



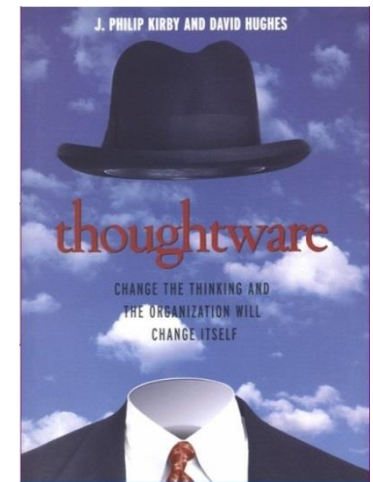
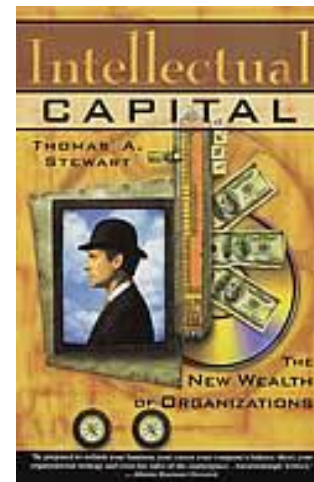
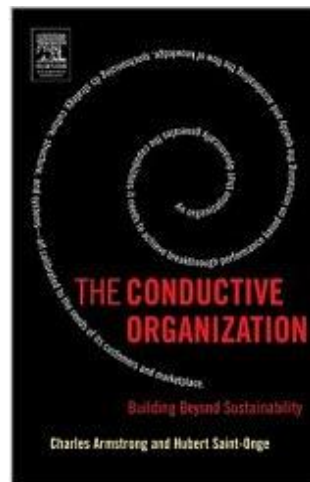
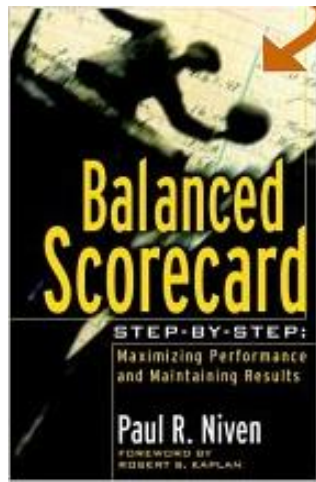
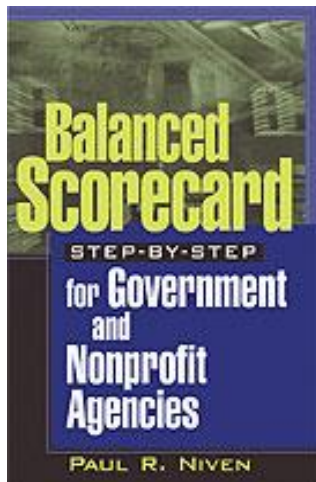
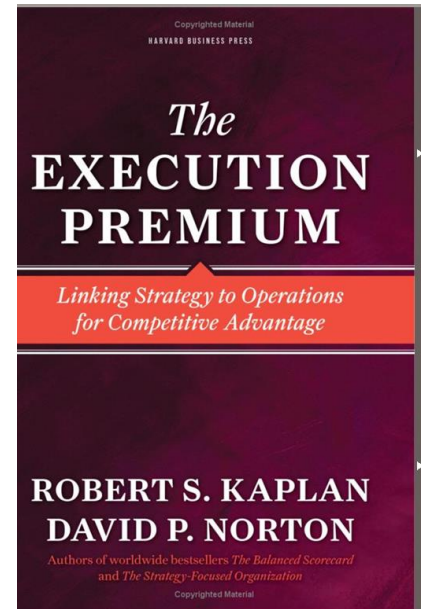
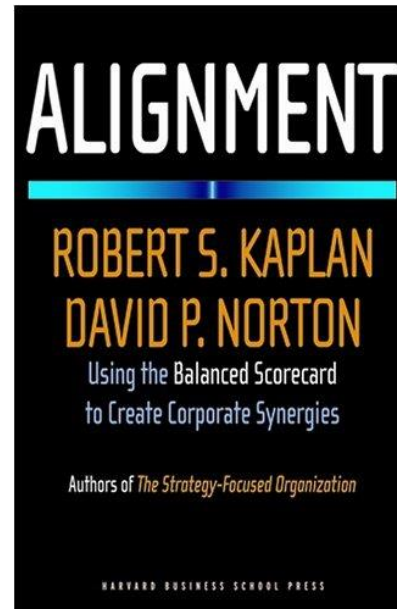
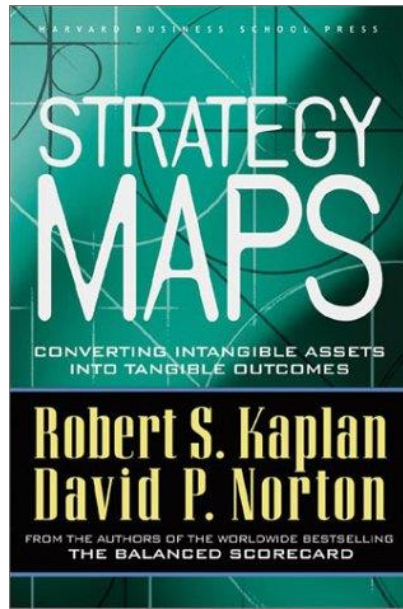
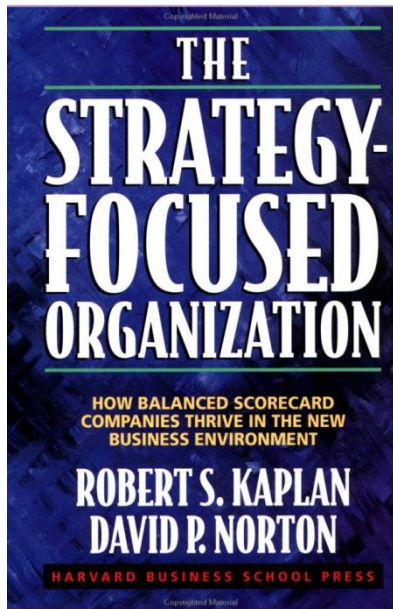
**PMINJ Chapter
02 May Symposium 2016**



