

# Scorecard

Ralph F. Smith

**The Balanced Scorecard** Robert S. Kaplan, David P. Norton, 1996 Here is the book - by the recognized architects of the Balanced Scorecard - that shows how managers can use this revolutionary tool to mobilize their people to fulfill the company's mission. More than just a measurement system, the Balanced Scorecard is a management system that can channel the energies, abilities, and specific knowledge held by people throughout the organization toward achieving long-term strategic goals. Kaplan and Norton demonstrate how senior executives in industries such as banking, oil, insurance, and retailing are using the Balanced Scorecard both to guide current performance and to target future performance. They show how to use measures in four categories - financial performance, customer knowledge, internal business processes, and learning and growth - to align individual, organizational, and cross-departmental initiatives and to identify entirely new processes for meeting customer and shareholder objectives. The authors also reveal how to use the Balanced Scorecard as a robust learning system for testing, gaining feedback on, and updating the organization's strategy. Finally, they walk through the steps that managers in any company can use to build their own Balanced Scorecard. The Balanced Scorecard provides the management system for companies to invest in the long term - in customers, in employees, in new product development, and in systems - rather than managing the bottom line to pump up short-term earnings. It will change the way you measure and manage your business.

*Balanced Scorecard Step-by-Step* Paul R. Niven, 2010-06-15 PRAISE FOR *Balanced Scorecard Step-By-Step: Maximizing Performance and Maintaining Results*, Second Edition As a practitioner and thought leader, Paul

Niven is superbly bridging the gulf between BSC theory and application through hands-on experiences and real-world case studies. The book provides a practical road map, step-by-step, to plan, execute, and sustain a winning scorecard campaign. Easy to read . . . tells a powerful story with lessons learned/best practices from global customer implementations. Must-read for anyone interested in BSC or grappling with how to create a strategically aligned organization. —Vik Torpunuri, President and CEO, e2e Analytix

In *Balanced Scorecard Step-by-Step*, Second Edition, Paul Niven provides an intuitive and incredibly effective blueprint for transitioning strategic ambition to execution. Paul's pragmatic approach provides leaders with a tool for managing a company's journey from strategic ideas to world-class performance. The Balanced Scorecard is a masterful tool for guiding companies through transformation, and I speak from personal experience when I say Paul's blueprint works! It is the most effective guide I have seen. *Balanced Scorecard Step-by-Step* will serve any leader well if their ambition is to efficiently engage their teams in achieving a set of strategic goals. —Allan A. MacDonald, Vice President, Sales and Customer Solutions Bell Canada National Markets

Paul Niven has done it again!!! With this book, he has further operationalized the enlightened Balanced Scorecard concept into a fully functional system that optimizes business execution and performance! —Barton Johnson, President, Financial Freedom Senior Funding Corporation, The Reverse Mortgage Specialist

**Balanced Scorecard Strategy For Dummies** Charles Hannabarger, Frederick Buchman, Peter Economy, 2011-02-09 A practical, easy-to-understand guide to Balanced Scorecard for busy business leaders The Balanced Scorecard method is an analysis technique

designed to translate an organization's mission and vision statement and overall business strategies into specific, quantifiable goals, and to monitor the organization's performance in achieving these goals. Much less technology driven than other analysis approaches, it analyzes an organization's overall performance in four regards: financial analysis, customer service, productivity and internal analysis, and employee growth and satisfaction. *Balanced Scorecard Strategy For Dummies* breaks down the basics of Balanced Scorecard in simple language with practical, Dummies-style guidance on getting it done. This book covers all the basics of Balanced Scorecard for busy executives and managers-and does it without the high price tag of most professional level Balanced Scorecard guides.

*Balanced Scorecard Diagnostics* Paul R.

Niven, 2005-04-01 The complete guide to analyzing and maximizing a company's balanced scorecard Presenting the next step for balanced scorecard implementation, *Balanced Scorecard Diagnostics* provides a step-by-step methodology for analyzing the effectiveness of a company's balanced scorecard and the tools to reevaluate balanced scorecard measures to drive maximum performance. CEOs, CFOs, CIOs, vice presidents, department managers, and business consultants will find all the essential tools for analyzing a balanced scorecard methodology to determine if it's running at maximum performance and for seamlessly implementing changes into the scorecard. Paul R. Niven (San Marcos, CA) is President of the Senalosa Group, a consulting firm exclusively dedicated to helping businesses get best-in-class performance. He is the author of two successful books, *Balanced Scorecard Step-by-Step* (0-471-07872-7) and *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies* (0-471-42328-9), both from Wiley.

