



Derek Hendrikz Consulting Presents:

Balanced Scorecard Implementation

Duration:	3-days
Max. Participants:	20
Facilitators:	1
NQF Level:	5
SETQAA Accreditation:	Services SETA – Decision Number 2072

About the workshop:

The 'Balanced Scorecard' workshop aims to enable participants to implement and manage a scorecard system within their organisations. The programme is interactive and participants will use case studies and workplace examples to design a scorecard system. Furthermore the workshop is designed to progressively work through the different levels of scorecard implementation as if participants are implementing such a system within their own work environments.

The workshop outcome:




On completion of this workshop the participant should be able to effectively implement and manage an Balanced Scorecard system within the organisation.

Workshop Objectives:

Participants will achieve the workshop outcome by being able to:

- Align balanced scorecard objectives to strategic direction and vision;
- Develop a learning and growth perspective within the organisation;
- Develop the internal business process perspective within the organisation;
- Develop the customer perspective within the organisation;
- Develop the financial perspective within the organisation;
- Translate scorecard objectives into action programmes;
- Translate scorecard objectives into performance measurement;
- Translate scorecard objectives into Activity Based Costing measures.

Included:

-  All programme materials and handouts.
-  Issuing of certificate on completion of programme.
-  Record keeping of all results and assessments.

Training methodology:

The methodology is based on interactive learning, i.e. learners will learn by doing. Furthermore learners will use examples from their own organisations, thus ensuring that the learning is anchored at their workplace. As with all DHC training programmes, we strive to effect actual change back at the workplace through effective and practical outcomes based training.

Programme:

Time:	Day 1:	Day 2:	Day 3:
08:00-10:00	Introduction to the Balanced Scorecard	Developing the Internal Business Process perspective	Translating scorecard objectives into action programmes
10:00-10:30	<i>Convenience Break</i>		
10:30-12:30	Aligning the scorecard to strategic direction and vision	Developing the Customer Perspective	Translating scorecard objectives into performance measurement
12:30-13:30	<i>Lunch</i>		
13:30-15:00	Developing the Learning and Growth perspective	Developing the Financial Perspective	Translating scorecard objectives into Activity Based Costing measures
15:00-15:15	<i>Convenience Break</i>		
15:15-16:00	Day Review	Day Review	Programme Evaluation

Who should attend?

- Directors & Senior Management.
- Managers on all levels.
- Organisational Change Agents and OD practitioners.
- Employees tasked with organisational strategy development.
- Any person who is interested in the implementing a Balanced Scorecard system.

Day 1:***Introduction to the Balanced Scorecard:***

- The Balanced Scorecard as strategy tool.
- Linking strategic objectives to measures.
- Strategic feedback and learning.
- Working with cause & effect relationships.
- Understanding performance drivers.
- Theory 'Z'.

Aligning the scorecard to strategic direction and vision:

- The role of mission and values.
- The V-5 model of vision.
- Creating strategic tension.
- Aligning all organisational energy towards desired reality.

Developing the Learning and Growth perspective:

- The learning organisation.
- Enhancing employee capabilities.
- IT capabilities.
- Measures of improvement.

Day 2:

Developing the Internal Business Process Perspective:

- Working with value chains.
- The innovation process.
- Strategic processes.
- Operational processes.

Developing the Customer Perspective:

- Market segmentation.
- Customer core measurements.
- Customer value propositions.
- Time; quality & price.

Developing the Financial perspective:

- Linking financial objectives to business unit strategy.
- Risk management.
- Cost reduction.
- Productivity improvement.
- Asset utilisation.
- Cash to cash cycle.

Day 3:

Translating scorecard objectives into action programmes:

- Using the weight system.
- Translating strategy into action.
- Translating action into measures.
- Translating measures to units / departments.

Translating scorecard objectives into performance measurement:

- Aligning action programmes to tasks.
- Translating tasks into competencies.
- Linking KRA's & KPI's to the scorecard.
- Using the weight system to measure performance.

Translating scorecard objectives into Activity Based Costing measurements:

- Understanding Activity Based Costing (ABC).
- Linking scorecard objectives to cost centres.
- Reducing unit cost.
- Reducing operating expenses.

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