

Implementing the **BALANCED SCORECARD**

to realise its true value...

...HOW TO MAKE IT HAPPEN!!

LEARN "HOW TO..."

- Design an implementation plan that reduces the risk of failure
- Build scorecards through an inclusive process so that strategy is owned and understood
- Cascade scorecards to align and focus people on strategic actions
- Establish a discipline of performance review so that strategy evolves in response to changing environments
- Lead a scorecard change process that delivers sustainable results

Guest Case studies by Westpac & Monash



Limited Numbers...
...Apply Now!

A TWO-DAY PRACTICAL
AND INTERACTIVE
WORKSHOP FOR
**SENIOR EXECUTIVES
& SCORECARD
CHAMPIONS**

24 – 25 July; Sydney
1 – 2 August; Melbourne

INVESTING IN CHANGE

...Preparing for a Competitive Advantage

CEO's and senior executives' initiate change programmes due to the expected strategic and financial gains. Yet the number of initiatives that fail to realise their promised benefits are so prevalent that the ability to successfully implement change has become a key determinant of corporate success.

Implementation of the Balanced Scorecard presents a great risk. Despite it's widespread recognition across BRW 500 companies, few scorecard initiatives have been implemented in a sustainable way and it is rare to find effective strategic navigation and execution systems.

REDUCING THE RISKS OF BALANCED SCORECARD IMPLEMENTATION

There are 5 main risks associated with a scorecard implementation.

- The implementation plan does not consider the full range of roll out and people issues.
- Scorecard design fails to harness the power of the four underlying principles of the Balanced scorecard
- Commitment and discipline toward regular review of scorecards is not sustained
- Silent killers including leadership, communication and cultural issues are not addressed
- The scorecard is not effectively integrated into existing management controls and systems

ABOUT THE PROGRAM

This program will provide you with a comprehensive tool kit and step by step processes with which to implement the Balanced Scorecard and overcome the most common risks and causes of failure.

You will receive highly focussed and intensive training. The content will examine a balance of the technical aspect of scorecard methodology and use, as well as skills and considerations in facilitating and leading a broader implementation programme.

STYLE AND FORMAT

Group size will be limited to ensure high levels of interactivity and customised. Format will include case studies, exercises, Q&A sessions, and group discussions, as well as facilitator led input.

The facilitated environment will enable significant learning from other participants experiences.

To reinforce the power of quarterly review, the programme offers a complimentary 3 hour follow up meeting, for reinforcement and extension of learning in action. Conducted 3 months after the programme.

GUEST CASE STUDIES

A successful senior management practitioner will discuss with you their learning and insights about effective scorecard implementation, and you will have the opportunity to question them about your own challenges.

Sydney; Sean Straney - Westpac Banking Corporation

Melbourne; Owen Slattery - Monash International

FOR WHOM

Suitable for any leader who is committed to realising the full value of the Balanced Scorecard, including CEO's, Managing Directors and Business Unit leaders, Scorecard champions, internal and external consultants.

TANGIBLE DELIVERABLES

As a result of this program, you will gain:

- An Implementation Road Map that will enable you to immediately consider the full range of implementation issues with your key stakeholders
- Step-by-step methodologies that will enable you to effectively design scorecards to harness the underlying power of scorecard principles.
- A proven process to conduct effective quarterly strategic scorecard reviews to continuously ensure learning and strategy refinement
- Experience and skills in facilitating the design and review processes
- Greater confidence to educate and inform others about the Balanced Scorecard
- Enhanced ability to influence others around you in engaging with the and supporting Balanced Scorecard implementation

YOU WILL TAKE AWAY WITH YOU...

- Comprehensive participant materials, including "How to implement the Balanced Scorecard; A guidebook for practitioners"
- Templates to support design and review
- An unlimited 3 month password to Online Navigator™, an internet based Balanced Scorecard learning programme

YOU CAN IMMEDIATELY APPLY ALL THAT YOU LEARN AT THIS SEMINAR TO YOUR BUSINESS

SATISFACTION GUARANTEED

Your satisfaction is guaranteed. If you are not satisfied that you have received sufficient value from this programme, we will refund your money in full.

