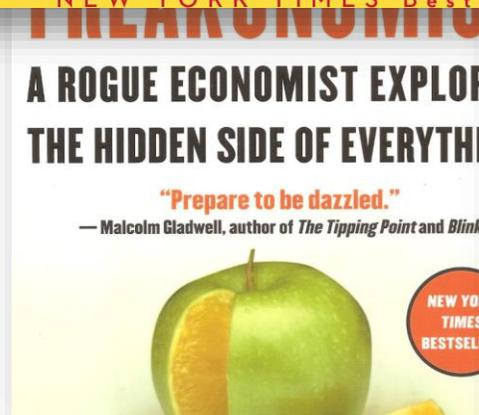
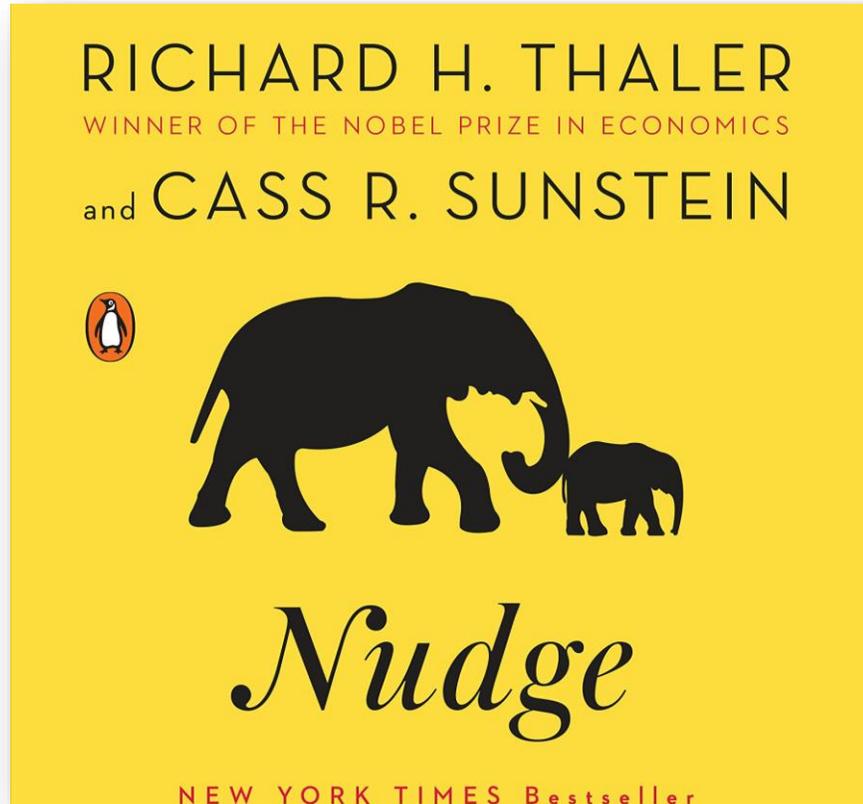




Balanced Scorecards

The QikSolve
learnings

Quality as a behaviour



king,
Fast and Slow

Daniel Kahneman
Winner of the Nobel Prize



The problem in the men's bathroom

And the economist solution

The problem in the men's bathroom

And the economist solution





Have you ever felt like
you are running from
one fire to the next?

