



# Principles of the Balanced Scorecard

## Program Overview

Principles of the Balanced Scorecard is a two-day interactive experience designed to help balanced scorecard team members contribute to their organization's strategic management and performance improvement initiatives. It is based on the Balanced Scorecard Institute's award winning *Nine Steps to Success™* framework and thousands of hours of consulting and training experience in strategic planning and management. The emphasis is on shared participant experiences, lessons learned, best practices, applied exercises, reinforcement, and support.

## Who Should Attend

This course is recommended for managers, planners, analysts, and other members of an extended balanced scorecard development team who are seeking the best practical ideas for a successful implementation, or who need a general awareness of balanced scorecard concepts so that they can provide support for their organization's development effort. The course is highly recommended for members of Strategic Theme teams, Objective Owner/Measurement teams, and Tier 2 Cascading teams that want to improve their contribution to the planning process. The course is also ideal for any business professional who wants to keep abreast of the latest thinking in strategic planning, alignment, management, measurement, and execution.

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## Course Learning Objectives

Participants will develop introductory level understanding and skills related to:

- ▶ Basic concepts of the balanced scorecard and how it can be used to improve organization performance
- ▶ The development of an integrated strategic planning and management system based on the balanced scorecard using the Institute's award-winning *Nine Steps to Success™* methodology
- ▶ How they can make a more effective contribution to their extended balanced scorecard team

## Course Benefits

As a participant, you will benefit by learning how:

- ▶ Key concepts of the balanced scorecard work together
- ▶ A balanced scorecard can be used to improve organizational performance
- ▶ To assist in the development of strategic objectives and performance measures
- ▶ To help your team successfully build a balanced scorecard system
- ▶ To anticipate challenges and prepare solutions for a more effective implementation
- ▶ To engage leaders and employees in the planning process
- ▶ Other organizations have used the balanced scorecard for continual improvement
- ▶ To summarize all elements of a balanced scorecard

## Teaching Style

Senior Associates who facilitate the program use a combination of short lectures, examples, and relevant exercises to help participants learn and apply balanced scorecard concepts. Facilitators also share proven instruments, templates, checklists, analysis tools and success stories to reinforce learning.

## Course Outline

### Balanced Scorecard Overview

- ▶ Basic concepts of balanced scorecard systems
- ▶ Basic concepts of performance management and measurement
- ▶ The Balance Scorecard Institute's *Nine Steps to Success™* framework for strategic planning and management

### Strategic Formulation

- ▶ Program planning and strategic assessment
- ▶ Strategic foundations
- ▶ Strategic Objectives & Strategy Mapping  
**Application Exercise:** Developing Strategic Objectives and Strategy Map
- ▶ Performance Measures & Strategic Initiatives  
**Application Exercise:** Developing Intended Results, Performance Measures and Strategic Initiatives

### Strategic Alignment

- ▶ Creating alignment through cascading scorecards  
**Application Exercise:** Developing Department/Unit Level Objectives and Measures

### Strategic Execution

- ▶ Scorecard Rollout
- ▶ Performance Analysis
- ▶ Evaluation  
**Application Exercise:** Summarize all elements into a balanced scorecard

### Summary & Next Steps

Balance Scorecard Institute maintains an affiliate network of service providers in Africa, Asia, Australia, Europe, the Middle East, and beyond. Contact us today or visit us online to locate and register for training courses near you.