



ACCOUNTING AND FINANCE | AF-028

Balanced Scorecard Professional

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Course content

Why Attend

Organisations frequently develop ambitious strategic plans but struggle to translate them into measurable objectives, coordinated departmental activities, and meaningful performance improvements. Traditional performance management systems often focus heavily on financial results while overlooking customer expectations, operational processes, workforce capabilities, and the long-term drivers of organisational success.

The Balanced Scorecard provides a structured framework for converting organisational strategy into a coherent set of strategic objectives, performance indicators, targets, and improvement initiatives. By integrating financial and non-financial measures, it enables management teams to evaluate performance from multiple perspectives and understand how operational capabilities contribute to strategic outcomes.

Course Methodology

- The programme combines instructor-led discussions, strategic planning case studies, strategy mapping exercises, KPI development workshops, performance measurement simulations, and practical Balanced Scorecard design activities.
- Participants work with realistic organisational strategies, performance data, operational objectives, and management reporting scenarios to develop strategic objectives, strategy maps, KPI dictionaries, target-setting frameworks, and performance dashboards.
- The programme emphasises practical implementation, cross-functional alignment, evidence-based performance evaluation, and the integration of Balanced Scorecard principles into existing management processes.

Course Objectives

- Explain the principles and strategic value of the Balanced Scorecard framework
- Distinguish strategic performance management from operational performance monitoring
- Translate organisational vision and strategy into measurable strategic objectives
- Apply the four Balanced Scorecard perspectives to organisational strategy
- Develop strategy maps showing relationships between strategic objectives
- Design meaningful KPIs with clear definitions and measurement methodologies

Course content

Target Audience

- This course is suitable for:
- Strategic planning managers and specialists
- Corporate performance management professionals
- Business strategy and transformation managers

Course outline

Detailed course outline

Day-by-day outline for Balanced Scorecard Professional.

Day 1 - Balanced Scorecard Fundamentals and Strategic Performance Management

- 09:00-09:39 | Understanding the evolution, principles, and purpose of the Balanced Scorecard as a strategic management and performance measurement framework
- 09:39-10:18 | Examining the limitations of traditional financial performance measurement and the need for integrated financial and non-financial indicators
- 10:18-10:57 | Exploring the four Balanced Scorecard perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth
- 10:57-11:00 | Translating organisational mission, vision, strategic priorities, and stakeholder expectations into measurable strategic objectives
- 11:00-11:30 | Coffee break
- 11:30-12:05 | Translating organisational mission, vision, strategic priorities, and stakeholder expectations into measurable strategic objectives (continued)
- 12:05-12:43 | Establishing Balanced Scorecard governance, executive sponsorship, strategic accountability, and cross-functional implementation responsibilities
- 12:43-14:00 | Practical workshop: Analysing an organisational strategy and developing an initial set of strategic objectives across the four Balanced Scorecard perspectives

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Day 2 - Strategy Mapping and Strategic Objective Alignment

- 09:00-09:34 | Understanding strategy maps and their role in communicating strategic priorities, value creation, and organisational performance relationships
- 09:34-10:41 | Developing strategic objectives that describe desired organisational outcomes rather than routine operational activities
- 10:41-11:00 | Identifying cause-and-effect hypotheses linking workforce capabilities, internal processes, customer outcomes, and financial performance
- 11:00-11:30 | Coffee break
- 11:30-11:45 | Identifying cause-and-effect hypotheses linking workforce capabilities, internal processes, customer outcomes, and financial performance (continued)
- 11:45-12:19 | Applying strategic themes to organise objectives around priorities such as operational excellence, customer value, innovation, and sustainable growth
- 12:19-12:53 | Evaluating strategic alignment between corporate objectives, business unit priorities, departmental responsibilities, and stakeholder requirements
- 12:53-14:00 | Practical exercise: Designing a complete organisational strategy map with strategic themes, objectives, and logical performance relationships

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Day 3 - KPI Development, Performance Targets and Measurement Systems

- 09:00-09:30 | Distinguishing strategic KPIs from operational metrics and identifying leading and lagging performance indicators
- 09:30-10:30 | Developing KPI definitions covering measurement purpose, calculation methodology, data sources, reporting frequency, and ownership
- 10:30-11:00 | Establishing performance baselines, realistic targets, tolerance thresholds, and performance rating methodologies
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Selecting financial indicators involving profitability, cost efficiency, revenue growth, and return on investment
- 12:00-13:00 | Designing customer, internal process, and learning and growth indicators covering service quality, productivity, innovation, workforce capabilities, and organisational development
- 13:00-14:00 | KPI development workshop: Preparing a Balanced Scorecard KPI dictionary with measures, formulas, targets, data sources, and accountability assignments

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Day 4 - Balanced Scorecard Cascading, Strategic Initiatives and Performance Reporting

- 09:00-09:34 | Cascading corporate Balanced Scorecard objectives into business unit, departmental, and team-level performance measures
- 09:34-10:08 | Aligning strategic initiatives, improvement projects, departmental action plans, and resource allocation with Balanced Scorecard objectives
- 10:08-10:42 | Establishing accountability through objective ownership, KPI responsibility matrices, reporting arrangements, and management review structures
- 10:42-11:00 | Designing Balanced Scorecard dashboards using performance indicators, targets, trends, status classifications, and management commentary
- 11:00-11:30 | Coffee break
- 11:30-12:19 | Designing Balanced Scorecard dashboards using performance indicators, targets, trends, status classifications, and management commentary (continued)
- 12:19-12:53 | Integrating Balanced Scorecard information with budgeting, strategic planning, project management, and organisational performance systems
- 12:53-14:00 | Practical workshop: Developing a departmental Balanced Scorecard and management dashboard aligned with an organisation-wide strategy map

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Day 5 - Balanced Scorecard Implementation, Strategic Reviews and Continuous Improvement

- 09:00-10:07 | Developing a phased Balanced Scorecard implementation roadmap covering readiness assessment, governance, design, piloting, deployment, and organisational adoption
- 10:07-10:41 | Conducting strategic performance review meetings to assess results, investigate performance gaps, and evaluate strategic assumptions
- 10:41-11:00 | Applying root cause analysis and corrective action planning to address underperforming objectives and strategic initiatives
- 11:00-11:30 | Coffee break
- 11:30-11:45 | Applying root cause analysis and corrective action planning to address underperforming objectives and strategic initiatives (continued)
- 11:45-12:19 | Evaluating Balanced Scorecard effectiveness through data reliability, management engagement, strategic alignment, reporting quality, and decision-making outcomes
- 12:19-12:53 | Strengthening long-term adoption through leadership commitment, employee communication, performance culture, digital reporting tools, and continuous strategy review
- 12:53-14:00 | Capstone exercise: Developing and presenting a Comprehensive Balanced Scorecard Implementation Framework incorporating strategic objectives, a strategy map, KPIs, performance targets, departmental alignment, strategic initiatives, dashboards, and an implementation roadmap

Seminar dates

Available seminar dates

Live dates and pricing for Balanced Scorecard Professional generated from the course details page.

Date	Location	Format	Fee
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No seminar dates are currently available.