection 143  
 politically correct agenda 70, 71  
 post-rationalization 175  
 price/earning ratios 251  
 private equity buy-out 46  
 private equity partnerships 45  
 probability, theory of 234  
 production line techniques, surgery and 121–2, 123  
 profit and loss accounting 216  
 profit, definition 4, 7–8, 18  
 profit motive 1–7  
 programme of change 158–9  
 public enquiries 186  
 public relations 242–3  
 public sector 120–6, 222  
 public service 105, 122  
 public spending 232  
 public statement, value in 54–62  
  
 quality 42, 72  
 quangos 245  
 quantity of output 42, 72  
 quasi-markets 5, 6  
  
 RAC 212  
 racial discrimination 206–7  
 racism 208–9  
 rape conviction rate 199–204  
 rate tarts 230  
 Real Player 14  
 real value management 256  
 re-engineering 48, 66, 93, 94, 158, 247–9  
 refocusing 158  
 regional development agency 149, 150  
 Reid, John 186  
 reputation 53  
 return on investment (ROI)  
     human capital 171  
     for intangibles 159–61  
 revenue 42, 72  
 Rockefeller, John 225  
 Roosevelt, Teddy 225  
 root cause analysis 174

- Rowe, Dr Mike 208  
Royal Mail 243–4
- Saratoga Institute 171  
Sarbanes-Oxley Act 89, 189, 231, 234  
scapegoats 185–6  
school inspection 143  
scorecard 130–4, 210, 220  
    balanced 131–2, 175, 192, 236, 247, 249  
    human resources 132  
Sears 176–7  
Securities and Exchange Commission (US) 231  
share prices 251  
Shell 190–1, 222  
Sheppard, Lord Allen 97  
signpost labelling 235  
skewed curve 199  
Skype 15  
Smith, Adam 3–4, 48, 88, 93  
Smith, David 124  
smoking 98–9  
social change 118  
social enterprise 23, 97, 117–20, 125  
Social Enterprise Alliance 117  
Social Enterprise Coalition 117, 118  
social justice 93  
social mission 117  
social purpose 118  
socialism 102, 236  
spin 233–4  
Sports Division 241  
staff turnover 193, 212  
Standard & Poor's 217  
Standard Oil 225  
standards 39  
statistics, failures in 172  
Stelzer, Irwin 225, 226  
strategic objectives 117  
strategy maps 134  
Suma 240–1  
Sun Microsystems 14
- Sunday Times* 100 Best Companies to Work 177  
Sunderland, John 97, 207  
supply chain management 110, 173  
surplus 8–9, 16, 19–20  
sweatshops 187–8  
synergies 46  
systems 85–8
- talent management programme 185  
talking shop 149  
tangibles 74  
taxation 69, 102, 121  
Taylorism 24  
Teresa, Mother 2  
Tesco 53, 111, 112, 116  
Texas Pacific 46  
Thatcherism 105  
third sector 104, 105–6, 109  
'third way' 103, 104, 236–7  
3 box system 136–42  
    added value activities 139–40  
    must-have activity 137–9  
    nice-to-have activities 140–2  
title capital 215  
tobacco industry 98–9  
total quality management 247  
Toyota Motor Corporation 24, 25, 28, 35, 57, 92, 133, 169, 217, 218, 221, 222, 247, 248, 257  
    Global Vision 2010 26–7  
traffic light systems 86–7, 125, 221  
triangulation 145  
triple bottom line 106–17  
Trotsky, Leon 113  
Trump, Donald 2  
turf wars 220
- Ulrich 132  
underperformers 195  
unemployment 45, 118  
unethical employment practices 110  
unions 24  
United Nations 245  
unmeasurables 33

- Value Added Scoreboard 250
- value
- definition of 29–34, 34–7, 59–60, 102
  - politician’s definition of 231–6
- value agenda 62–4
- value for money 47
- value management education 245–9
- value needs 70
- value organizations 19
- value statement 20, 56–62, 255
- for commercial company 63–8
  - definition 56
  - for a public sector organization 68–71
- value to society 12
- value words 32–3
- VAT registration 148
- venture philanthropists 241
- Virgin group 82, 83, 252
- vision 57
- vitality curve 179
- Vodafone 93–4, 95
- Wal-Mart 111, 212
- Watt, James 79
- Watts, Sir Philip 190
- Weill, Sandy 36, 95
- Welch, Jack 54, 179
- whistleblowers 78
- wine industry 2–3
- World Database of Happiness 237
- WorldCom 29, 78, 106, 234
- Wyatt, Watson 172
- Xbox (Microsoft) 13, 15
- Yaquby, Sheikh Nizam 92

*Index compiled by Annette Musker*

