

BSC Implementation

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BSC Implementation

- ▶ Initiative must start at the top
- ▶ Requires teamwork, collaboration
- ▶ Different perspectives, expertise required
- ▶ Not a one-person or one-team job
- ▶ Interview senior managers to gain
- ▶ Selection of metrics
- ▶ Roll-out
- ▶ Periodic reviews



Balanced Scorecard

PITFALLS – THE ROAD TO DISASTER

The Road to Disaster

- ▶ Senior management not committed
- ▶ Lack of consensus
- ▶ Consultants
- ▶ Failure to communicate
- ▶ Employees don't understand
- ▶ Lack of "push-down"
- ▶ Carve it in stone
- ▶ Delay implementation until perfect



Balanced Scorecard

MANAGING THE BALANCED SCORECARD ENTERPRISE

The Scorecard as a Change Agent

- ▶ Four steps
 - ▶ Translating the vision into action
 - ▶ Communicating and linking
 - ▶ Business planning
 - ▶ Feedback and learning