### Balanced Scorecard Evolution Paul R. Niven, 2014-08-04

The best plan is useless without effective execution. The future of business has become so unpredictable that your five-year plan may be irrelevant next week. To succeed in the modern market, you must constantly assess your progress and adapt on the fly. Agility, flexibility, continual learning, and adaptation are the new rules of business success. A differentiating strategy is crucial, but it will only lead to competitive advantage if you execute it flawlessly. You'll succeed only if you have the right insight for strategic planning and the agility to execute your plan. *Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution* provides the latest theory and practice from strategic planning, change management, and strategy execution to ensure your business is flexible, future ready, and primed for exceptional execution. Author Paul R. Niven guides you through the new principles of The Balanced Scorecard and shows you how to apply them to your planning and strategy execution endeavors. Read case studies that illustrate the theory and practice of strategic agility and execution. Learn how to create the objectives, measures, targets, and strategic initiatives that can make your plan a reality. Use the latest change management techniques to boost strategy execution success. Gain the knowledge and tools you need to face your challenges head-on. Motivate your employees to change behaviors toward plan accommodation. Making a plan isn't enough. You must actually take steps to implement your plan, and this requires excellent leadership skills. Change can be hard, and your organization may be resistant. *Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution* provides everything you need to make things happen.

### The Strategy-focused Organization Robert S.

Kaplan, David P. Norton, 2001 *A Powerful New Approach to Performance Management from the Creators of the Balanced Scorecard* In Today's business environment, strategy has never been more important. Yet research shows that most companies fail to execute strategy successfully. Behind this abysmal track record lies an undeniable fact: many companies continue to use management processes-top-down, financially driven, and tactical-that were designed to run yesterday's organizations. Now, the creators of the revolutionary performance management tool called the Balanced Scorecard introduce a new approach that makes strategy a continuous process owned not just by top management, but by everyone. In *The Strategy-Focused Organization*, Robert Kaplan and David Norton share the results of ten years of learning and research into more than 200 companies that have implemented the Balanced Scorecard. Drawing from more than twenty in-depth case studies-including Mobil, CIGNA, Nova Scotia Power, and AT and T Canada-Kaplan and Norton illustrate how Balanced Scorecard adopters have taken their ground-breaking tool to the next level. These organizations have used the scorecard to create an entirely new performance management framework that puts strategy at the center of key management processes and systems. Kaplan and Norton articulate the five key principles required for building Strategy-Focused Organizations: (1) translate the strategy to operational terms, (2) align the organization to the strategy, (3) make strategy everyone's everyday job, (4) make strategy a continual process, and (5) mobilize change through strong, effective leadership. The authors provide a detailed account of how a range of organizations in the private, public, and nonprofit sectors have deployed these principles to achieve breakthrough, sustainable performance improvements.

Presenting a practical, proven framework steeped in rich case study experience, *The Strategy-Focused Organization* helps solve a universal management problem-not just how to formulate strategy, but how to make it work. Building on one of the most revolutionary business ideas of our time, this important book shows how today's leaders can shape their own companies to meet the challenges and reap the rewards of a new competitive era.

*Beyond the Balanced Scorecard* Mark Graham Brown, 2007-01-12 Improve the Health of Your Organization by Using the Right Metrics! The vast majority of companies use some form of balanced scorecard to measure performance measures, yet recent research suggests that most scorecards are based on singular, unsophisticated measurements, providing flawed data on the state of the organization. *Beyond the Balanced Scorecard: Improving Business Intelligence with Analytics*, by Mark Graham Brown, provides managers with the right metrics for evaluating important aspects of performance that are not accurately tracked by most companies and government organizations. Leaders will learn how to objectively measure: Relationships with Customers Employee Satisfaction External Business Environment Supplier/Vendor performance Strategy and Financials This book will show you how to construct a performance index, as well as provide you with example metrics of various aspects of performance that are difficult to measure.

