

GLOSSARY

Managing in Difficult Times

With Jan Rutherford

Use these terms and definitions below to understand concepts taught in the course.

Transcript Search: note that you can search for terms directly within the course. To search video text, switch to the *Transcripts* tab, then press Cmd/Ctrl + F on your keyboard to run a search within the active transcript.

Term	Definition
drivers of change	The root causes and real issues in difficult times—people, process, rewards, and structure.
the three C's	Condemn, criticize, and complain. What we do when we play a victim (or villain) role and then look for a hero to come in and save us.
value creation	Determining which initiatives produce returns on investment.
balanced scorecard	System that helps your team focus in distinct ways on the big-picture strategic goals.
strategy map	Designed to understand the causal relationships between metrics and your decisions.