

BALANCED SCORECARD ASSOCIATE CERTIFICATION

Understand and build a sound understanding of the basics of a Balanced Scorecard management system and know how to apply the concepts to improve performance correctly.

ACCREDITATIONS:

Balanced Scorecard Institute

RELATED CERTIFICATIONS

- Balanced Scorecard Certification
- KPI Certification

COURSE OVERVIEW

When you understand the fundamentals and importance of a Balanced Scorecard Management System, you gain a more excellent knowledge of the best application methodologies of a balanced scorecard and how to apply the principles to your organisation suitably.

The Balanced Scorecard Introduction course is designed to help understand the key concepts and practical applications of building and implementing a balanced scorecard system in organisations. 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. Delegates will learn from each other as well as their facilitator.

COURSE DELIVERY METHODS

In-Person Training (Onsite)
3 day training

In-Person Training (Public)
3 day training

Virtual Instructor-Led Training
6 × 3hr tutorials

OBJECTIVES & TOPICS



Learning objectives

The program is designed around practical techniques and templates, real-life case studies, and time for participants to practice what they learn with support from experts.

Participants will learn how to:

- Understanding the Balanced Scorecard as a management tool
- Recognising the growth of Balanced Scorecard as a holistic system
- Practically building a Balanced Scorecard
- Creating a foundation to build a balanced scorecard
- Understanding and practically formulating strategic themes, maps, and initiatives
- Developing a cascading approach
- Appreciating the role of automation
- Understanding the role of evaluation of your Balanced Scorecard system
- Practical guidelines in the implementation of the Balanced Scorecard System

Topics covered

- Why the balanced scorecard is still one of the most influential and effective management tools.
- Basic elements and concepts of a balanced scorecard.
- How scorecards are created using the Balanced Scorecard Institute's Nine Steps to Success™ methodology.
- How to contribute to your team's mission, vision, core values, and customer value proposition development.
- The basics of performance measure and target development.
- What cascading scorecards to all levels in the organisation can create in terms of strategic alignment.
- How to engage leaders and employees in the origination's shared direction.
- How to overcome anticipated challenges with proposed solutions.

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Course modules

Module I. Introduction

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

- Introductions, expectations, and participant knowledge
- Balanced scorecard concept and origin
- Course and module overview
- Introduction to the examples, case study, small-group exercises, performance measurement software, and the performance scorecard toolkit

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 required to implement these systems; identify challenges that need to be overcome; discuss indicators of successful strategies; discuss periods for a scorecard project; contrast the differences and similarities in scorecard systems for different organisations; discuss a typical BSC cycle.

- Introduction to performance management and measurement
- Definitions
- Balanced scorecard history
- Reasons for undertaking a balanced scorecard project
- Similarities and differences among BSC and other performance systems
- Contrast private sector and public agency use of scorecards
- Sample BSC performance measures
- The Nine-Step Methodology for building and implementing a balanced scorecard project
- Guidelines for assembling the scorecard components
- Meeting the challenges of scorecard systems

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; and Developing Initiatives.

- Case studies and examples will be selected from several commercial, public sector and not-for-profit organisations that use the balanced scorecard for strategic management.
- Using an organisational assessment to set vision, mission, and strategy
- Identify customer groups and develop the Customer Value Proposition
- Develop Strategic Themes and Strategic Results
- Develop Strategic Objectives and strategic success drivers
- Strategy mapping - develop cause-effect relationships among the objectives
- Derive Strategic Performance Measures, Targets, and Thresholds
- Develop Strategic Initiatives. Define Criteria for Selecting 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

- Software Demonstration: Performance Management Information Software options
- Implementation issues
- Aligning strategy and work throughout the organisation
- Collect, verify, and validate performance data
- Software options for managing performance information
- Developing an internal and external communication plan
- Cascading the scorecard throughout the organisation
- Employee motivation
- Linking strategy to resource decisions
- Scorecard rollout, training, and change management
- Using performance information to improve organisational performance

Module V. Next Steps

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

- Exercise: examine strategic change readiness in your organisation.
- Integrating the scorecard with other enterprise management systems
- Integrating the scorecard with other enterprise information systems
- Best practices

Module VI. Getting Your Scorecard on Track

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

- Exercise: Develop a scorecard action plan for your organisation.
- Overcoming obstacles and challenges within your organisation
- Integrating the scorecard with other enterprise management and information systems
- The role of consultants
- Time and schedule estimates
- Develop an Action Plan based on your organisation's readiness

BENEFITS OF ATTENDING

As a delegate, you will benefit by learning how:

- Key concepts of the balanced scorecard work together.
- A balanced scorecard can be used to improve organisational performance.
- To assist in developing strategic objectives, meaningful performance measures, and targets.
- To help your team successfully build a balanced scorecard system.
- To anticipate challenges and prepare solutions for more effective implementation.
- To engage leaders and employees in the planning process.
- Other organisations have used the balanced scorecard for continual improvement; and
- To summarise all elements of a balanced scorecard.



WHO SHOULD ATTEND?

This course is recommended for managers, planners, analysts, and other members of an extended balanced scorecard development team seeking the best practical ideas for a successful implementation. The course is also ideally suited to those who need a general awareness of balanced scorecard concepts to support their organisation's developmental efforts. The system is also ideal for any business professional who wants to keep abreast of the latest thinking regarding strategic planning, alignment, management, measurement, and execution.



COURSE FACILITATOR

Mark Van Rooyen

Senior Partner & Lead Consultant

The course will be facilitated by Mark van Rooyen, who has trained many Balanced Scorecard Bootcamps over the last 20 years, for various organisations. His experience in strategy, management and performance systems will ensure value for all delegates. His success in delivering many courses across the continent, and his understanding of various operational environments, make his presentation and training highly effective.