**Guide to a Balanced Scorecard ,1998**

Making Scorecards Actionable Nils-Göran Olve, Carl-Johan Petri, Jan Roy, Sofie Roy, 2003-02-28 The concept of the Balanced Scorecard has become increasingly popular in the global business world as a tool for balancing business strategy with financial concerns, customer care, internal business processes, and learning and growth. This book

focuses on the hands-on experiences of companies across a broad range of organizations at both operational and board level. Drawn from cases in the UK, Europe, the United States, and Japan, the book shows that though Balanced Scorecard has been adopted widely, it is practiced in different forms and with varying degrees of success. Making Scorecards Actionable helps in creating and communicating a total comprehensive strategy to all organizational members from the top down. \* Provides a long-term view of what the company's strategic objectives really are. \* Shows how to make use of knowledge gained through experience. \* Demonstrates the required flexibility of such a system to cope with the fast-changing business environment. \* This book provides a practice-based follow on from the successful Performance Drivers by Olve, Roy and Welter (0471 986232) Readership: Operational managers, consultants, and business students.

### **Total Performance Scorecard** Hubert

Rampersad, 2004-02-18 In the post-Enron climate corporate executives are increasingly pressured to increase productivity and create an ethical, trustworthy organizational climate. 'Total Performance Scorecard' introduces a concept of organizational improvement and change management that combines the Balanced Scorecard model with the learning organization theory. The TPS contains a personal balanced scorecard, which is tied to an organizational balanced scorecard. These scorecards reflect not only performance goals but personal learning and growth goals as well, and the organizational scorecards also address organizational climate issues. Continuous improvement, change management, 360 degree feedback, and the learning organization are theories that the TPS makes use of in a very straightforward way. If implemented, the TPS enables a company to tie personal goals to



organizational goals and tie personal performance to organizational performance, all within a culture that supports integrity, personal growth, learning, and open communication. Nirvana!

**Credit Risk Scorecards** Naeem Siddiqi, 2012-06-29

Praise for Credit Risk Scorecards Scorecard development is important to retail financial services in terms of credit risk management, Basel II compliance, and marketing of credit products. Credit Risk Scorecards provides insight into professional practices in different stages of credit scorecard development, such as model building, validation, and implementation. The book should be compulsory reading for modern credit risk managers. —Michael C. S. Wong Associate Professor of Finance, City University of Hong Kong Hong Kong Regional Director, Global Association of Risk Professionals Siddiqi offers a practical, step-by-step guide for developing and implementing successful credit scorecards. He relays the key steps in an ordered and simple-to-follow fashion. A 'must read' for anyone managing the development of a scorecard. —Jonathan G. Baum Chief Risk Officer, GE Consumer Finance, Europe A comprehensive guide, not only for scorecard specialists but for all consumer credit professionals. The book provides the A-to-Z of scorecard development, implementation, and monitoring processes. This is an important read for all consumer-lending practitioners. —Satinder Ahluwalia Vice President and Head-Retail Credit, Mashreqbank, UAE This practical text provides a strong foundation in the technical issues involved in building credit scoring models. This book will become required reading for all those working in this area. —J. Michael Hardin, PhD Professor of Statistics Department of Information Systems, Statistics, and Management Science Director, Institute of Business Intelligence Mr. Siddiqi has captured the true essence of the

credit risk practitioner's primary tool, the predictive scorecard. He has combined both art and science in demonstrating the critical advantages that scorecards achieve when employed in marketing, acquisition, account management, and recoveries. This text should be part of every risk manager's library. —Stephen D. Morris Director, Credit Risk, ING Bank of Canada

**Creating a Balanced Scorecard for a Financial Services Organization** Naresh Makhijani, James Creelman, 2011-07-20 How to tap the power of the balanced scorecard, for financial services organizations Designed to help financial services organizations build and implement the strategic management framework known as the balanced scorecard, *Creating a Balanced Scorecard for a Financial Services Organization* is the book you need to ensure accountability, transparency, and risk management in your enterprise. The financial crisis revealed the many shortcomings of the industry, but with this book in hand you can make the most of the mistakes of the past to build a better, stronger business that balances both short- and long-term goals. Rich in the latest theoretical thinking and incorporating case studies that show the balanced scorecard system in action, the book covers both financial and non-financial performance perspectives in one comprehensive volume. Written by two leading practitioners with years of real-life experience, the book is the definitive step-by-step guide to implementing the balanced scorecard throughout your organization, aligning your whole business with your strategic goals. Includes everything you need to improve performance transparency, accountability, governance procedures, risk management, and more for financial services organizations of any kind Packed with expert advice and case studies that show the ideas presented in action Written by leading experts who have

successfully implemented the balanced scorecard system in their own companies Accessible and in-depth, Creating a Balanced Scorecard for a Financial Services Organization is the book you need to improve your business.

