

Matthews, Joseph R. *Scorecard for Results: A guide for Developing a Library Balanced Scorecard*. Westport, CT, London: Libraries Unlimited, 2008. 112p. \$45.00. (ISBN: 978-1-59158-698-2)

The *Scorecard for Results* was written as a result of an Institute of Museum and Library Services (IMLS) National Leadership Grant. Adapted from a primarily business-oriented model, this workbook is geared to meet the unique needs of libraries. It is intended to be used as a step-by-step guide to develop both effective strategic plans and appropriate measures for the outcomes of those plans.

In order to effectively use this book one must believe its grounding philosophy, which is that strategy and measurement be at the core of any library management philosophy. In particular, that a constant pursuit of measurement in relation to strategic goals will guide a library's daily activities and increase its overall effectiveness in the performance of its mission.

The planning process is designed for a team approach, although conversation is geared toward an assumption of leadership at the director level. In this model the Library director is responsible for staff buy in and the implementation and integration of the scorecard into the daily functionality of library activities. In fact, I believe it would take the commitment of the director for this process to ever get off the ground. It would be easy to imagine that without committed leadership the process of developing and implementing a library balanced scorecard might easily become derailed due to its complex nature.

The book is broken down into nine chapters and six steps to achieving a balanced scorecard. The first three chapters focus on what a balanced scorecard is, how libraries can translate the scorecard terminology into language relevant to them, and an overview of the process of scorecard development. For libraries, the balanced scorecard reflects the vision and strategies of their organization from at least four different perspectives or viewpoints. Viewpoints can be flexible, according to the mission of the library. Several given examples of perspectives are: Impact, Service management, Resource management and Improvement; or People, Processes, Resources and Service; or Customer Perspective, Information Resources Perspective, Internal Processes Perspective, Organization Readiness Perspective and Financial Perspective. It is up to the Library to decide on which viewpoints are most relevant to them.

The following six chapters focus on the steps needed to be taken to develop the active scorecard. Beginning with the creation of a Mission and Vision, to developing specific strategies, to selecting performance measures for those strategies and then establishing targets and identifying library initiatives, *Scorecard for Results* walks a team through each step of the process. The final two steps of the process detail how to integrate the scorecard into the daily routine of a library and how to communicate the scorecard to the variety of invested parties.

The *Scorecard for Results* is thorough and detailed, and not for the faint of heart. It would be an excellent choice for libraries in the process of reevaluating their vision or preparing a new or revised strategic plan.

Astrid Oliver
Access Services Librarian
John F. Reed Library, Fort Lewis College