Strategic management

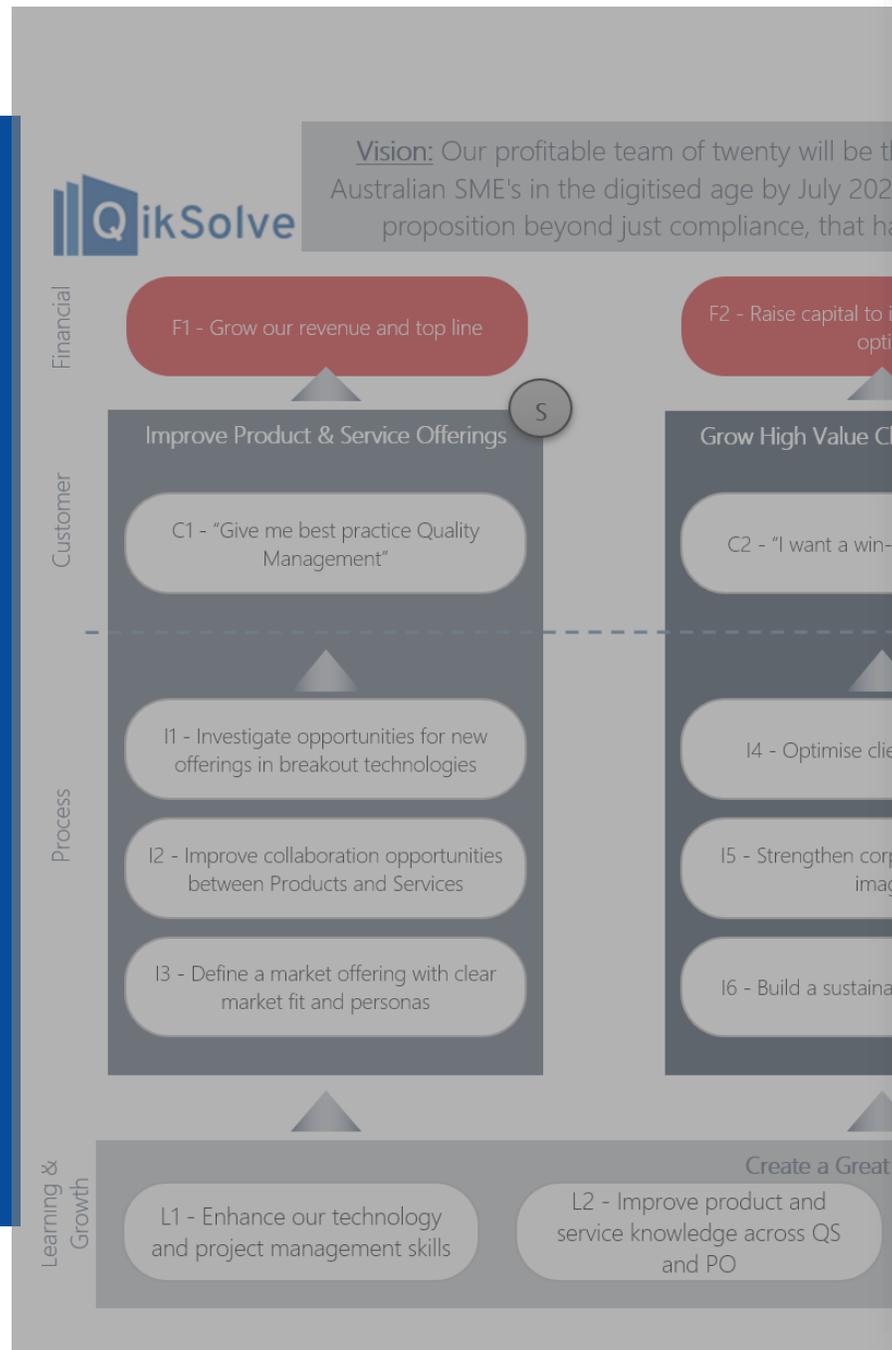
Balanced Scorecards

What is a balanced scorecard?

- “The Balanced Scorecard,” by Robert Kaplan and David Norton, was published by Harvard Business School Press in 1996
- A management approach based on key performance indicators (KPIs) tracking of strategic progress
- Across four perspectives, including financial measures, customer knowledge, internal processes, and learning/growth

"Visual tracking of key measures and making them centrally available to the organisation"

QikSolve Sample Balanced scorecard



F3 – Improve profitability of Products and Services

Operational Excellence

A

C3 - "Deliver on my expectations (On-time, Quality, Budget)"

17 - Improve product / service delivery

18 - Continuous improvement of product and service functionality

Measures	2020	Initiatives
Release new technology upgrades that meet strategic/market objectives <i>As per Shaun's articles</i>	3 per year ?	Map out and plan for product roadmap - including Vue.JS release Implement unit testing and other best practice code Quality frameworks
Recurring revenue streams increased	25% of previous years software sales	Implement wholistic approach to customer success from marketing through to handover
Customer satisfaction (NPS)	target +15	Increase engagement with customer senior executives
% Projects delivered on-time	80%	Refine / create formal project management approach Implement visual process for project scheduling and project scorecard
Conferences and events attended outside of industry (i.e. SharePoint Microsoft Google)	2 per dev team member per annum	Attend more events as a team that bring in new ways of working and new ideas

Measures and Initiatives



Does it
work?