**Business Process Management and the Balanced Scorecard** Ralph F. Smith,2010-06-03 Business Process Management and the Balanced Scorecard shows managers how to optimally use the balanced scorecard to achieve and sustain strategic success even as the business environment changes. It exceptionally fills the gap between theory and application to facilitate the use of processes as a strategic weapon to deliver world-class performance.

**Balanced Scorecard** Paul R. Niven,2011-01-04 This book provides an easy-to-follow roadmap for successfully implementing the Balanced Scorecard methodology in small- and medium-sized companies. Building on the success of the first edition, the Second Edition includes new cases based on the author's experience implementing the balanced scorecard at government and nonprofit agencies. It is a must-read for any organization interested in achieving breakthrough results.

**Balanced Scorecards and Operational Dashboards with Microsoft Excel** Ron Person,2013-01-09 Learn to maintain and update scorecards and dashboards withExcel Balanced Scorecards and operational dashboards measureorganizational performance and Microsoft Excel is the tool usedworldwide to create these scorecards and dashboards. This bookcovers time-proven step-by-step processes on how to guide executiveteams and managers in creating scorecards and dashboards. It thenshows Excel developers how to create those scorecards anddashboards. This is the only book that converts theory intopractice. The author addresses the people and processes you need toidentify strategy and operational metrics and then

implement them in dashboards in three versions of Excel. You'll learn how balanced scorecards help organizations translate strategy into action and the ways that performance dashboards enable managers monitor operations. Covers Excel 2010 back to Excel 2003 Shows how to develop consensus on strategy and operational plans with the executive teams Details steps in creating tactical action plans Gives step-by-step guidance in creating the most powerful management dashboards Puts over ten years of experience in one book **Balanced Scorecards & Operational Dashboards with Microsoft Excel, Second Edition** is the ultimate resource for enhancing your strategic and operational performance.

**Technology Scorecards** Sam Bansal, 2009-04-22 Plan, execute, and sustain a successful IT campaign with Sam Bansal's perfect scorecard approach First came the dot.com bust, then the IT squeeze. Despite software being the tail that wags the dog in most corporations, the champions of IT, the CIOs, are constantly under fire to justify and maximize their IT investments—past, present, and future. Learn how to establish Key Performance Indicators and Value Scorecards for IT to ensure maximum value in your corporation with the step-by-step approach found in Sam Bansal's **Technology Scorecards**. Drawing on Dr. Bansal's over forty years of field experience in the management of large and complex projects, **Technology Scorecards** shows you how to: Create Scorecards geared towards your organization's business goals Make quantum improvements in cost, value, and productivity using KPIs and Scorecards Increase your company's net by as much as 100% just by improving your supply chain management by 50% Impact your top line the most through product life-cycle management Develop a realistic strategy through Scorecards, which can then be used to drive IT investments

that maximize your business performance Enhance profitability. Streamline strategy execution. Lower costs. Learn how to align your IT plans with your business objectives and optimize your company's overall performance with the perfect scorecard approach found in Technology Scorecards.

Balanced Scorecard Success: The Kaplan-Norton Collection (4 Books) Robert S. Kaplan,David P. Norton,2015-12-22 This collection highlights the most important ideas and concepts from Robert S. Kaplan and David P. Norton, authors of The Balanced Scorecard, a revolutionary performance measurement system that allows organizations to quantify intangible assets such as people, information, and customer relationships. Also included are Strategy Maps, which enables companies to describe the links between intangible assets and value creation with a clarity and precision never before possible; The Execution Premium, which describes a multistage system to help companies to gain measurable benefits from carefully formulated business strategy; and The Strategy-Focused Organization, which introduces a new approach to make strategy a continuous process owned not just by top management, but by everyone.

**Performance Drivers** Nils-Göran Olve,Jan Roy,Magnus Wetter,2001-05-08 A Practical Guide to Using the Balanced Scorecard performance drivers Nils-Göran Olve, Jan Roy and Magnus Wetter Since the groundbreaking work of Robert S. Kaplan and David P. Norton, the concept of the Balanced Scorecard has achieved increasing popularity in the business world. Previously, many organizations had built their business objectives around financial targets and goals that bore little relation to a long-term strategic vision. Typically, this leaves a gap between the development of a company's strategy and its implementation. The business

