



# Balanced Scorecard Workshop

## Implementing the BSC The Roll-Out Plan

# The Kaplan-Norton model (1/2)

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- To achieve our vision, we should continuously deliver our customers needs and their expectations
- To deliver continuously our customers needs and expectations, we should have effective and up-to-date internal processes
- To implement our internal processes successfully, our workforce should be competent and motivated
- To sustain all the above, we should be financially healthy

# The Kaplan-Norton model (2/2)

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- Therefore, the strategy is articulated through objectives that focus on:
  - Customers
  - Internal Processes
  - Learning and Growth (people)
  - Finances

...that are linked by cause-and-effect relationship

- And through measures, targets and initiatives related to those objectives

# Objectives, measures, targets and initiatives

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- Objectives: Describe the desired outcomes
- Measures (KPIs): The tools we use to indicate how well we are achieving our objectives
- Stretch Targets: Describe the desired value we would like the measure to reach within 3-5 years
- Initiatives: The actions we are planning to take in order to reach those targets

# Implementing the Balanced Scorecard is to focus on ...

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- Mission/ Values/ Vision
- Objectives
- Measures
- Targets
- Initiatives

...during BSC Review Meetings and in  
between meetings

# BSC Review Meetings

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## The Purpose:

- Monitor the actual performance of the measures (against targets)
- Monitor the progress of strategic initiatives
- Discuss implications and resolve strategic issues

## The Tools:

- A “Report Card” for each measure

## The Duration:

- 2 to 3 hours each meeting

|  |                         |            |  |
|--|-------------------------|------------|--|
| Perspective:                               |                         | Objective: |  |
| Measure:                                   |                         |            |  |
| Measure Leader:                            | Performance Owner:      |            |  |
| Management Review Frequency:               | Management Review Date: |            |  |
| <b>Comments on performance of measure:</b> |                         |            |  |
| Data Source:                               |                         | Reference: | <b>Initiatives supporting this measure:</b>                      |
| Calculation Method:                        |                         |            |  |
|  |                         |            | <b>Initiative:</b><br><b>Comments on progress of Initiative:</b> |
|  |                         |            |  |

# Role of the Work Unit Manager

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- Approves the strategy
- Issues the agenda of the BSC Review Meetings
- Chairs the BSC Review Meetings
- Approves corrective actions as required
- Reviews the minutes of the BSC Review Meetings
- Identifies the BSC Coordinator for the Work Unit



# Role of the Performance Owner

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- Reports on performance of his/her measures during the BSC Review Meetings
- Advocates changes in strategy, initiatives and targets
- Identifies the Measure Leaders for the measures that he/she is responsible for
- Reviews the report card prepared by the Measure Leaders

