Contents

Foreword ix

Acknowledgments xiii

Introduction: Toward a New General Management Model xvii

Part I The Promise of Beyond Budgeting

Chapter One The Annual Performance Trap 3

Chapter Two **Breaking Free** 19

Part II The Adaptive Process Opportunity: Enabling Managers to Focus on Continuous Value Creation

Chapter Three How Three Organizations Introduced

Adaptive Processes 47

Chapter Four Principles of Adaptive Processes 69

Chapter Five Insights into Implementation 95

Part III The Radical Decentralization Opportunity: Enabling Leaders to Create a High Performance Organization

Chapter Six How Three Organizations Removed the

Barriers to Change 119

Contents

Chapter Seven Principles of Radical Decentralization 143

Chapter Eight Insights into Changing Centralized Mind-Sets 161

Part IV Realizing the Full Promise of Beyond Budgeting

Chapter Nine The Roles of Systems and Tools 177

Chapter Ten The Vision of a Management Model Fit

for the Twenty-First Century 197

Glossary 211

Notes 217

Index 221

About the Authors 231