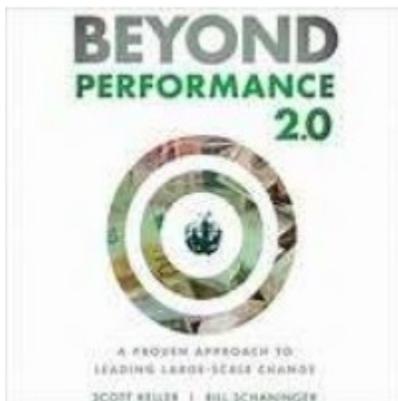




"BEYOND PERFORMANCE 2.0"
by "Scott Keller & Bill Schaninger"

Publisher:	WILEY
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Number of pages:	277
Book Club rating:	4.5
Reviewed by:	Latha Thammareddi

Plot Summary:



I recently had the pleasure of delving into the insightful world of "Beyond Performance 2.0," a book that redefines the way we perceive leadership and organizational transformation. At its core, this book champions the notion that effective leaders must allocate equal attention to both the performance and health of their organizations when navigating change. This holistic approach is nothing short of revolutionary.

Performance, in this context, encompasses an organization's ability to optimize its processes, streamline its operations, and enhance its market presence. On the flip side, health refers to the crucial aspects of alignment, execution, and adaptability within an organization. It's about how well the entire organization unites behind a common vision, efficiently executes tasks with minimal internal friction, and swiftly adapts to the ever-changing business landscape.



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What sets "Beyond Performance 2.0" apart from its peers are five key attributes:

Research and Rigor: The book is backed by a wealth of research and rigorous analysis, lending credibility to its recommendations.

Comprehensiveness and Pragmatism: It provides readers with comprehensive and practical tools to implement its principles effectively.

Unique Solutions: The book offers unique and innovative solutions to age-old organizational challenges.

Proven Results: It demonstrates, with tangible evidence, that its approach yields the promised results in practice.

Enhanced Change Capacity: Emphasizing the integration of organizational performance and health enhances an organization's long-term capacity for meaningful change.

Recognizing that both performance and health are indispensable for scaling changes, the book draws a clear distinction between the two. Performance is gauged through financial and operational metrics, while health encompasses efforts to improve internal alignment, execution, and commitment to sustainable performance goals.

"Beyond Performance 2.0" underscores the importance of nurturing organizational health, as it has a direct correlation with better returns to shareholders and a higher return on invested capital. While focusing solely on performance metrics may yield short-term gains, neglecting health factors can have detrimental long-term consequences for shareholders, employees, customers, and communities.

The book introduces a structured approach to the change process known as the "5As":

Aspire: Defining the destination.

Assess: Evaluating readiness.

Architect: Planning the journey.

Act: Managing the transformation.

Advance: Continual improvement.

Each of these stages is supported by both performance and health frameworks, which encompass a range of elements and considerations.

The performance frameworks include:



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Strategic Objectives (Aspire)

Skillset Requirements (Assess)

Bankable Plan (Architect)

Ownership Model (Act)

Learning Infrastructure (Advance)

In parallel, the health frameworks encompass:

Health Goals (Aspire)

Mindset Shifts (Assess)

Influence Levers (Architect)

Energy Generation (Act)

Leadership Placement (Advance)

Within the realm of organizational health, there are nine vital outcomes, including Direction, Leadership, Work Environment, Accountability, Coordination & Control, Capabilities, Motivation, External Orientation, and Innovation & Learning. These outcomes serve as essential markers for assessing organizational health.

It's crucial to understand that the transformative journey outlined in "Beyond Performance 2.0" is a gradual process that demands dedicated leadership. This leadership, known as centered leadership, is characterized by elements such as Meaning-Strengths, Purpose, Vision; Framing – Optimism, Resilience, Self-Awareness; Connecting-Emotional Quotient, Networking, Reciprocity; Engaging-Boldness, Presence, Accountability; Energizing-Energy literacy, Recovery practices, and Flow. Among these, "meaning" emerges as the most influential factor contributing to overall satisfaction with work and life.

In conclusion, "Beyond Performance 2.0" presents a compelling argument for a holistic approach to leadership and organizational transformation. Its well-researched insights, practical tools, and emphasis on both performance and health factors make it a must-read for leaders looking to drive meaningful change and cultivate thriving organizations.

Personal Comments:



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The book's central premise underscores the indispensable nature of both performance and health when scaling transformative changes. Performance, assessed through financial and operational metrics, works in tandem with health, which focuses on enhancing internal alignment, execution, and commitment to sustainable performance goals.

"Beyond Performance 2.0" spotlights the significance of nurturing organizational health, a factor intricately linked to superior returns for shareholders and a higher return on invested capital. While prioritizing performance metrics may yield short-term gains, neglecting health factors can have far-reaching, adverse repercussions on shareholders, employees, customers, and communities.

Reviewer:



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Latha is a Product Innovation Leader proven track record of driving large-scale products and generating multi-billion dollars in annual revenue. Latha is passionate about building customer-centric products and high-performing teams. Latha has delivered highly complex mission critical SAP Finance IT landscape Digital Migration Project about 15 billion in quarterly revenue for Hewlett Packard. Latha is 5X award winning Global IT Leader.