References and Cast
studies

Interesting conclusion

“Therefore, the adoption of new concepts, techniques or systems should not rely only on intuition or ‘pathos’ but should be carefully analysed and evaluated.”

“Using the Strategy-Focused-Organisation (SFO) model (Kaplan and Norton, 2001), we empirically find that the sources of performance derived from the BSC are primarily of three types:

- (1) a better **translation** of the strategy into **operational** terms,
- (2) the fact that strategising becomes a **continuous process**, and
- (3) the greater **alignment** of various processes, services, competencies and **units** of an **organisation**.”

Does the Balanced Scorecard Add Value? Empirical Evidence on its Effect on Performance

Fabien De Geuser, Stella Mooraj & Daniel Oyon

Pages 93-122 | Published online: 15 Apr 2009

<https://www.tandfonline.com/doi/full/10.1080/09638180802481698?src=recsys>

St. Vincent's Private Hospital – Sydney, Australia

(Aguilera and Walker, 2008)

Comparative results following implementation (2005-2007):

- Increase in patient satisfaction (from 88% to 96%)
- Increase in percentage of patients pre-admitted (43% to 68%)
- Increase in percentage of patients risk assessed (40% to 90%)
- There were also reductions in MRSA, falls and medication incidents, average length of stay, vacancy rates and turnover rates

In their review of the implementation of the Balanced Scorecard in the health sector, Kocakülâh and Austill (2007, p80f), conclude

Implementation of a Balanced Scorecard can show the following benefits:

- Provides a snapshot of the organisational performance that is **easy to understand** and which can enhance communication with key stakeholder groups ranging from patients to staff
- Allows the organisation to have an **early warning system** before the organisation begins to see negative financial impacts
- For health care organisations, the Balanced Scorecard is adaptable and avoids overemphasis on financial measures as organisations respond to increasing demands for **quality and patient safety**



Implementation of a Balanced Scorecard can show some of the following benefits:

- The process **forces** the organisation to clarify and gain **consensus** on the strategy
- It helps set priorities by identifying, rationalising, and **aligning initiatives**. The executives can then focus their attention, and front line workers can then understand the value of their work and how it relates to the organisation's strategic objectives
- Links **strategy** with **resource** allocation and has a depoliticising effect on the budgeting process because employees understood strategic objectives



Implementation of a Balanced Scorecard can show some of the following benefits:

- Enables **learning** and **continuous improvement** with employees educated on how the industry measures success
- Can increase customer and employee **loyalty** and return of value



Business and busy-ness

Our journey over 2 months

- Engaged a Strategy Consultant
- Conducted planning and review sessions
- Created strategy aligned to mission and values
- Created Balanced Scorecard
- Decided on the key initiatives
- Set our reviews dates

A perfect strategy not executed on, is worthless, an average strategy executed well, is progress.

Hopefully you agree that a strategy is important!?



