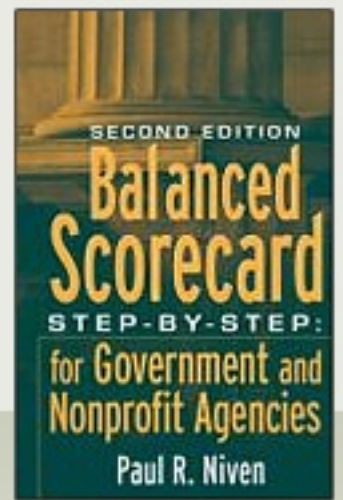
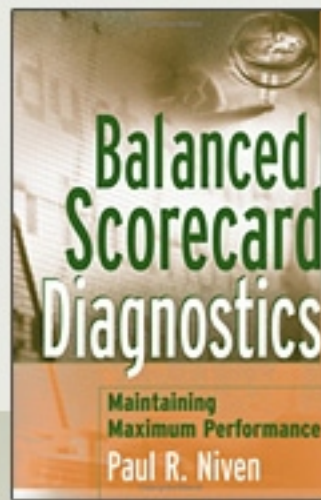
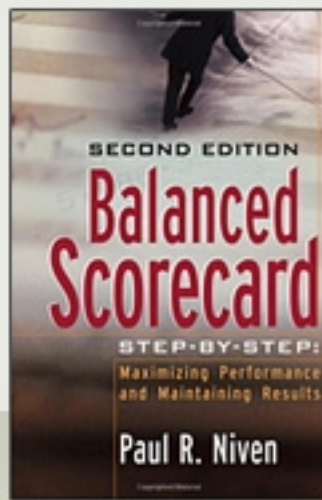
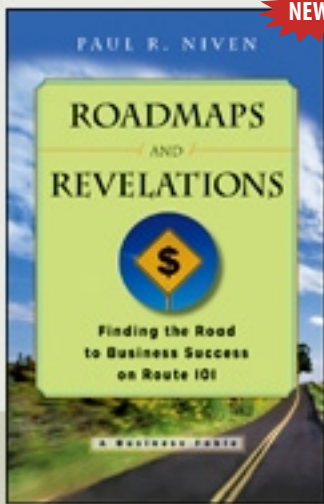




PAUL NIVEN'S

AUTHOR MEDIA KIT



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TABLE OF CONTENTS >>

AUTHOR BIOGRAPHY	03
PUBLISHED BOOKS	04
PAST INTERVIEWS, BOOK REVIEWS & ENDORSEMENTS	06
DETAILED BOOK INFORMATION	09
SUGGESTED INTERVIEW QUESTIONS	11
FREQUENTLY ASKED QUESTIONS & ANSWERS	12
BOOK TRANSLATIONS	14
TARGET MARKET	15
MEDIA CONTACT	16

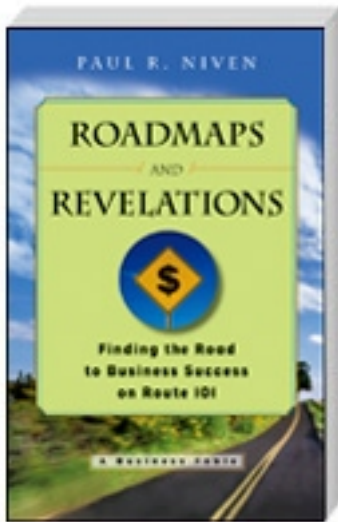
BIOGRAPHY >>



Paul Niven is a noted speaker and writer on the subjects of Strategy, the Balanced Scorecard, and Performance Management. He has delivered keynote addresses at conference events around the world and has published in a number of noted journals. His first book, *"Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results"* has been translated to over a dozen languages around the globe. Paul has more than a dozen years experience developing Performance Management systems for Fortune 1000, small and medium sized companies, public sector agencies, and nonprofit organizations.

Unlike many consultants who lack practical experience in their craft, Paul was a practitioner before he became a consultant. He honed his Balanced Scorecard expertise in industry, leading a highly successful Balanced Scorecard implementation. In fact, that implementation (at the Canadian Company Nova Scotia Power) was among the first to be recognized as an inductee into The Balanced Scorecard Hall of Fame. Paul is also the founder of The Senalosa Group a consulting firm exclusively dedicated to helping organizations reach the breakthrough results that can be achieved by creating a winning strategy and executing it with the Balanced Scorecard.