CONTENT

DAY ONE

Implementing the Balanced Scorecard – a model for success

- The prevalence and success rates of scorecard implementation
- Key risks associated with failure
- A road map for successful scorecard implementation
- Desired outcomes of participants for this programme

The Balanced Scorecard in Practice

Practical and interactive case study of best practice use of scorecard

- Key steps in using the scorecard; Design and review
- Benefits observed in using the scorecard

The Art and Science of Scorecard Design #1

Experiential scorecard design exercise

- Distillation of strategic themes
- Strategic road map designed
- Debrief; Facilitating the design process

Implementation Issues A) Leadership & Culture

- Executive support & commitment
- Silent killers and cultural deficits that limit change programmes
- Facilitative leadership values and skills

The Art and Science of Scorecard Design #2

Continuation of scorecard design exercise

- Defining strategic measures
- Agreeing on targets, owners and priority projects
- Debrief; Further insights into design

Implementation Issues B) Architecture & Resources

- Cascading scorecards to achieve alignment across units & hierarchical levels
- The role of internal champions
- Automation of scorecards; Key considerations.

DAY TWO

Scorecard Review – The Engine of Strategic Navigation

Experiential scorecard review exercise

- Step by step review process
- Building commitment to an ongoing discipline of review and strategic refinement
- Debrief; Lessons in facilitating the review process

Corporate Guest Case Study

An invited corporate guest shares their experience and learning of their implementation effort

- Outline of approach taken
- Learning and insights through Q & A

Implementation Issues C) Communication & Awareness

- Educating about scorecard; Content and method considerations
- Staff needs for awareness and information
- Communication strategies; frequency, channels, contact

Implementation Issues D) Management Controls

Integrating the scorecard into existing management controls and frameworks

- Budgeting and resource planning systems
- Reward & remuneration systems
- Meeting and decision making processes
- Communication with financial and other external stakeholders

Managing the Overall Implementation Process

- Implementation plan; Key steps and considerations
- Developing key options and recommendations for your organisation
- Monitoring the progress of implementation through ongoing review of measures

Conclusion and Next Steps Including timing and your 3 month follow up meeting



YOUR PROGRAM LEADER DAVID POINTON

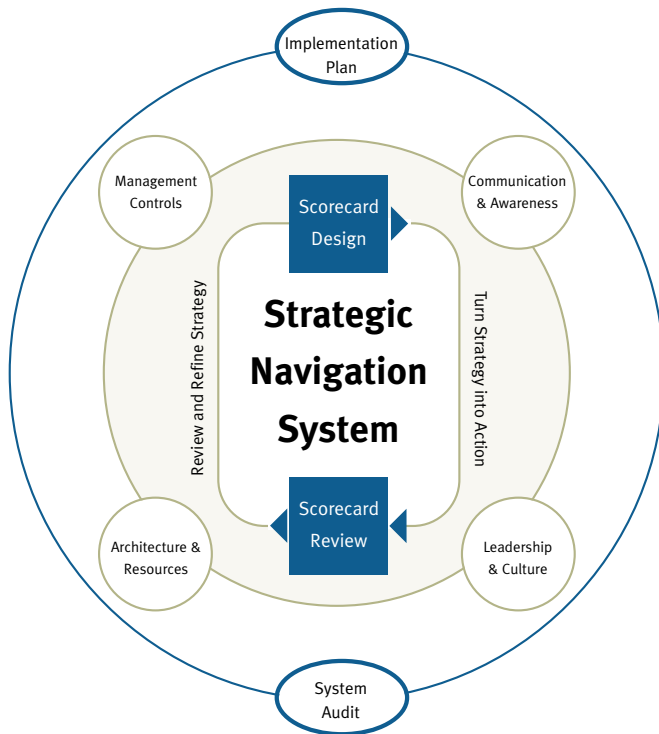
David Pointon is Managing Director of DaPo Consulting. As one of the early leaders of Balanced Scorecard implementation in Australia, David has become the pre-eminent scorecard implementation facilitator.

