

Course 101: Introduction to the Balanced Scorecard



Course 101 - 3 Days AUD\$2,980

The Introduction to the Balanced Scorecard course introduces participants to the *Nine Steps to Success™* balanced scorecard development methodology. Participants learn how to build and implement a balanced scorecard for any commercial, government or nonprofit organisation with a practical step-by-step approach. **This course is the fundamental starting point for anyone interested in scorecard development, even for students that have advanced knowledge and experience implementing scorecards based on their own research or by working with other methodologies.**

Course Instructors:

The course is taught by the Senior Associates of Balanced Scorecard Australia. These instructors have specialised expertise in balanced scorecard training, facilitation and consulting in public and private-sector organisations.

Course Overview

The Introduction to the Balanced Scorecard course introduces participants to the *Nine Steps to Success™* balanced scorecard development methodology. Participants learn how to build and implement an integrated strategic planning and management system based on the balanced scorecard for any commercial, government or nonprofit organisation with a practical step-by-step approach. As Part 1 of the *Building and Implementing a Balanced Scorecard* series as well as the first step towards *Balanced Scorecard Professional (BSP)* certification, this course is a practical, "hands-on" workshop that covers best practices, case studies, exercises, lessons-learned, real-life examples and expert facilitation practices. Topics covered by the course include:

- Basic concepts of the balanced scorecard and how it can be used to improve organisation performance
- How the balanced scorecard applies to different types of organisations
- How to build and implement a scorecard using an award-winning methodology
- How to develop strategy maps and initiatives for improving organisation strategy and performance
- How to develop more meaningful performance measures
- The best sequence of steps to build a strategy-focused organisation
- How to drive a performance-informed budget and build employee accountability

Who Should Attend

This course is recommended for executives, managers, planners and analysts from commercial, government or nonprofit organisations who are seeking the best practical ideas in improving organisational performance.

Course Benefits

Participants will understand the key concepts of the balanced scorecard, and why it is gaining so much attention in corporate and governmental organisations. Participants will learn a systematic, nine-step methodology for building and implementing the balanced scorecard, based on the performance management theory developed at Harvard University and Institute international consulting experience. Materials provided include a 200+ page workbook, scorecard examples based on real organisations and a *Performance Scorecard Toolkit™* with worksheets for each step of the methodology. Performance management software will be illustrated to show how tools can aid in collecting and reporting strategic performance information. Participants will also learn about some of the challenges and pitfalls of strategic management, and how to deal with them.

Hands-On Training

Through case studies and a series of interactive small-group workshops, participants apply balanced scorecard concepts to meet the challenges facing a typical organisation.

Exercises performed throughout this course include:

- Launching a BSC program and establishing work teams
- Using an organisational assessment to set vision, mission, and strategy
- Developing an organisation's strategic themes & perspectives
- Developing strategic objectives and strategy maps
- Develop performance measures aligned to the strategy map
- Develop and prioritise new initiatives to execute strategy
- Align performance with mission, vision and strategy
- Define requirements and select appropriate software
- Scorecard deployment, budget and time scheduling

Course Learning Objectives

Module I. Introduction & Overview

(Learning Objectives: Explain the concept and origin of the balanced scorecard; outline course modules; introduce the case studies; introduce participants; and discuss reference material.)

Module II. Overview of the Balanced Scorecard (BSC)

(Learning Objectives: Explain the evolution of measurement and strategic management systems; define terms; list reasons for adopting a balanced scorecard system; identify the six steps needed to build a scorecard system and the three steps needed to implement these systems; identify challenges that need to be overcome; discuss indicators of successful systems; discuss time periods for a scorecard project; contrast the differences and similarities in scorecard systems for different organisations; discuss a typical BSC cycle.)

Module III. Building the Balanced Scorecard

(Learning Objectives: Identify the six building steps -- Using an organisation assessment to set vision, mission and strategy, Defining strategic themes, Choosing perspectives and developing objectives, Developing a Strategy Map, Defining performance measures, Developing Initiatives.

Module IV. Implementing the Balanced Scorecard

(Learning Objectives: Identify and understand the three implementation steps - Using computers to communicate performance information, Cascading the scorecard throughout the organisation, and Using scorecard information to improve performance)

Module V. Next Steps

(Learning Objectives: Understand the challenges of integrating balanced scorecard systems with other enterprise-wide systems; overcoming challenges to implementation)

Module VI. Getting a Scorecard On Track

(Learning Objectives: applying the BSC to your organisation's needs; discuss company-specific issues)



Feedback from past participants:

"...the BSC program was one of the best professional development experiences I've ever had."

"I loved the case study exercises!"

"Very useful charts and checklists to evaluate the process of developing performance measures."

"...the case study was very supportive of understanding the process of developing and mapping strategy."

"...the methodologies in this presentation are a powerful medium for achievement of the right strategic objectives."

"...good information on what we need to do at our respective workplaces to effectively cascade the balanced scorecard."