# Role of the Measure Leader

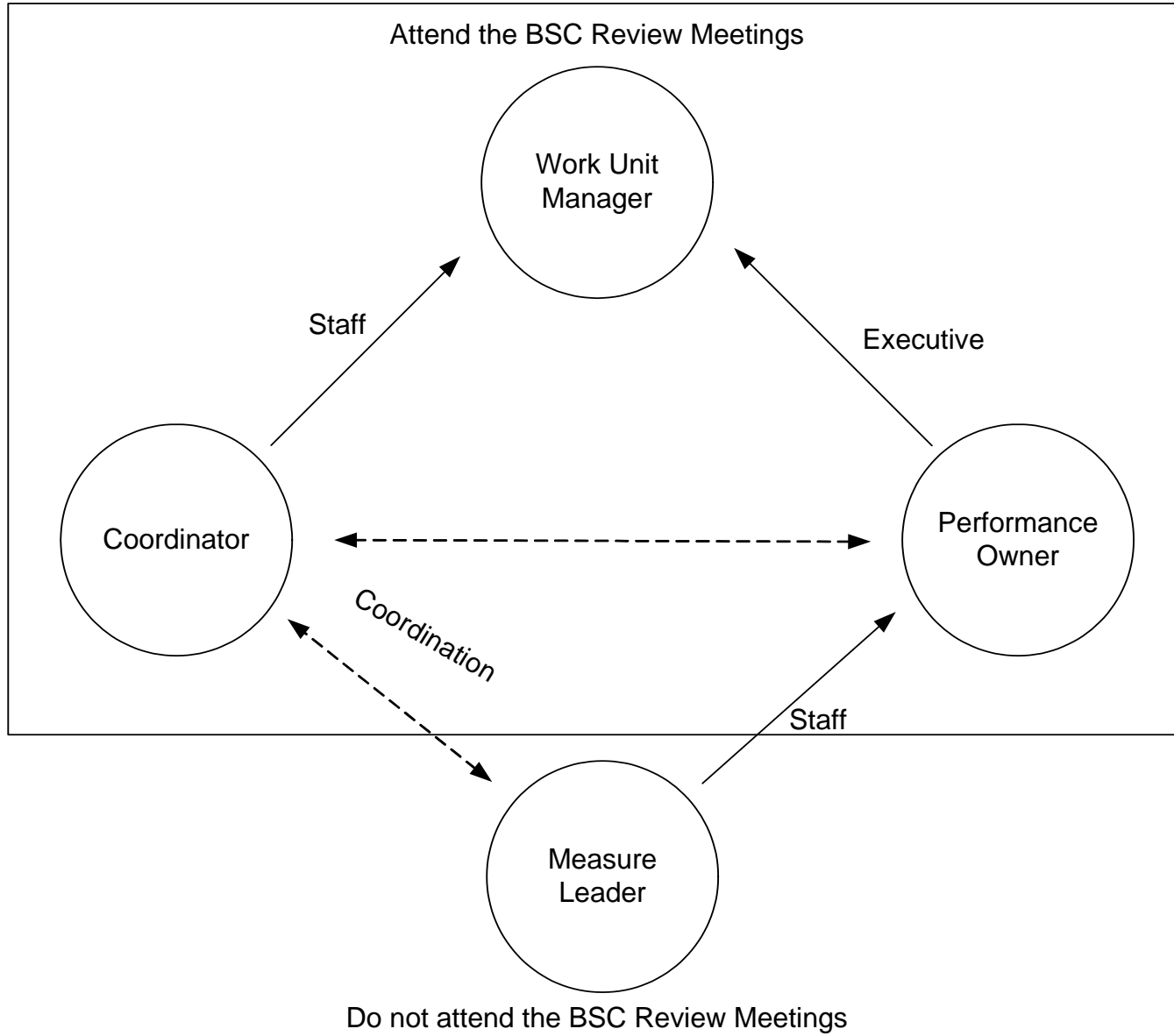
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- Finalizes the measure details (e.g. formulae, data sources, frequency of update, method of calculation, etc.)
- Prepares the report cards for measures assigned
- Briefs the Performance Owners prior to the BSC Review Meetings
- Suggests revised targets and initiatives when necessary