Getting
commitment



Using the right
tools



Review your
progress

We love to
share

Standardise your
terminology

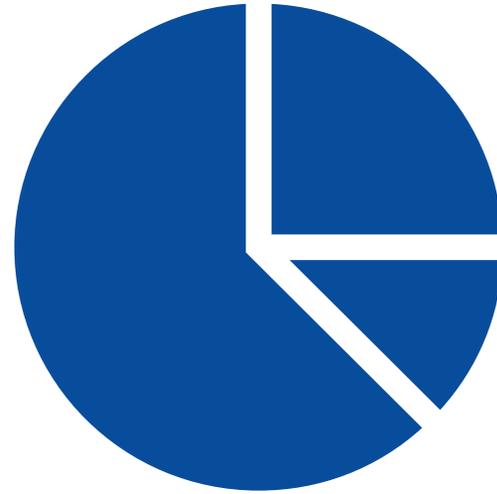


Get your processes
in place



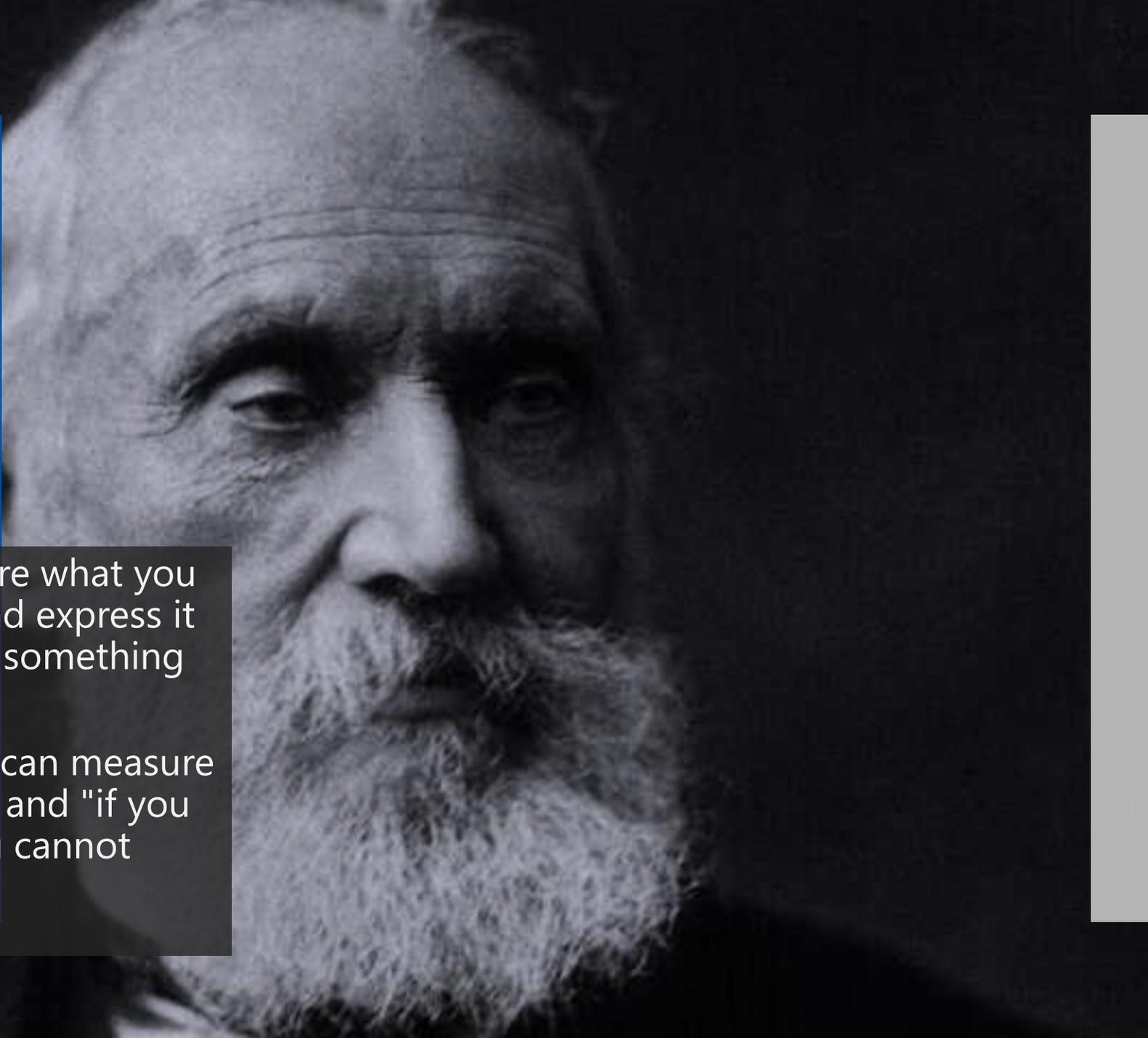
Choose the right
measures





Choosing the right measures

Lord Kelvin

A black and white portrait of Lord Kelvin, an elderly man with a full, white beard and mustache, looking slightly to the right. The portrait is the background of the slide.

"When you can measure what you are speaking about, and express it in numbers, you know something about it; ..."

Abbreviated to "if you can measure it, you can manage it," and "if you cannot measure it, you cannot manage it."



Standardise your terminology

Use a wiki page or a simple system to start documenting your organisational language and ensure it's consistent. It starts from the top.

