



BALANCED SCORECARD PROFESSIONAL

BALANCED SCORECARD INSTITUTE

BSP Certification Boot Camp for Governments and other Mission-Driven Organizations



Certification:

This program is offered in association with the [George Washington University College of Professional Studies](#).

Course 470 - 5 Days

Are your programs, services, and staff aligned around a shared mission and vision of the future? Have you fully incorporated citizen and other stakeholder input into your planning? Does your budget formulation process include consideration of program performance and service delivery? Do your government leaders have a clear strategy for delivering cost-effective services for citizens and other stakeholders, and is that strategy communicated with clarity, both internally and externally? Do you have a disciplined way of choosing priorities among competing programs and services, under tighter and more stringent budgets? Are staff and resources aligned to mission requirements? Are you keeping score and communicating progress toward the vision? Do you need to improve operational efficiency or improve your focus on strategy?

If the answer to any of these questions is no, a balanced scorecard may be the best planning and management framework for your organization.

Course Overview

This course is a fast-paced five-day course focused exclusively on government and other mission-driven organizations. The Institute's *Nine Steps to Success*[™] framework is the basis and the emphasis is on shared participant experiences, lessons learned, and best practices. This course covers the entire range of balanced scorecard topics - organization development, change management and communications planning, strategic planning, objectives and strategy mapping, performance measures and target setting, strategic initiative prioritization, automation, alignment (cascading), evaluation, performance analysis, and strategy execution (strategic management). Small-group exercises and relevant case studies are used to make each step in the framework useful to your organization. Participants are encouraged to bring their organization's strategic planning material to share with the class and instructor.

Topics covered by the course include how to:

- Build a strategy-based balanced scorecard system based upon lessons learned from dozens of government and nonprofit organizations in 32 countries and from training over 5000 people from 150 organizations.
- Incorporate citizen and other stakeholder input into the planning process
- Implement a strategic scorecard system using the Institute's award-winning nine-step methodology
- Develop performance measures and targets that are meaningful to governments and mission organizations, such as universities, nonprofits, NGOs, and State Owned Enterprises
- Drive a performance-informed budget and accountability that is relevant to mission-driven organizations
- Prioritize among programs and services competing for tight budget dollars
- Disseminate performance information throughout government organizations to better inform budget formulation processes and decision making through scorecard automation and performance analysis
- Cascade the scorecard to all organization levels to create accountability for results
- Design and implement a scorecard where other frameworks have already been introduced
- Increase program and service effectiveness and improve operational efficiency and performance

Who Should Attend

This course is recommended for leaders, managers, planners and analysts who are part of a balanced scorecard development team in a government organization and are seeking the best practical ideas for improving organizational performance.

Course Benefits

Government and other mission-driven organizations operate differently than profit motivated businesses. These organizations need a framework developed in their language to meet mission requirements and satisfy stakeholder needs. This course was designed and developed by Howard Rohm, a former government executive and co-founder of the Balanced Scorecard Institute. It incorporates all the good things about the business balanced scorecard but tailored to the unique requirements of mission-driven organizations. Participants will learn key concepts of the balanced scorecard, and why it is so relevant in governmental organizations, based on the performance management theory developed at Harvard University and the Institute's international balanced scorecard consulting experience. Participants will receive a *Performance Scorecard Toolkit™* with worksheets for each step of the methodology, reference materials and a copy of *The Institute Way*.

Hands-On Training

Through case studies and a series of interactive small-group workshops, participants will apply the balanced scorecard concepts to meet the challenges facing a typical mission-driven organization. Exercises performed throughout this course include:

- Launching a BSC program and establishing work teams
- Incorporating communications planning and change management into the scorecard development process
- Use an organizational assessment to set vision, mission, and strategy
- Understand who your customers and stakeholders are and what they need from your organization
- Develop an organization's strategic themes, strategic results, and perspectives
- Develop and refine strategic objectives and strategy maps
- Develop and refine performance measures and targets, aligned to strategy
- Develop & prioritize new initiatives to execute strategy
- Sustain the scorecard with a Strategy Management Office
- Define enterprise performance information requirements and select software

Course Learning Objectives

Building a Balanced Scorecard System

Topics: the evolution of measurement and strategic management systems; the history of the balanced scorecard; reasons for adopting a balanced scorecard system; the Institute's *Nine Steps to Success™* framework; the steps to build and implement a scorecard system; how to contribute and lead a balanced scorecard team; scorecard system components and how each component contributes to a management system.

Implementing a Balanced Scorecard

Topics: how to implement a scorecard system; how to cascade the scorecard system to business and support units, and to teams and individuals; how to evaluate the management system; how to use scorecard information to improve performance.

Communication, Change Management and Facilitation

Topics: how interactive communications and engaged leadership are key components of the scorecard development process; how to plan for and implement change; recognition, rewards, and incentives in scorecard systems, techniques of facilitation.

Advanced Scorecard Development & Implementation

Topics: advanced techniques for scorecard program planning; change management; organization assessment; developing strategic objectives and strategy mapping; performance measurement identification, definition, evaluation and visualization; strategic initiative identification and prioritization; building or revising a scorecard in a scenario where other planning models exist; and managing and sustaining a scorecard system.



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."

"...very practical – an easy step-by-step process that is easy to follow and implement."

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



For a complete course outline, visit www.balancedscorecard.org