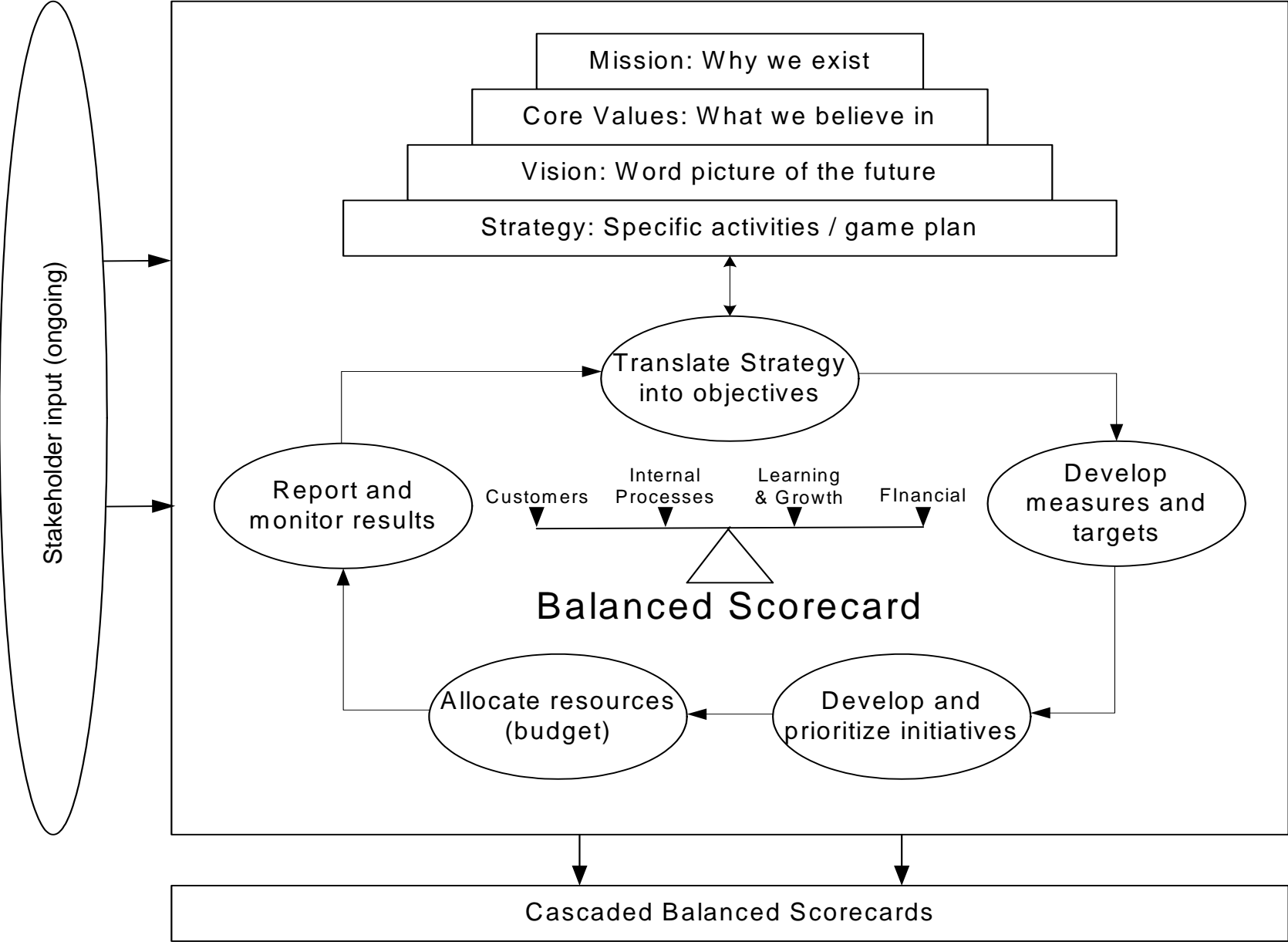
# Role of the BSC Coordinator

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- Keeps the process of implementing and updating the BSC moving forward
- Coordinates all activities related to the BSC Review Meetings with the work unit manager, the performance owners and the measure leaders
- Drafts the agenda of the BSC Review Meetings
- Drafts the minutes of the BSC Review Meetings

