

GOOD PRACTICE IN USING THE "BALANCED SCORECARD"

Introduction:

- A "two-half days" Masterclass on using the Balanced Scorecard ("BSC") management system
- Followed by a separately bookable optional Implementation Workshop to help individual organisations to identify areas of improvement in their BSC usage, and to support them as necessary in practical implementation of those identified necessary improvements.

MON TUE
12 - 13

APRIL

2021

2:30 pm to 6:00 pm

Background:

Many organisations use some form of Balanced Scorecard to support their overall management of business strategy, but it is widely accepted that many of these users fail to achieve the huge *potential* benefits of the BSC. This failure usually due to a combination of "issues" regarding the design, contents and actual usage of the BSC. Scorecards come in many shapes and forms: some follow the classic 4-perspective model from Kaplan & Norton; other have modified (sometimes, very significantly) the format but still seek the generic benefits of a strategy management system that focuses on measurement and accountability.

- > The focus of this **"Good Practice" two-half days Masterclass** is to help organisations to review the effectiveness of their own organisation's use of the BSC and thereby to identify areas for necessary improvement.
- > The follow-on optional **Implementation Workshop** is offered to individual organisations to help them in identifying and addressing the specific shortcomings in their current BSC application. Every organisation is different, and this workshop is focused upon the specific issues within an organisation, NOT simply to provide generic advice. This workshop can be as short as 1 day, or longer as required. It is a case-by-case flexible offering.

Course Director:

Alan Fell



Alan Fell is a highly experienced specialist in corporate performance management having spent more than 27 years in a wide range of performance management disciplines.

He has been a consultant and trainer on the Balanced Scorecard for the last 18 years. Alan is the founder and principal director of *Alan Fell Consultancy Ltd UK* - an independent specialist firm focused on the Balanced Scorecard and Strategy Execution.

SESSION	Principal topics to be covered
Day ONE Mon, April 12, 2021	Session 1 <ul style="list-style-type: none"> > Brief overview refresh on the BSC concept and potential business benefits as a recognised strategy management tool > The role of business leaders in sponsoring the BSC development and leading the effective use of the BSC > DESIGN of the BSC <ul style="list-style-type: none"> - 4 perspectives or a customised approach - The pros and cons of weightings - One summary page or with drill-down analysis
	C O F F E E
Session 2 <ul style="list-style-type: none"> > CONTENT of the BSC <ul style="list-style-type: none"> > The need for clear overall Goals (often missing) > Strategy Map - good / poor practice > Effective alignment between organisation and departments > KPI targets that are aligned with overall Goals of the organisation > Linkage to supporting projects / initiatives > Clear ownership - and what "ownership" really means 	

SESSION	Principal topics to be covered
Day TWO Tue, April 13, 2021	Session 3 <ul style="list-style-type: none"> > MANAGEMENT USAGE - the review process <ul style="list-style-type: none"> > Clear roles and responsibilities: organisation and department levels, including strategy, KPI and project ownership > Behaviour - what is (and is NOT) acceptable at the review > Frequency > Agility when strategy needs updating
	C O F F E E
Session 4 <ul style="list-style-type: none"> > MANAGEMENT USAGE - linking to recognition & reward <ul style="list-style-type: none"> > Personal scorecards and alignment to departments > The pros and cons of linking the BSc to reward > Practical good / poor practices > Close of programme - NEXT STEPS 	

Agenda - for the (optional) follow-on implementation workshop

By the nature of the customised nature of these individual organisation workshops, there is no standard format. But a typical programme may consist of the following steps:

1. Initial review of existing Balanced Scorecard documentation provided by the organisation and covering both the organisation-level and department-level examples
2. On-line workshop review / discussion to undertake a gap-analysis with external best practice
3. On-line workshop discussion /agreement on the improvement steps that should be implemented
4. (Possible) On-line workshops to discuss the practical implementation of some / all of the agreed improvement steps
5. Final report and recommendations

This exercise may be compressed into one full day (likely as two half-days on-line) or longer, all depending on how much external expertise the organisation needs to be able to implement in practice the identified enhancements to the BSC usage.

Interested organization may contact **Ms. Fizza Namazi** to avail this **follow-on implementation workshop**

Mobile: **+92 336 8027609** Email: **fizza@terrabilizgroup.com**

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About Alan Fell



With 27 years of hands-on experience in designing, using and training / consulting on the Balanced Scorecard, Alan is a recognised international specialist on the subject. He began his BSC experience in 1994 - 95 by leading a large pioneering Scorecard application within a major UK bank. He has also been Chairman of many events with Drs. Kaplan and Norton, inventors of the Balanced Score Card.

As he comments

"I became convinced that, provided the BSC is properly designed and properly used, it can transform the performance of an organisation. The key is to achieve best-practice management usage: if that happens, the rest falls into place, and performance enhancement results. I have been a passionate advocate for the BSC since my initial and very positive experiences so many year ago"

Since 2010 Alan has been a Senior Associate of the Balanced Scorecard Institute and runs many of their training and consulting events. His overall BSC experiences cover commercial and government entities across many industry sectors and with activities across part regions of the world. Included in his wide international experience, Alan has been a frequent visitor to Pakistan.

In this current programme, Alan is operating in his independent consultancy role.

COMMENDATIONS

"Alan Fell is an amazing talent who has an ability to trigger the constructive thought process during the training. This unique method was quiet helpful in learning"

M. Wasif - Senior Manager, Gul Ahmed Textile Mills

"It was engaging & insightful, Alan knows how to get results. Truly insightful experience"

Fakhrah Taymore - Head of HR, 1 Link

"Very knowledgeable & flexible"

Romana Khokhar - Group Head, Silk Bank

"Lot of knowledge on the subject. Alan showed us different ways of looking at strategy. Very clear and concise."

Sarah Ashar Hussain - Officer, Engro Polymer & Chemicals Ltd.

"A very useful & informative Trainer"

Owais Shaikh - Head of Liabilities, HBL

REGISTRATION DETAILS

Regular Tuition Fee: **Rs. 45,000/- + SST** per participant

10% Group Discount

on 3 or more nominations from the same organization
(For larger groups, please send us a note at info@terrabizgroup.com)

Terrabiz Cancellation Policy: For cancellations made in the 7 working days to the workshop, no refunds will be given. Cancellations must be confirmed by email. Substitutions may be made at any time.

For registration(s), send us your

Name, Designation, Organization, Mobile, E-Mail and Postal Address
to register@terrabizgroup.com

For further information please contact

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