PUBLISHED BOOKS »»



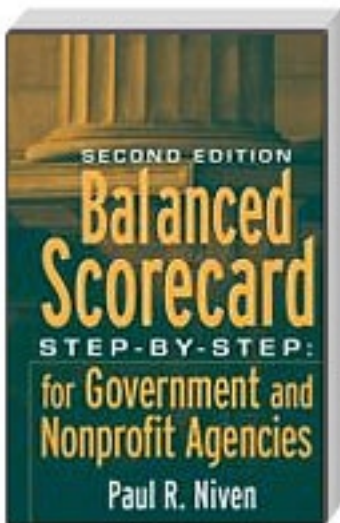
Roadmaps and Revelations: Finding the Road to Business Success on Route 101

April 2009

ISBN 978-0-470-18001-3

Publisher: John Wiley & Sons, New York.

Brief Summary: Roadmaps and Revelations: Finding the Road to Business Success on Route 101 uses an entertaining storyline to walk you through the daunting process of creating a successful strategy. Sprinkled with practical examples and workable solutions for business executives, managers, and consultants, this motivating fable will put you on track toward creating a strategy for sustainable success.



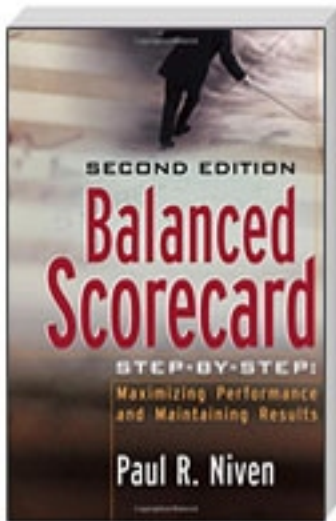
Balanced Scorecard: Step-by-step for Government and Nonprofit Agencies (Second Edition)

April 2008

ISBN-13: 9780470180020

Publisher: John Wiley & Sons, New York.

Brief Summary: The emphasis today on demonstrated organizational performance is not limited to private-sector corporations. Public and nonprofit agencies are also finding that, as financial resources decrease and demand for results increases, they too must institute performance goals along with programs and processes to consistently progress toward those goals. Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies, Second Edition, empowers your organization to turn strategy into performance at every organizational level and translate your intangible resources such as innovation, customer relationships and intellectual capital into real value.



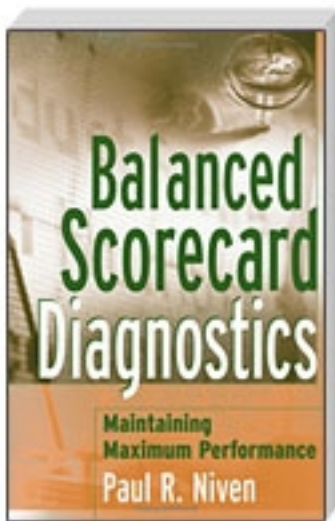
Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results (Second Edition)

September 2006

ISBN-13: 9780471780496

Publisher: John Wiley & Sons, New York.

Brief Summary: Organizations worldwide have employed the Balanced Scorecard and yielded swift benefits – including increased financial returns, greater employee alignment with overall goals, improved collaboration, and an unrelenting focus on strategy, to name just a few - from this revolutionary methodology. Balanced Scorecard Step-by-Step Second Edition enables your organization to reap these rewards with a strategy-focused plan including steps on : determining your guiding rationale for using the Scorecard; testing your mission; building a Strategy Map; developing measures and targets; placing the Scorecard at the center of your management system; and sustaining your success.



Balanced Scorecard Diagnostics: Maintaining Maximum Performance

April 2005

ISBN-13: 978-0471681236

Publisher: John Wiley & Sons, New York.

Brief Summary: The complete guide to analyzing and maximizing a company's Balanced Scorecard. Presenting the next step for Balanced Scorecard implementation, Balanced Scorecard Diagnostics provides a step-by-step methodology for analyzing the effectiveness of a company's Balanced Scorecard and the tools to reevaluate measures to drive maximum performance. CEOs, CFOs, CIOs, vice presidents, department managers, and business consultants will find all the essential tools for analyzing a Balanced Scorecard methodology to determine if it's running at maximum performance and for seamlessly implementing changes into the scorecard.

PAST INTERVIEWS, BOOK REVIEWS & ENDORSEMENTS »

Interview

Interview with Paul Niven by Memory Nguwi

Paul has been interviewed by business press and consultants in many countries around the globe, including: United States, Canada, Italy, Denmark, Mexico, Zimbabwe, Singapore, and many others.

In August 2008, Memory Nguwi, Partner and Principal Consultant for Organizational Excellence Consultants (Pvt) Ltd., Zimbabwe interviewed Paul Niven; this is the text interview for a few of the questions answered by Paul.

Please visit this web page for the text of the interview:

<http://www.epmreview.com/Resources/Interviews/Interview-with-Paul-Niven-by-Memory-Nguwi.html>

Book Reviews

- I. Simply brilliant, and brilliant in its simplicity. I have read few books that convey so much in such a memorable manner. Roadmaps and Revelations will be a must-read for my leadership team as we look to improve our own strategic planning processes.

