

STRATEGIC THINKING USING BALANCED SCORECARD

For Developing Strategic Plans & Achieving
Business Performance Results



3-Day Public Workshop
on **25 – 27 November 2009**
in Shanghai, China
RMB 7,200 per person

STRATEGIC THINKING USING BALANCED SCORECARD

To think strategically means more than just developing a plan and trying to execute it. Companies and organizations which do a good job at thinking strategically are able to do so because of these key factors:



- 1) They have a planning process that looks at all internal and external factors that will help to develop the strategy.
- 2) They have a working environment where ideas are challenged at any level within the organization.
- 3) Executives are able to see the trends affecting their business because they are highly informed from a wide variety of sources.
- 4) They have the skills necessary needed to develop and execute the direction that is needed for the organization to succeed.

Balanced Scorecard is a leading & contemporary measurement concept that looks at results in key performance areas such as financial, internal, customer service & strategy.

About 70% of the Fortune 1000 companies use the Balanced Scorecard to help them manage their performance. The ability to change requires great effort and time on the part of the company executives. Thinking cannot be done on the go; it has to be a structured process, which leaves nothing out.

This workshop is designed for senior executives who are interested in designing their organization's master scorecard and ensure alignment with divisional/business units' scorecard to address specific business & operational areas.

WORKSHOP OUTLINE

CREATING OUR FRAMEWORK AND STRATEGIC PROCESS

- So what is a strategy?
- Why is a strategy important?
- An overview of The Strategy Process
- The formula for success

STRATEGIC PLANNING & ANALYSIS MODEL

- The stages of planning
- Strategic management
 - ❖ Thinking, planning & implementation
- Understanding scenario planning & its purpose
- Group Discussion: External Environmental Scan
 - ❖ SPECCTRe Analysis: rank the forces by importance & uncertainty
 - ❖ SWOT : an analysis of the organization/departments capabilities dealing with these changes/challenges



SETTING THE STRATEGIC DIRECTION FOR CHALLENGING BUSINESS PERFORMANCE

- The concept of a business idea
 - ❖ Critical strategic issues for the organization
 - ❖ Critical performance issues
- The process of reviewing our mission & vision
 - ❖ key aspects of a vision
- Building corporate values
- Group work: individual corporate/department team
 - ❖ Review the vision and mission
 - ❖ Aligning the department's mission & vision to the organization
- Stakeholder Mapping:
 - ❖ Establishing the desired assessment of stakeholder relationships outcome



IDENTIFYING OUR STRATEGIC ISSUES & GOALS FOR THE NEXT 5-YEARS

- What are Strategic Goals
- The role of Strategic Goals in organizational improvement
- Creating Strategic Goals that
 - ❖ Have clear outcomes
 - ❖ Are focused on what the customers/stakeholders expect
 - ❖ Are at a strategic level
 - ❖ Are manageable in numbers
- Examples of Strategic Goals
- Team Discussion: Our Strategic Goals
 - ❖ Linking to corporate's framework and strategy maps
 - ❖ Supporting the business objectives
- Identify the Strategic Issues and Priorities for 2008
- Presentation of Strategic Goals by departmental team

MAPPING OUT THE STRATEGY TO ACHIEVE BUSINESS & OPERATIONAL OBJECTIVES

- Developing A Strategy Map
 - ❖ Creating drivers & outcomes to match business model
 - ❖ Benefits of the strategy map
- The 4 perspectives of BSCs
 - ❖ the strategies of each perspective
- Group work: creating strategy maps for each department



CRITICAL SUCCESS FACTORS FOR THE SECTION & UNITS

- How to plan and execute the Process across the department
- Group work: Bsc Metrics for Head & Unit Head
- Group work: Individual Team
 - ❖ Identifies what difference we are trying to make
 - ❖ Creates critical success factors
 - ❖ Ensuring proper alignment with the Corporate-Departments level

IDENTIFYING MEASUREMENTS, TARGETS, INITIATIVES & BUDGET

- Establishing Strategic Performance Indicators
- Deciding which aspects of performance to measure and how to measure
- Setting Objectives, Targets, Initiatives & Budget
- Group work: Individual Team



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- Presentation: Individual Team
 - ❖ Our data dictionary templates for our Key Performance Indicators (KPIs)
 - ❖ identifying action plan, initiatives and activities
- Benchmarking
 - ❖ comparing & measuring against best practices

IMPORTANCE OF PERFORMANCE MANAGEMENT & LEADERSHIP TO CREATE RESULT

- Moving performance measurement to performance management
- Leading & facilitating strategies discussions
- Using performance measurement results to effect change
- Five actions to realize the benefits
- Transformational leadership to lead the team



WORKSHOP REQUIREMENTS & REGISTRATION

Participant will be required to bring their laptop with the previous year business plan, company vision & mission. Highly comprehensive and participation-driven, this workshop will involve group activities, case study stimulations & strategic response exercise, design of action plan.

Each organization will be required to enroll at least four participants so that they can work in teams to create the organization's strategic plan, goals and maps to be critique by the facilitators. Additional consultancy advice can be provided to individual organization after the workshop.

Participant may register by sending an email to Ms. Julia Feng at julia@executivelearningcenter.com or by calling +8621 6208 0398. Please include the following details in your email:

- ❖ Name
- ❖ Company
- ❖ Position
- ❖ Email Address
- ❖ Telephone
- ❖ Mobile Phone Number

We will send you immediately your letter of confirmation to book your seat.



