

Executing Strategy in the Enterprise with the Balanced Scorecard

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What is the Balanced Scorecard?

- ▶ A way to simply communicate your strategy
- ▶ A tool to link measurement and management
- ▶ A framework to help focus the organization on strategy

A Strategy Map Demonstrates Cause and Effect Linkages In Strategy



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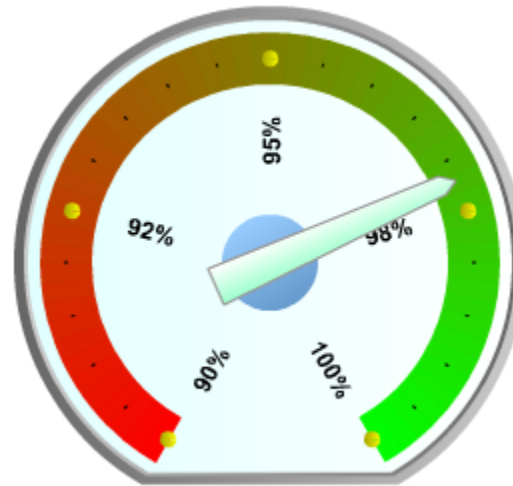
It Is Important To Put Results In Context



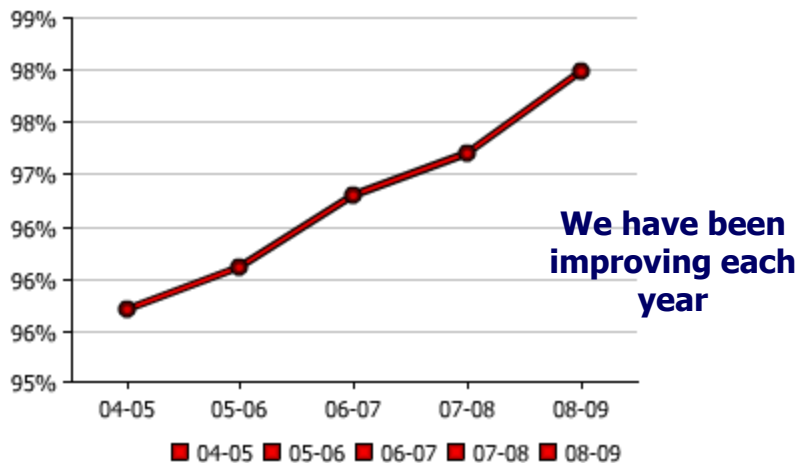
Example: Attendance for a Program

97.2%

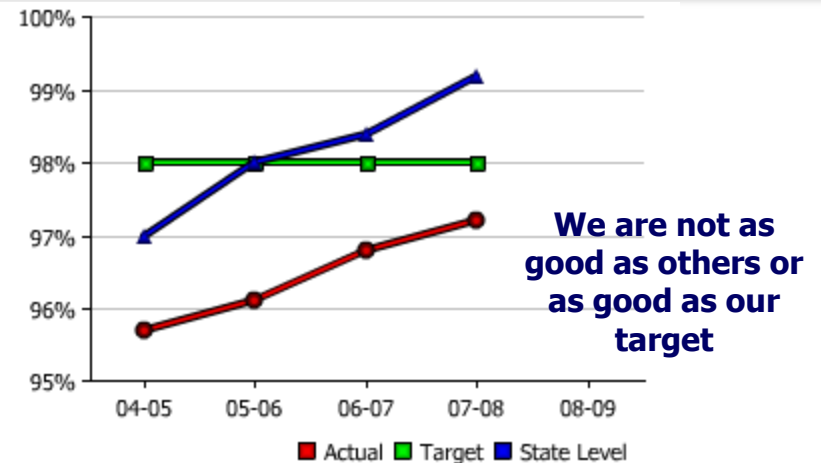
Not that Helpful



Interesting visual, I can see that the range is between 90-100%



We have been improving each year



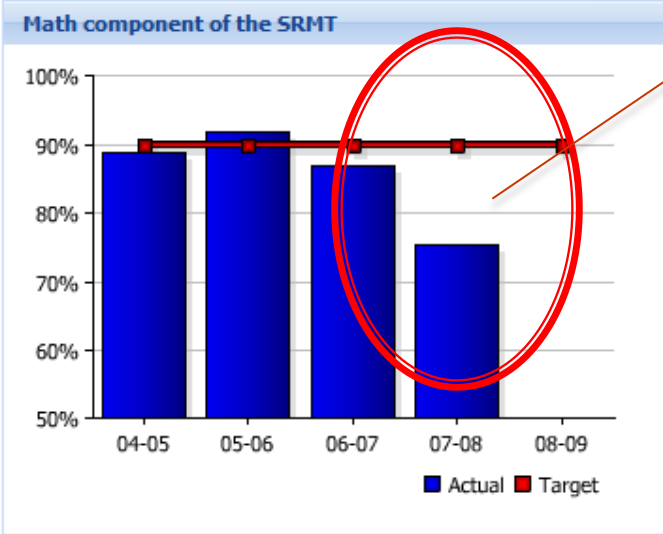
We are not as good as others or as good as our target

A Best Practice: Providing Context for an Individual Measure

↓ Math component of the SRMT

Owner
Laura Downing

Our measure dropped!! Why?



Analysis	
Math Results	
Grade	Score
3	80
4	81
5	81.8
6	75.8
7	67.7
8	66.2

1. The drop is coming from a particular population (7th and 8th Grade)

2. We changed our teaching style to meet new standards

