

download
29



STRATEGY EXECUTION HEROES

Introduce a Balanced Scorecard approach

Workshop format

This document is part of a set of supporting material available for download upon purchase of *Strategy Execution Heroes* by Jeroen De Flander (isbn 978-908148731-3) .

This document is licensed under a Creative Commons 'Attribution Non-Commercial No Derivatives' 3.0 License. This means you are free to copy, distribute and transmit the work under the following conditions:

_ Attribution: You must attribute the work in the manner specified by the author or licensor (but not in any way that suggests that they endorse you or your use of the work).

_ Noncommercial : You may not use this work for commercial purposes.

_ No Derivative Works: You may not alter, transform, or build upon this work.

For more information, see <http://creativecommons.org>

Pre-workshop assignment

- Explain why you want to introduce the Balanced Scorecard at your organisation, why you chose them to participate in a workshop and what you expect of them
- Ask attendents to read pages 202 to 208 of *Strategy Execution Heroes*
- All attendents should understand the basics of a Balanced Scorecard. If not, you might want to provide a short training a few weeks before this session

Typical workshop agenda

Agendapoint

- Explain background & objectives
- Inform attends on groundrules
- Discuss in detail the 14 tips
- Discuss on priority items
- Define an action plan

Time

- 15'
- 5'
- 60'
- 30'
- 15'

Example ground rules

- Help the facilitator
- Listen to understand
 - | Let go of your assumptions
 - | Consider possibilities
 - | Don't take anything for granted
- Be concise
 - | Say it once and with precision
 - | Beware of war stories
 - | Do not take more air time than required
- Take a stand when you believe deeply in something
 - | Silence is agreement and commitment
 - | Ask questions if you don't understand
- Reach out to people you don't know
- View differences as helpful
 - Respect others' opinions
 - Provide only constructive feedback
 - Think out of the box
- All discussions should contribute to moving agreed objectives
 - Speak one at a time
 - No justification, remain focussed
 - Use parking lot
- Be here (mentally) when you are here (physically)
 - Limit external distractions (be on time, phone policy, ...)
- Have fun
- Anybody can ask for a time out when meeting focus and ground rules are not adhered to

Discuss in detail the 14 tips

- Start with the list of tips from download #28
- With the group, brainstorm on
 - | The importance of each tip for your organisation, and on
 - | How well you score your current performance
- Use the group to identify possible other improvement areas and judge importance and current performance for each of them

Discuss on priority items

- For all items that were ranked
 - | Discuss their relative priority
 - | Create consensus on what should be top priorities
- Estimate with the group for each identified top priority
 - | What estimated workload would be
 - | To what degree it is in our influence to improve it
 - | Who should be involved as well
 - | Whether it depends on other actions to be take first
 - | ...

Define an action plan

- Based on the input of the previous step, start detailing the task at hand in a concrete action plan that identifies
 - | The objective of all actions
 - | When to start and when we estimate to finish it
 - | Who will take what role in the execution of the improvement action
 - | How we will measure the success of the action on the longer term and who will take ownership for it

Annex: tips and tricks for a brainstorm session

- Productivity checklist:
 - | Be prepared: set a goal, provide background information
 - | Location: pleasant environment, no interruptions
 - | Invite all key people
 - | Choose moderator/facilitator: keeps group on track, watches over ground rules
- Ground rules:
 - | Criticism is ruled out, be polite, be positive, judge later
 - | Quantity wanted over quality, look for lots of right answers
- The wilder, the better
 - | Improvement sought, build upon brainstorming lists
 - | Have fun
- Overcoming writer's block:
 - | Look at the problem from a different viewpoint
 - | Use analogies, metaphors, what ifs, past parallels, copy from...
- Idea evaluation:
 - | Avoid the rhetoric of no
 - | Funnel, weigh ideas in positive/negative, interesting etc., then sort
 - | Simplify, reformulate
- Idea acceptance:
 - | Communicate
 - | Be action driven