Jay Forbes, Senior EVP & President, EMEA, Ingram Micro (a Fortune 100 company)

- II. In *Balanced Scorecard Step-by-Step, Second Edition*, Paul Niven provides an intuitive and incredibly effective blueprint for transitioning strategic ambition to execution. Paul's pragmatic approach provides leaders with a tool for managing a company's journey from strategic ideas to world-class performance. The *Balanced Scorecard* is a masterful tool for guiding companies through transformation, and I speak from personal experience when I say Paul's blueprint works! It is the most effective guide I have seen. *Balanced Scorecard Step-by-Step* will serve any leader well if their ambition is to efficiently engage their teams in achieving a set of strategic goals.

Allan A. MacDonald, Vice-President, Sales and Customer Solutions, National Markets, Bell Canada

- III. 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 takeaways 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.

amazon.com

Reader Review, Source: Amazon.com

- IV. 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. 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.

amazon.com

Reader Review, Source: Amazon.com

Endorsements / Testimonials

"Paul Niven has actively engaged NB Power's Executive Team with his industry experience, in-depth knowledge of the Balanced Scorecard methodology and his unique and effective facilitation style. After a few false starts with the Balanced Scorecard, I can confidently say that the BSC is now becoming ingrained in the NB Power culture. Paul has had a definite positive influence in establishing the Balanced Scorecard as the management tool of choice at NB Power."

Christian C. Richard, PEng., MBA

Director, Office of Strategy Management (OSM)

NB Power Holding Corporation (2008 Balanced Scorecard Hall of Fame Inductee)

Fredericton, NB

"The Port engaged Paul to help further integrate our Balanced Scorecard into the way we do business, and to train staff in the development of department Balanced Scorecards. His excellent facilitation skills and consulting work with the Port have helped our departments become truly aligned with the organization's strategic vision. Paul willingly shares his extensive knowledge and is easy to work with. The tools he gave us are practical and effective, and will continue to be used at the Port in the future."

Ms. Amy Kosifas

Program Manager, Strategic Management Services
San Diego Unified Port District

"Working with Paul has been a real pleasure. He keeps the Balanced Scorecard process simple, focused and disciplined. His multi-sector and international experiences with the Balanced Scorecard are world-class."

Galen P. Carver, M.S., P.E.

Chief Management Official
Coordinating Office for Terrorism Preparedness and Emergency Response
Centers for Disease Control and Prevention
Atlanta, GA

"Paul Niven's work in helping organizations implement the Balanced Scorecard is superb. He has worked with us on creating and delivering very informative, successful seminars for our clients in Moscow and St Petersburg, Russia, and for our classes of entrepreneurs from the Middle East and North Africa. He is always concise, yet informative; focused, yet broad-based enough for professionals from many industries to "get it." We really appreciate working with Paul!"

Rob Fuller

Director of Entrepreneurial Programs
Beyster Institute
Rady School of Management, UC San Diego

DETAILED BOOK INFORMATION >>

Roadmaps and Revelations: Finding the Road to Business Success on Route 101

Paul Niven has been writing, speaking, and consulting on the Balanced Scorecard (BSC) for over 12 years. The tool is used by thousands of organizations around the globe who wish to successfully execute their strategies. The BSC framework assumes an organization has a strategy in place, and requires a tool for its execution. In his work with organizations around the world, Paul has discovered that the assumption of organizations having a strategy in place before embarking on a BSC is not always valid. In fact, many organizations have either no strategy, a vision in the CEO's head, or what Peter Drucker once labeled a 'hero sandwich of good intentions,' in other words a wish list of all they'd like to accomplish. All of these situations lead to sub-optimal BSC success because of the lack of a strategic foundation.

Paul has helped many organizations overcome this strategic deficiency in the same way he helps them develop Balanced Scorecards – with easy to understand and apply principles they can use immediately. In his new book, and first management fable, *“Roadmaps and Revelations: Finding the Road to Business Success on Route 101,”* Paul shares his framework, called “Roadmap Strategy” based on the book's title. The model challenges organizations to answer four questions that are fundamental to the development of a differentiating and winning strategy:

1. What propels us forward? Are we driven by products and services, markets and customers, capabilities and capacity, technology, sales and distribution channels, or raw materials?
2. What do we sell? Given our focus as determined in question one, which products and services will we place more emphasis on in the future, and which will we place less emphasis on?
3. Who are our customers? Which customer groups and geographies will we focus on?
4. How do we sell? Do we focus on providing the total lowest cost or differentiating ourselves based on either product functionality or outstanding relationships and customer service?