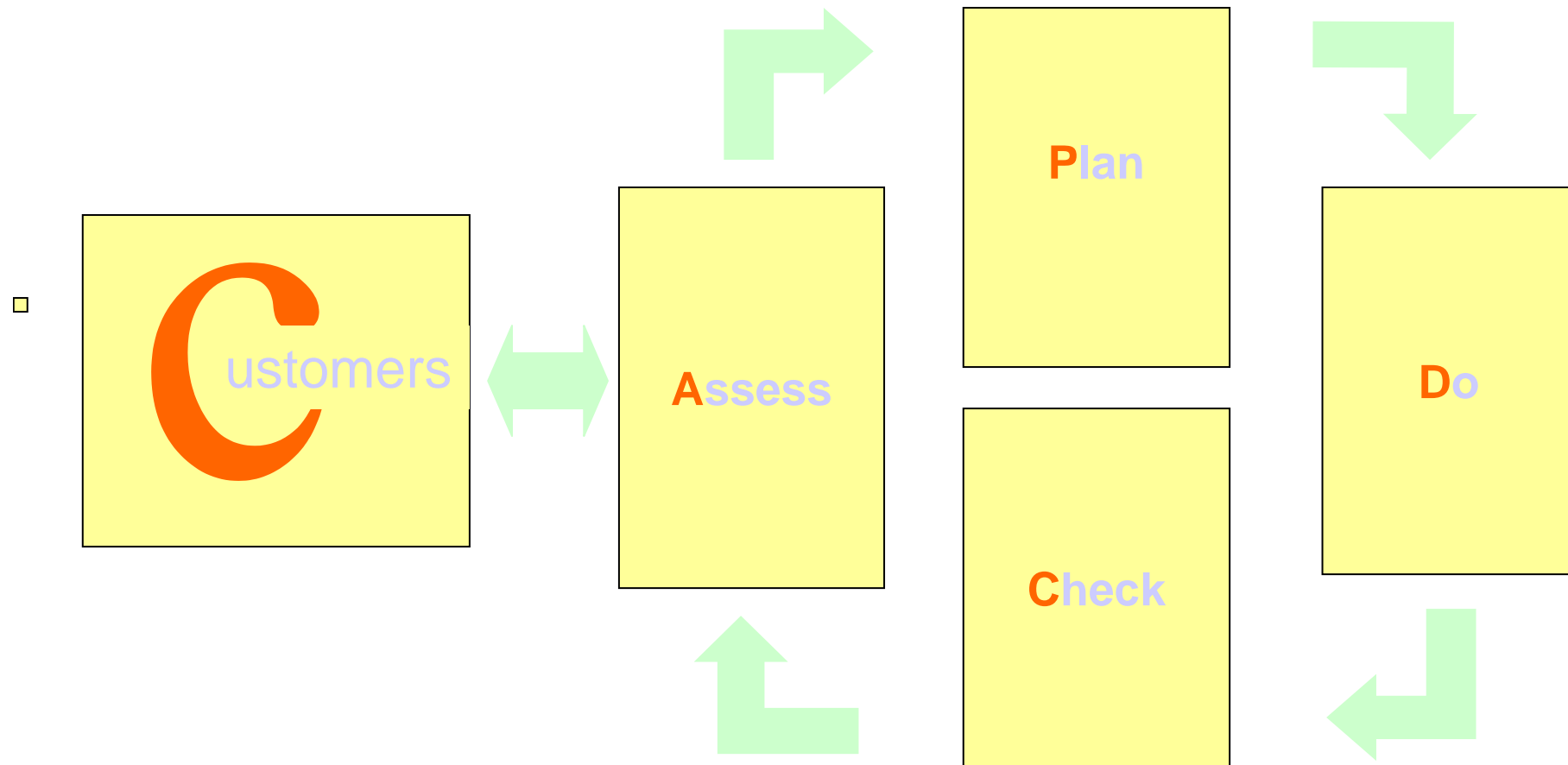


# Performance Management Map



# Quality Management processes

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# BSC Roll-out Plan

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- Assign a “Project Manager”
- Review/Revise/Complete the “Mission” statement
- Develop the “Vision” statement
- Assign the “BSC Coordinator”
- Identify the “Strategic Themes”
- Identify the “Strategic Objectives”
- Draw the “Strategy Map”
- Develop the “Measures”
- Identify “Performance Owners” and “Measure Leaders”
- Obtain “Senior Management” approval

# BSC Roll-out Plan

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- Identify “Stakeholders”
- Obtain stakeholders’ buy-in
- Collect “actual” data for each measure
- Set “Targets” for each measure
- Identify “Initiatives” for each objective
- Obtain senior management approval (targets & initiatives)
- Develop reporting system (Who, where, what, when)
- Hold regular “Management Review Meetings”