



## Introduction to Balanced Scorecard Survey

The process of Balanced Scorecard implementation is important, what is more important is to understand:

- If your company and your employees are ready for implementation;
- If the Balanced Scorecard is being implemented successfully;
- If implemented Balanced Scorecard works for your company;

This survey will provide you with some question that will show if your company is ready for balanced scorecard implementation, if the bsc is being successfully implemented in your company, if your employees really use the implemented Balanced Scorecard.

## Balanced Scorecard implementation readiness

1. **How good you understand the Balanced Scorecard concept.** Please, describe what Balanced Scorecard concept is:
  - a. How strategic goals are represented in Balanced Scorecard?
  - b. What KPI (Key Performance Indicators) are? What are their key properties?
  - c. What are two key rules about KPI?
  - d. What winning indicator is? How to test your indicator?
  - e. How strategic goals and indicators are connected to the action?
  - f. What level of implementation of BSC in your business structure is necessary to achieve success with Balanced Scorecard ?
2. **How good your implementation plans are.** Please, answer the following questions to check your implementation plans about Balanced Scorecard:
  - a. Do you have Balanced Scorecard implementation plan in written form?
  - b. How many top-level employees or investors are involved in the implementation?
  - c. How many line-level managers and employees are involved in the implementation?
  - d. Does the plan include design of Balanced Scorecard for each business unit in your company?
  - e. Does the plan include the design of strategy map?
  - f. What is estimated timeline for Balanced Scorecard design, implementation and usage?
  - g. If you plan to review your Balanced Scorecard? What is timeline for the review?
  - h. If you plan to develop improvement plan for each of indicators and their values?
3. **If implemented Balanced Scorecard works for your company.** Answer the following question to find out if scorecard that you have created works for your company
  - a. If each indicator in your Balanced Scorecard is associated with employee responsible for the value of the indicator?
  - b. If there are indicators that improved their values in a month?
  - c. If there are some indicators that changed their value significantly in a month?
  - d. If there are indicators that have not changed their values in a month?
  - e. If there are some tasks that your employees do that are not linked to indicators and strategic goals?



## Survey Keys:

### 1. Understanding of the concept

- a. [+3] if you know about Strategy Maps, how the strategic goals should be represented in the strategy map. You understand that Strategy Map is a part of Balanced Scorecard that should be linked to key performance indicators.
- b. [+1] if you know that Key Performance Indicators have the following properties: name, description, measure units, current value, baseline value, target value, minimal and maximum value.
- c. [+2] if you know that key performance indicators should not repeat each other and all indicators on the certain level should help you to measure 90% of your business.
- d. [+1] if you understand how to find out that indicators is measurable.
- e. [+2] if you know that to all indicators you need to improve the strategic initiative should be connected.
- f. [+3] if you planning to implement Balanced Scorecard company-wide

### 2. Testing your implementation plans

- a. [+1] If you have your Balanced Scorecard implementation plan in written form
- b. [+2] if for each Balanced Scorecard you have at least one top-level employee
- c. [+2] if when design Balanced Scorecard you involve in the process at least 1 line-level managers or employees
- d. [+2] if you create the Balanced Scorecard for each business unit in your company
- e. [+2] if you plan to design Strategy Map for each scorecard in your company
- f. [+1] if design time line is less than 1 weeks. [+1] if implementation timeline is less than 1 week. [+2] if usage timeline is less than a week.
- g. [+3] if you have planned Balanced Scorecard review and redesign in a 1 month period
- h. [+2] If you plan to develop improvement plan for each of indicators and their values

### 3. If implemented scorecard works for your company

- a. [+2] If each indicator in your Balanced Scorecard is associated with employee responsible for the value of the indicator.
- b. [+1] If there are indicators that improved their values in a month.
- c. [-1] If there are some indicators that changed their value significantly in a month. Normally, it is a sign that indicators scale or target was not relevant to your business goals.
- d. [-1] If there are indicators that have not changed their values in a month. Normally, it is the sign that nobody worked to improve the indicator or the improvement plan was not good.
- e. [-3] If there are some tasks that your employees do that are not linked to indicators and strategic goals. Your employees are “doing their job” instead of helping your company to achieve strategic goals.



## Results analysis

- Your score 27 – 30. **Excellent results!** You understand key steps in Balanced Scorecard implementation. When developing Balanced Scorecard make sure you release your plans in practice and control the implementation in future.
- Your score 20-27. **Good!** You have enough knowledge to implement Balanced Scorecard in your department. If your goal is more global, for instance, implementing BSC in the whole company, we do recommend researching the practical side of the implementation in larger companies.
- Your score is less than 20. **Improve your Balanced Scorecard** knowledge to improve your future business results! Just putting KPIs in 4 basic perspectives is not enough, so make sure that before implementation of BSC you understand what are key factors that make it work!

## Relevant trainings

- **Training name: Practical Balanced Scorecard and KPI**
- Recording duration: 5 h 30 m
- Language: English
- Target audience: investors, CEOs, top managers

Practical BSC and KPI is a training for those who want to design Balanced Scorecard, implement the BSC into the business processes and support Balanced Scorecard and KPI in company.

The training includes key aspects about BSC – introduction to balanced scorecard concept, guides on how to design Balanced Scorecard and design winning KPIs, training on how to create strategy maps and create cascades of Balanced Scorecards for company. Finally, the training includes the information about testing and updating Balanced Scorecards.

Learn more about the training: <http://www.bscdesigner.com/training-practical-bsc-and-kpi.htm>