Common Language

Last edited: Just now

Glossary

Customer

- Our customers are the businesses and people paying us to provide value to them
- Alternatives that should be replaced: Client, partner

Measures

- The key way we are going to manage our performance
- Alternatives: Metrics, [KPI](#)

Team member

- The [QikSolve](#) team are responsible to managing and executing on operations
- Alternatives to be replaced: Staff, Employees

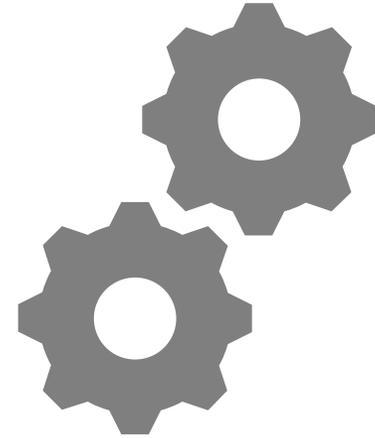
Module

- Each module within [Ibigs](#) is a Quality process including forms, workflows and work-spaces
- Alternatives: Workflow, Quality Process, Form

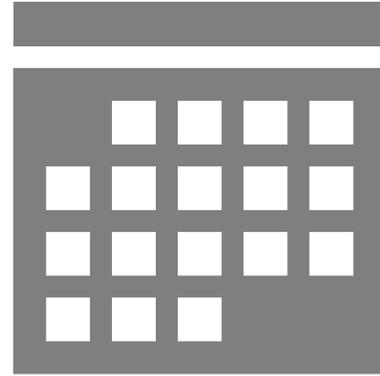




Get commitment



Get your processes in place



Review your progress



Using the right tools

Office 365 as the platform

Office 365 | SharePoint

Search this site

- Home
- Conversations
- Documents
- Notebook
- Pages
- BalancedScorecard
- Site contents
- Recycle bin
- Edit

QikSolve Strategy Team (QST)
Private group

+ New Send by email

Balanced Scorecard

Perspectives	Objectives	Owner	Measures
Financial	F1 - Grow our revenue and top line	Shaun	Increased Software Sales growth QoQ
	F2 - Raise capital to invest in new growth options	Matt	Targeted capital raise
	F3 - Improve profitability of Products and Services	Alison	Increase margin
Customer	C1 - "Give me best practice Quality Management"	Shaun	Release new technol strategic/market co
	C2 - "I want a win-win relationship"	Matt	Recurring revenue streams increased Customer satisfaction (NPS) target +15
	C3 - "Deliver on my expectations (On-time, Quality, Budget)"	Alison	% Projects delivered on-time
Process	I1 - Investigate opportunities for new offerings in breakout technologies	Shaun	Hours spent engaging with customers to understand their needs Conferences and events attended outside of industry (i.e. SharePoint Microsoft Google)
		Shaun	Allocated time for innovation / Presenting ideas
		Shaun	Software Sales that result in additional service delivery
I2 - Improve collaboration opportunities between Products and Services	Shaun	25%	Build cross selling opportunities into selling Follow up process with customers for additional selling opportunit Train consultants in PharmOut and QikSolve in product offering
	Shaun	Reduce sales preparation time to 3 hours for first	Define the product offerings and the personas and work out ways
I3 - Define a market offering with clear market fit and personas	Shaun	Reduced amount of effort / cost to sell / Improved	

Search for or type a command

QikSolve Strategy Team (QST) > General
This team has guests

Conversations Files Wiki Balanced Score Card Planner +

Strategy review
Occurs every Tuesday @14:00

30 April 2018

Alison Tennent 30/04 13:37
Matthew Schoerie Shaun Pitt

Just a reminder to prepare the following information for our meeting on Thursday:

Can you please prepare for the meeting by gathering the following information:

- what projects are in progress (including internal and external)
- the start date / due dates for each project
- the current status
- %completion for each project (to gauge current health)
- resource use for each project.

We won't look at budgets at this stage.
Please also do the same for projects that have been approved, but not yet started (e.g. pipeline) if there are any that exist.

Any problems, please let me know!

See less

Reply

Alison Tennent 30/04 13:51
<https://casual.pm/>
<https://asana.com/>

See more

Casual PM
Visual and simple online project management
casual.pm

11 replies from you, Alison and Shaun

Reply

2 May 2018

Start a new conversation. Type @ to mention someone.

Power Bi

