

***Get It, Set It, Move It, Prove It: 60 Ways to Get Real Results in Your Organization.* By Mark Graham Brown. New York: Productivity Press, 2004. 203 pages. \$19.95.**

Mark Graham Brown's latest work is a welcome addition to the management literature, and well worth a review in this space.

First, however, the title: *Get It, Set It, Move It, Prove It* does seem a bit odd at first glance. But when one gets into the book, one finds the title makes a tremendous amount of sense. As the main title indicates, the book is a four-course meal. The subtitle tells us that to better digest the meal, Mr. Brown has divided it into 60 bite-sized chunks.

And if the title makes sense, the contents make even more sense. Mr. Brown's thesis is that for an organization to be successful it must do four things: get it, set it, move it, and prove it. *Getting it* means just what it sounds like: Managers must "get it" – they must have a total understanding of why their organization exists. They must know their organization's purpose (why it exists in the first place); its mission (what the organization is supposed to do in achieving its purpose); its values or guiding principles (what the organization stands for); whom the organization exists to serve (customers); and the products and services that the customers want and expect.

Setting it refers to setting the direction of the organization by articulating a vision (what the organization's senior leader wants the organization to become at some future date); goals (measurable behavioral outcomes that indicate when the organization has achieved its vision); strategies for meeting the goals; and measures that indicate in real time the organization's progress toward meeting its goals.

Moving it refers to the day-to-day operations and tasks the organization must carry out in order to meet its goals and to achieve its mission and vision. It also means moving the indicators that reflect measures of the organization's performance – measuring and analyzing its operations, and learning better ways of operating, with a view to improving operations, processes, products, and services (more, better, faster, cheaper).

Proving it is about results. Proving it means being able to demonstrate that the things an organization did to get it, set it, and move it were instrumental in achieving the organization's desired outcomes. In other words: Do the organization's "bottom line" performance results reflect the organization's purpose, mission, vision, values, goals, strategies, and measures?

If you are concerned about performance management, this book is for you. It provides practical and useful methods that you can use immediately and it points out common habits that you should avoid. There are summaries of things "to do" and "not to do." Also, if you are using or contemplating using the Baldrige Criteria for Performance Excellence as a basis for assessing and improving your organization's performance, Mr. Brown's four-phase model helps make sense of the Baldrige approach.

The book is easy to read and to comprehend. Business jargon and management-fad buzzwords are conspicuous in their absence. Also, one finds it very easy to relate to the stories and experiences in the book. It makes one think about one's own organization, what kind of things to

avoid, and how better to manage an organization's performance. The vignettes (all true, by the way) are insightful, to the point, and humorous. (But be careful! Mr. Brown's humor sometimes bites – especially when one sees oneself in one of his examples of "all the stupid stuff [he] told you to avoid.") *Get It, Set It, Move It, Prove It* is immensely useful, and should be required reading for executives, senior managers and other decision makers.

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