

Dynamic Balanced Scorecards

Program Faculty

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Dates

November 11-12, 2004
Mexico City

November 15-16, 2004
Saltillo

- **Understand how leading organizations have applied the balanced scorecard**
- **Increase your organization's flexibility in responding to changes in its environment**
- **Measure your organization's development in an integrative manner**

Who Should Attend

This program is designed for business professionals and strategic planners who want to measure the performance of their organization in a holistic, dynamic manner.

Overview

Every Fortune 1000 company has implemented some form of the Balanced Scorecard. Research and experience with the many organizations that have developed performance measurement scorecards show four areas critical to successful implementation: explicit cause and effect relationships, metric selection, simulation, and communication. Traditional scorecards keep cause-effect relationships implicit, select financial metrics, use financial what-if simulations in spreadsheets, and communicate only with numbers. The Dynamic Balanced Scorecard makes causality explicit and rich, uses holistic and well tested means for selecting measures, tests the measures in mental and computer simulations, and communicates through numbers and experience-based relationships.

Learning Objectives

The 2-day seminar enables you to improve upon your organization's existing Balanced Scorecard, or to help you build a new Balanced Scorecard that is more powerful than the traditional scorecards. Personally, you will develop the modeling and Systems Thinking skills needed to enable you to construct a first-pass Dynamic Balanced Scorecard for your organization.

Unique Features

In collaboration with the creators of the Balanced Scorecard, this course brings new crucial dimensions to the development, communication, and implementation of the Balanced Scorecard. Your learning will be enriched by lectures, class discussions, exercises, and computer simulations. Within each of these teaching modalities, you are an active player in the learning process and in the array of managerial decisions that must be reached.

Program Focus

This program is designed to strengthen your understanding of five key areas of the balanced scorecard:

What Scorecards Do

Organizations use scorecards (SC) to collect and aggregate data from different areas of the organization and use it to inform the organization of its status. The balanced scorecard models the strategy of the organization, based on the causal connection between elements of its business model.

Designing the Dynamic Model of the Business

You will explore a systems-based approach for modeling the causal connections in the business model that relate the different elements of the balanced scorecard.

Designing the Dynamic Model of the Strategy

You will understand how the balanced scorecard translates the model of the business into a model of its strategy and how simulation makes it dynamic.

Implementing the Scorecard

You will explore methods for cascading the balanced scorecard throughout the organization, addressing both the accompanying cultural issues and the information systems that support the scorecard.