He has acquired comprehensive knowledge and technical skills in scorecard design and implementation from over 30 successful Balanced Scorecard implementation projects.

David has exceptional skills in facilitating groups and educating through a highly engaging and interactive style. This approach is a key ingredient in the success of his teams' specialist scorecard implementation practice.

He balances a conceptual thinking, and people orientation with logical presentation and practical details to ensure he imparts comprehensive and useable skills and practices.

His client list includes British Airways, BNP, Mercantile Mutual, OTIS Elevators, RTA, Sydney Futures Exchange, Westpac Bank.



"David provided an excellent and comprehensive seminar at our executive conference allowing us to consider the full range of implementation issues. He was able to demystify the scorecard into practical terms, and guide us with a step by step process for implementation."

Ken Terry - Managing Director
OTIS Elevator Co.

"DaPo Consulting has been instrumental in helping us to understand and implement the Balanced Scorecard. This has enabled a sharper focus on our core strategies and substantial growth in our overall business results."

Chris Smith - General Manager, Cards Acquiring
Westpac Banking Corporation

REGISTRATION FORM

www.balancedscorecard.com.au

- YES Please register me for How to Implement the Balanced Scorecard
- I am claiming a team discount
- Sydney or Melbourne

Mr/Mrs/Ms/Dr First Name

Surname

Position Organisation

Address

State Postcode

Telephone Fax

Email

Name of Approving Manager

PAYMENT DETAILS

- Please invoice me
- Please find enclosed cheque made payable to: Australian Corporate Research
- Please charge the following credit card:
- Visa Bankcard Amex Mastercard Diners Club
- Card no.
- Cardholder's name
- Expiry date Signature

How Much?

- Yes, Register me for the Conference \$2395.00 plus GST = \$2634.50 or

To register, please contact Australian Corporate Research on:
Phone (02) 9233 6118 **Fax** (02) 9233 7088
Email scronshaw.acr@bigpond.com
Post Australian Corporate Research, GPO Box 5390, Sydney, NSW 2001

VENUE:

Sydney: Le Meridien Hotel, 11 Jamison Street, Sydney, NSW, 2000
Tel: (02) 9696 2500 Fax: (02) 9696 2600

Melbourne: Savoy Park Plaza, 630 Little Collins Street, Melbourne, Victoria. Tel: (03) 9622 8888 Fax: (03) 9622 8877

Payment is due before the seminar.

Registration fee includes lunch, refreshments and documentation

Team discount: a discount of 10% applies to each registration when three or more participants attend from the same organisation.

Please note: the above discounts cannot be taken up concurrently

Payment: payment is required before the seminar

Seminar organisers: Australian Corporate Research (ACN 088553459), Suite 803, Level 8, 37 Blich Street, Sydney NSW 2000
Tel (02) 9233 6118 Fax (02) 9233 7088

Program changes: Every care has been taken to ensure that this program is correct at the time of publication. Unfortunately ACR may need to alter the program prior to the event and reserves the right to do so without notice. ACR also reserves the right to postpone or cancel this event. Full refunds will be offered in both these cases.

Registration and payment: An invoice will be issued to you upon registration. In order to secure your place at this event, a deposit, being 50% of the registration fee is required within 30 days of the date of the invoice. Full payment is required before the conference. As numbers are limited at this conference, we are not able guarantee a place for you if we have not received your 50 % deposit within the specified time.

Cancellations when part or full payment has been made: Should you be unable to attend and part or full payment has been made, a substitute delegate is always welcome at no extra charge. Alternatively, a full refund less \$55 (includes GST) service charge will be given for cancellations received in writing up to 14 days prior to the event. Documentation and a 50% refund of the amount paid will be sent for cancellations received 1 week prior to the event. Regrettably no refunds will be given less than a 7 working days before the event.