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WORKSHOP FACILITATORS

Either one of the two facilitators below:

Dr. Ian Bushnell, our associate, is one of the UK's top consultants in the area of management development and business. He is highly sought after for his level of expertise and professionalism and is frequently asked to be interviewed on radio and TV for his views. He has worked in four universities and obtained his PhD from Cambridge University. He is currently a senior lecturer in Glasgow University where he teaches the MBA and Executive Development Programmes. He is currently supervising doctoral research into training effectiveness in a large skills-based training organization.

He has been consulting for the past twenty years and has helped numerous companies and organizations to develop various strategies. During this time companies have brought him in to facilitate discussion on new ways to be designing strategies, helping them formulate new product ideas, helping them in the implementation of strategies and also to analyze their present business situation. The results of these efforts have seen companies and organizations to come up with new ways and styles of conducting business, becoming more aware of opportunities that they had not seen through their existing business practices. As a result these companies experienced increased sales, better implementation practices, improved skills and more awareness.

Ian has worked for companies in UK, Ireland, Indonesia, Brunei, Singapore, and Malaysia companies such as Digital, Motorola, Wang Computers, Commercial Union, Du Pont, ESPN Star Sports, Allianz Insurance, Land Transport Authority, Hunter Douglas, Avery Denison, Wacker Siltronic, Maybank, Glaxo Pharmaceuticals, British Broadcast Corporation, Scottish Power, Citibank, Siemens, TNT International Express, DSO National Laboratories, Intel, Development Bank of Brunei, Neptune Orient Lines, General Electric, Dupont, National Council of Social Services, Brunei Civil Service College, National University of Singapore, Hock Hua Bank, NWS Bank and Standard Life.

Tina McDowell, our Associate, has been a trainer and consultant for the past 20 years. She has helped hundreds of people to realize their potential as employees for their organizations. By making her programs highly participative, she instills a certain flavor of excitement in participants to improve at their jobs. In 1997 she inspired a group of people in Union Carbide to win the Chairman's award for winning behaviors, productivity and costs saving. Numerous other clients have been quite



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surprised at the positive impact she has on participants and as such a noticeable improvement has been seen by employers after her workshops. As a result she is quite popular among clients and participants alike.

Her experience includes conducting needs analysis, job evaluation, psychological testing and interviewing, and one-to-one coaching as well as conducting various training program including supervisory & managerial development, presentation skills, selling skills, sales & negotiations, communication skills, writing skills, emotional intelligence, improving employee attitudes, crisis management and interaction skills.

She has done consulting work in many of the Asean countries including Singapore, Malaysia, Brunei, Thailand, Hong Kong, Indonesia, Taiwan, Korea, Germany, Ireland, China, and Philippines. Companies that Tina has worked with are American Express (Thailand), Motorola, Robert Bosch, Advanced Micro Devices, Malaysia French Bank, Bank of America, PT Bank of America, PT Philip, Citibank N.A Jakarta, Siemens, Seagate Technology International, AEA International, Malayan Banking Berhad, Genting Highland Resort, Shell (M), Club Med, HDB, ONG & Company, Bank of America (Malaysia), Bukit Turf Club, Texas Instruments, Sandvik, Union Bank of Switzerland, Sabah Bank, Air Product, Kuala Lumpur Stock Exchange, Allen & Gledhill, AIA, Shangri-la Hotel, Oriental Hotel, Sheraton Hotel, Selangor Turf Club, Sandvik Singapore/ Malaysia, DBS Finance, IKEA, EM Services, Glaxo Wellcome Manufacturing, HDB, CPF Board, Schlumberger, Morgan Grenfell, National Skin Centre, Overseas Union Bank, Price Waterhouse, Singapore Technologies Aerospace, Singapore College of Insurance, Bio-processing Technology Institute Singapore Sports Council, Ministry of Manpower, Ministry of the Environment, Monetary Authority of Singapore, Maxtor Peripherals, Singapore Post, Nalco/Exxon Energy Chemicals, Land Transport Authority, Honeywell, Nokia, Mitsubishi Electric, Air Products Shanghai, Singapore Workforce Development Agency, Brooks Automation, Marsh Singapore, Ministry of Development, Brunei LNG, Brunei Cement, IPA, Baiduri Bank, National Insurance, IDBB, IBB, Brunei Telecoms, Royal Brunei Airlines, Brunei Investment Agency, Ministry of Education, & Mindef Brunei



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ABOUT EXECUTIVE LEARNING CENTER

Executive Learning Center (ELC) is an international training and consulting organization based in Shanghai, China. ELC has helped organizations in developing their talent pools in many areas of business skills such as leadership, creativity, problem solving, effective thinking, project management and business innovation and creativity.

Additionally, ELC consultants help organizations improve their training and development processes by helping their personnel develop skills and acquire knowledge in planning training, analyzing organizational and training needs, gathering and analyzing training results and its impact to their organizations.

ELC's clients are Johnson & Johnson Medical (China), Deloitte Touche, Umicore, Lenze, B. Braun Medical, Continental Corporation, Analog Devices, Inc. Alcatel University, Bax Global, GE Plastics to mention a few.

For more information about our services, please visit www.executivelearningcenter.com.