We adopted a new style of teaching recommended by the state in 2007, and our math scores have dropped significantly. The problems are occurring in the 7th and 8th grade.

Chart Data			
Period	Status	Actual	Target
04-05	↑ On Track	89.00%	90.00%
05-06	↑ On Track	92.00%	90.00%
06-07	⚠ Watch it	87.00%	90.00%
07-08	↓ Needs Help	75.40%	90.00%
08-09	— Not defined		90.00%

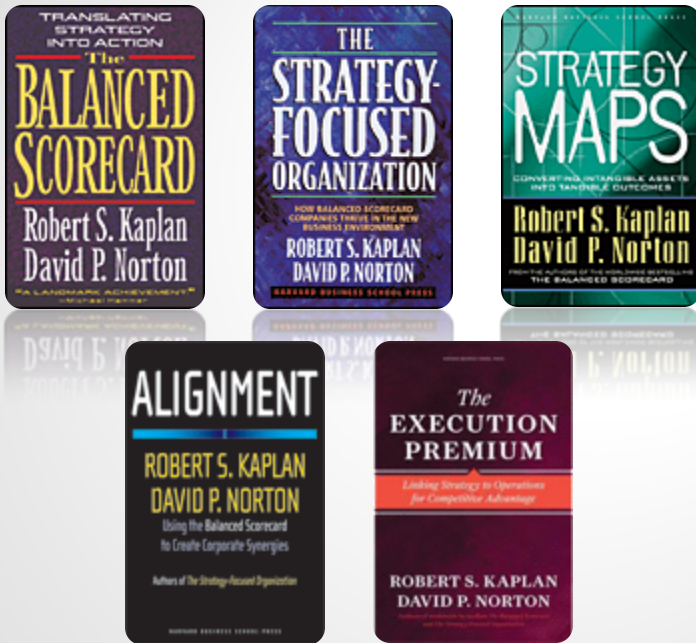
Recommendations
We need to institute immediate training for all 7th & 8th grade math teachers this summer. We have enrolled them all in a summer program and are providing web based training for the students that participated in the new math teaching style.

We need new teacher training for middle school math teachers

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Ascendant Strategy Management Group



The Balanced Scorecard (BSC) is a proven management system used by over 50% of the Fortune 500. Developed in 1992 by Drs. Kaplan and Norton, the BSC is recognized as one the “top management ideas of the 20th century”



We help social and public sector organizations increase their impact.

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