

Joe DeCarlo, Director of Research and Technology and Senior Consultant at the Balanced Scorecard Institute Will Present the Results of 15 Years of Research

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The presentation is intended for executives, managers, and analysts who work with strategic planning systems or who would like to learn more about what's new with these systems. Joe will present findings from the Institute's international work in 37 countries helping business and industry, government, and not-for-profit organizations improve their performance by aligning employees with organization strategy, measuring what matters, and prioritizing work to focus energy where it is most effective. This presentation divides strategic planning and management into three distinct phases--[strategic formulation, strategic alignment, and strategy execution](#)--and discusses tools and techniques to "connect the dots."

Joe has 40 years of extensive experience in business structuring, strategy formulation/implementation including balanced scorecard use. Joe's experiences include; profit and loss responsibilities, information technology (hardware and software), consulting, education, and publishing with the IBM Corporation. He also has worked with university senior management, instructed at the Milwaukee School of Engineering, graduated in the inaugural executive-in-residence program for technology start-ups at the Plug and Play Technology incubator in Sunnyvale, CA, and managed major client engagements as a senior consultant/instructor with the Balanced Scorecard Institute.

About the Balanced Scorecard Institute:

The Balanced Scorecard Institute, a Strategy Management Group Company, provides strategic planning, [balanced scorecard](#) and performance measurement and management training, certification, and consulting services to government, nonprofit, and commercial organizations. Services include public and on-site courses, facilitation and consulting services, and information and tools used by executives, managers and analysts to transform their organizations into "performance excellence" organizations.

The Institute's website, www.balancedscorecard.org, is a leading resource for information, ideas and best practices on strategic planning and management, performance measurement, and balanced scorecard systems. The Institute's Nine Steps to Success™ balanced scorecard framework integrates strategic planning, budgeting,



operational planning, performance measurement, and strategy execution into a disciplined framework for helping organizations achieve higher levels of performance.



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