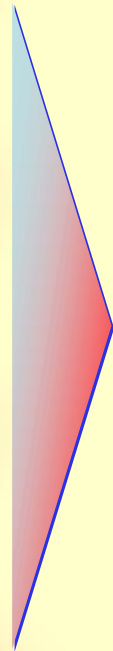


"Frustrated by performance targets that 'oppose' each other?"

"Drowning in paralysis by analysis?"

"Fire Fighting for results that don't endure?"

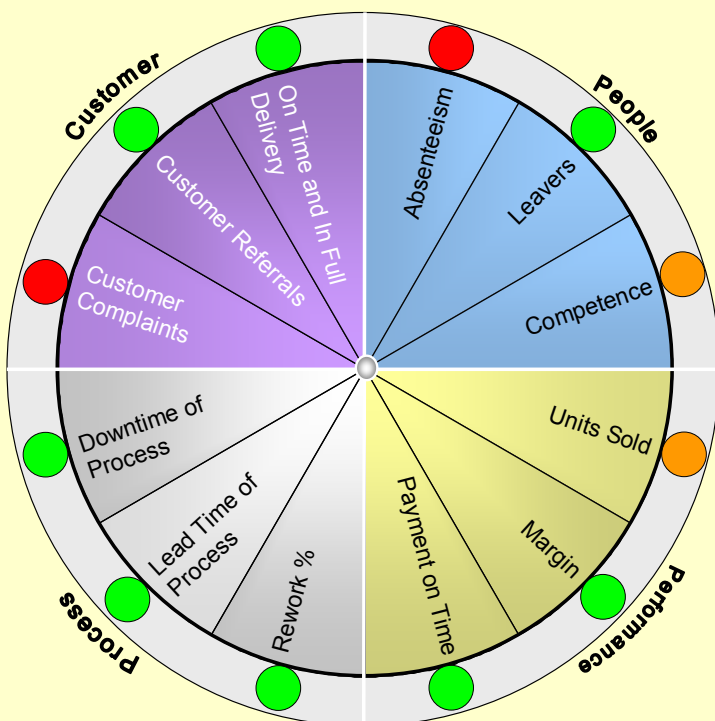
"Lack of ownership of performance measures & improvement at the 'coal face'?"



The Balanced Scorecard concept is a unique way of measuring performance. It is a visual, sustainable and accountable process, managed locally, with a direct impact on the bottom line.

This approach is different to traditional top down driven targets that often focus purely on output rather than improving the underlying business processes to deliver:

- Elimination of 'paralysis by analysis' - enabling you to focus on your critical areas of business
- A set of 'balanced' & aligned measures - to ensure optimal results for your organisation
- Empowered workforce with ownership - only they can truly deliver bottom line improvements
- Creation of a scorecard that is light on maintenance, heavy on impact and focuses on improvement



Performance Improvement using the Balanced Scorecard Approach

Introductory
One
Day
Course

What this course delivers

- Explains how to create a scorecard, areas and segments
- Enables you to connect 'local' performance scorecards to achieve your company's aims and strategies
- Shows the six steps of implementing a scorecard
- Defines the difference between process capability & customer targets
- Demonstrates how to get true ownership of process measures
- Helps you start the process of creating your own scorecard
- Gives you a method to enable performance improvement

Course schedule (09:00 – 17:00)

09:00 Introduction

- Introduction to the course and context setting

09:15 What is a balanced scorecard?

- History of the balanced scorecard
- How the balanced scorecard improves performance
- Connecting company aims and strategy to the scorecard

10:00 Creating a balanced scorecard

- The process of creating a scorecard
- Process versus output measures (lead versus lag)
- How to create the segments
- Review of a sample scorecard

10:45 BREAK

11:00 Agreeing capability, tolerances & customer requirements

- Workshop: Understanding process variance with the 'Red Bead Game'
- How to define red, amber and green status of scorecard
- Introduction to statistical tools
- Measuring capability
- Agreeing the voice of the customer (VOC)

12:30 Selecting the team for the scorecard

- Using the RACI concept to agree on ownership
- Workshop: Using RACI

13:00 LUNCH

14:00 Sustaining the scorecard

- Linking the scorecard to overall strategic outcomes
- Communicating the scorecard visually
- "Plan, Do & Review" for sustainability

15:00 Case study and scorecard building

- Workshop: Building your balanced scorecard

15:45 BREAK

16:00 Tools for improving performance

- The process of problem solving in teams using the Rapid Action Team method

16:40 Review of the course

- Q&A: Review of the session and learning points

Audience

Will benefit all levels of Management involved in the operational aspect of their business, particularly those areas where cross functional teams need to deliver a product or service.

Location

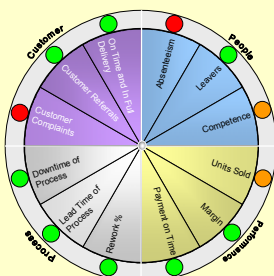
The course location will be based on client requirements.

Delivery

Training will be carried out in a participative workshop environment using real life scenarios to ensure fast knowledge transfer.

Cost

Total cost is £360 (plus VAT) per delegate including lunch and all course materials. Special discounts apply to 'in-house' courses.



*10% discount for 2
or more delegates*

**The Balanced Scorecard is a practical,
measurable and sustained method of
improving performance**



Performance Improvement using the Balanced Scorecard Approach

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About the course leader



Ketan Varia is a Chartered Engineer with 15 years experience in Business Management & Consulting at the highest level. His area of focus is in leading improvement teams within an operational context.

Ketan has led change assignments for a variety of FT Global 500 companies. He has managed project teams of up to 20 senior management staff and worked for substantial periods in Italy and Germany.

His extensive experience includes improvement projects with Abbey, British Airways, BAE, Land Rover, Marconi, Nokia, Motorola & Xerox. He previously worked for Ernst and Young as a management consultant.

Recently Ketan has helped to develop the balanced scorecard for several rail depots.

"The quality of approach, use of tools and techniques and end delivery of the documented outputs were all excellent"

**Head of Business
Change, Abbey**

"Workshop was managed well, particularly as it involved a group of senior people all with very strong emotions. Created an open and relaxed atmosphere ...everything was completed successfully and on time"

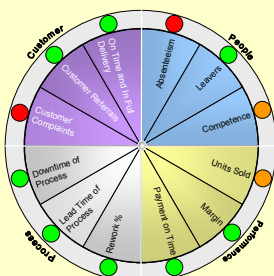
**IT Manager,
Caterpillar Logistics**

"Demonstrates integrity"
**Manufacturing Manager,
Kidde Graviner**

"Made a valuable contribution and demonstrated commitment and application"
Manager, Xerox

"Well knowledged in subject ...kept energy levels up - very enthusiastic...patient & flexible - worked around our agendas"
**Depot Infrastructure
Manager, Network Rail**

"Facilitation skills are first rate and really reduced resistance in the workshops before, during and after the project implementation"
**Programme Director,
EMI Music**



The Balanced Scorecard is a practical, measurable and sustained method of improving performance