scorecard, however, provides a more 'balanced view' by looking at not just financial concerns, but also customers, internal business processes, and learning and growth. But it is not just a system of performance measurement - by focusing on future potential success it can be used as a dynamic management system that reinforces, implements and drives corporate strategy forward. In this book, the authors draw on their extensive experience with scorecard projects to provide a step-by-step method for introducing the Balanced Scorecard into an organization. This is done through the use of some of the most important practical examples in existence, with case studies from ABB, Coca Cola, Electrolux, British Telecom, Nat West, Skandia and Volvo. The desired strategic control system using scorecards that is presented focuses on creating and communicating a total comprehensive picture to all members of the organization from the top down, a long-term view of what the company's strategic objectives really are, how to make use of knowledge gained through experience and the required flexibility of such a system to cope with the fast-changing business environment. This book will provide senior and operational managers, consultants and business academics with a comprehensive view of emerging Balanced Scorecard practice supported by both business advice and a theoretical foundation. Reflections on the relations between the Balanced Scorecard and other areas, such as TQM, information systems and intellectual capital and knowledge management are also made. Business Strategy

*Execution Excellence* Sanjiv Anand, 2016-04-04 A hands-on guidebook for making your strategy work with effective Balanced Scorecard design, deployment, and maintenance Execution Excellence is the practitioner's guide to real-world implementation. Designed by a Balanced Scorecard

(BSC) thought leader with 30 years of experience and over 300 global implementations under his belt across a range of industry sectors, this guide gives you a hands-on framework for putting the BSC methodology into action. Clear, concise, and easy to read, this book skips the theoretical exposition to get right to the point—how can companies use BSC to effectively deploy strategy and drive individual and enterprise performance? You'll find the answers here. The discussion outlines the ways in which firms commonly fail in implementing BSC. These failures can be traced back to common design and implementation flaws: making the process too complicated and focusing on the BSC process rather than the outcome. The discussion will also cover design optimization across a range of key industry sectors. You'll gain expert insight into avoiding these missteps and the practical tools and perspective you need to implement BSC correctly the first time. While the Balanced Scorecard framework is widely accepted and praised, about half of firms that implement it fail to realize the full benefits. The fault lies not with the framework, but with the design, and more importantly—execution. This book gives you the information and tools you need to adopt BSC successfully.

- Design a BSC that truly and simply reflects your strategy
- Customize the BSC to reflect your industry's uniqueness
- Define clear measurements and ownership that suit your strategy
- Develop a framework for efficient data collection and reporting
- Implement effective reviews to keep your business on track
- Use your Balanced Scorecard data to close performance gaps

Developed in the early 1990s, the Balanced Scorecard framework has been recognized as one of the most seminal business ideas in the last 75 years. Thousands of companies around the world use BSC to create and maintain a performance-oriented enterprise, yet just as many try and fail. Execution Excellence shows you

what you need to know and do to become a BSC success story.

*The MultiCapital Scorecard* Martin P. Thomas, Mark W. McElroy, 2016 For decades now, organizations have been struggling to find the best way to address their social and environmental responsibilities alongside their economic obligations. In other words, they want to know how best to effectively manage their operations based on a triple bottom line (3BL)--one that reflects social, environmental, and economic performance. Recently, an international standard for integrated reporting has emerged that in principle emphasizes the importance of managing toward a triple bottom line. But it fails to provide specific guidance on how to do so. Organizations have been left to their own devices to respond. How should 3BL management actually be done? In this book, sustainability and performance experts Martin Thomas and Mark McElroy introduce the world's most advanced 3BL performance accounting methodology: The MultiCapital Scorecard. It is the first context-based integrated measurement, management, and reporting system. And, it can help corporations, public institutions, and other organizations answer the question they should be asking themselves for every aspect of their operations: How much is enough for us to be sustainable? The answers set internal performance standards against which operations and their impacts can be measured. Nothing less will do! The MultiCapital Scorecard describes this open-source methodology, which consists of a structured, quantitative measurement and reporting system that complies with international standards for 3BL integrated measurement and reporting. Moreover, the MultiCapital Scorecard is designed to help organizations assess their own 3BL performance in their own contexts with context-based metrics of their own choosing. An



eminently practical management aid for integrated thinking, it can be tailored to any organization's needs. The authors also describe how and why businesses are gradually shifting from managing impacts on only one type of capital (economic) to managing impacts on multiple types. They also provide detailed examples of worked reports, showing how organizations might develop and quantify the interim and long-term goals to meet their obligations to their employees, community, shareholders, and the environment. The examples also show how an organization can use the Multicapital Scorecard methodology to assess their progress in meeting those goals, and convey that progress to their stakeholders.

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