To assist organizations in answering the four fundamental questions, Paul has designed a number of steps that must be taken in advance, including: challenging current assumptions, experiencing things from the customers' point of view, and asking challenging questions about your business. The model also includes four 'lenses' organizations can use when answering the questions. Finally, Paul's model places great emphasis on the importance of a mission to guide all future strategic decisions.

Following the advice laid out in the entertaining fable will allow organizations to:

- Arrive at a consistent definition of the word strategy, facilitating all future communications.
- Examine and improve their core mission.
- Create a dynamic, easy to understand, and most importantly – easy to communicate, strategy, ensuring alignment throughout the organization.

SUGGESTED INTERVIEW QUESTIONS »»

1. Can you tell us why you decided to write your new book on the topic of Strategic Planning, and why now?
2. What are some of the problems you see with 'typical' Strategic Planning processes carried out at organizations?
3. Can you explain the concept of Roadmap Strategy that you have introduced in your latest book 'Roadmaps and Revelations'?
4. Does your Roadmap Strategy process work with Public Sector and Nonprofit organizations, or was it specifically designed for profit-seeking companies?
5. How does your new book complement your books on the Balanced Scorecard framework?

FREQUENTLY ASKED QUESTIONS & ANSWERS »

1. Why do organizations need a strategic plan?

That's a valid question given the nature of our current economic environment, one characterized by near constant change and disruption. Some would contend that given this volatile environment, organizations must be nimble, dynamic, and agile, eschewing long-range strategic planning in favor of quick and decisive action. But I would argue that now more than ever, the context and direction that can only come from a well-conceived and widely communicated strategic plan are vital as organizations make their way through our turbulent times.

As I say in the introduction to "Roadmaps and Revelations:" *"Without a concise strategy, one that is easy to understand and act upon, you're left rudderless, unable to steer your organization in a meaningful and decisive way, and ultimately are at the mercy of whatever fickle winds may be blowing the business world at the time."*

The question is: Can you create a strategy that provides such context, but also facilitates quick, decisive action? The answer is yes, if you follow the Roadmap Strategy process I lay out in my latest book. Many organizations have been stung from planning efforts that drag on for months, and create little other than bloated charts producing more eye strain than insight. The process laid out in Roadmaps and Revelations forces organizations to confront the basic facts they face and answer fundamental questions critical to all organizations. The result of the process is a simple statement of strategy that is easy to understand and communicate to all employees, allowing them to clearly grasp where the organization is going and determine how they will contribute to the its success.

2. What are some of the 'essentials' of effectively implementing the Balanced Scorecard?

There are a number of essentials, but here are the top three, based on my experience implementing the Balanced Scorecard with clients around the globe:

1. A guiding rationale for the effort: The Scorecard effort is often launched with great fanfare within the organization, accompanied by sloganesque statements such as: "We're going for excellence," or "We want to be great," etc. These may look good on a coffee mug but they do little for a change-weary employee base wondering why they should pay attention to this particular change effort. The Scorecard must be accompanied by a specific guiding rationale that clearly communicates why you're investing in the Balanced Scorecard and why now. This rationale can be used to educate your team and act as a rallying cry during the inevitable times when your momentum begins to sag, as it does with all change efforts.

2. Executive support: This challenge goes hand in hand with virtually any type of change intervention; absent of executive support the initiative will soon fade from prominence and likely recede into that great scrap heap of past initiatives. For the Scorecard to succeed you need an executive who not only talks the talk, but is willing to walk the Scorecard walk by managing by measures, using the results to inform future strategic decisions, and being open to using results to learn, and not punish.

3. Putting the Scorecard at the center of everything you do: In other words, becoming “strategy-focused.” Please see the next question.

3. Why is a “Strategy-focused” organization important?

A well-constructed Balanced Scorecard is translated from the organization's strategy, and tells the story of the strategy through objectives and measures in each of the four perspectives of the framework. With the Scorecard we possess a tremendous tool for linking all of our organizational activities back to the strategy. For example, planning and budgeting, a vital task for any organization, can be informed by the Scorecard process as budgets are developed based on their linkage to strategically critical tasks. Performance evaluations and reviews can be tied to Scorecard metrics in the Employee Learning and Growth perspective. Management meetings, long a source of frustration for many attendees, can be brought to life with the Scorecard at the center of the agenda, ensuring all discussions focus squarely on strategy.

Using the Scorecard as the centerpiece of a strategic management system, organizations can ensure that virtually all corporate activities are linked to the organization's strategy, producing better decisions, more focused resource allocation, and most importantly, informed, engaged, and aligned employees.

BOOK TRANSLATIONS »

Paul's books have been translated into numerous languages, including:

- Japanese
- German
- French
- Korean
- Thai
- Orthodox Chinese
- Russian
- Simplified Chinese
- Indonesian
- Spanish
- Bulgarian

TARGET MARKET

All those involved in the development and execution of an organization's strategy.

MEDIA CONTACT »



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