Translating Strategy into Action

***Overview of the Balanced Scorecard (BSC) and
how it drives performance by translating strategy
into action...***

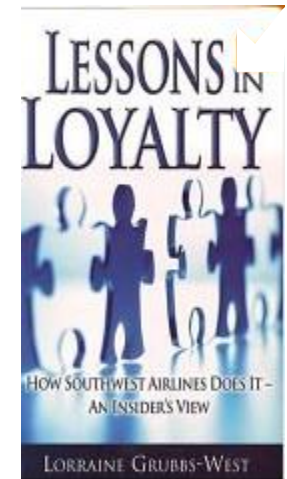
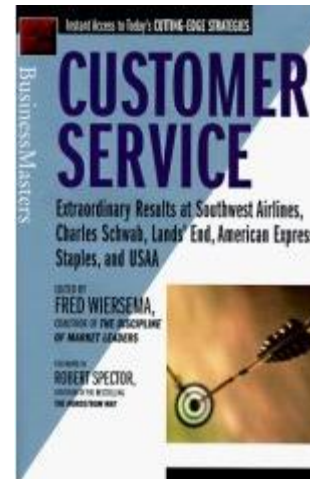
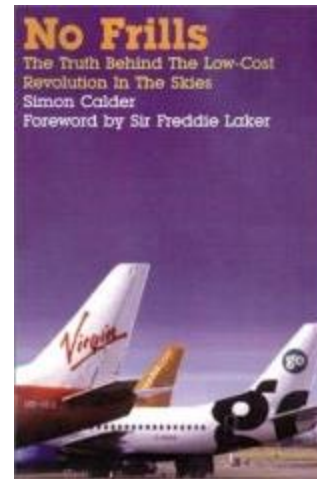
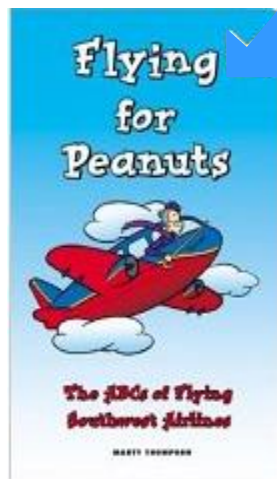
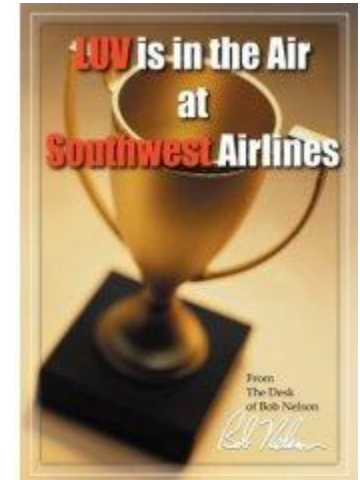
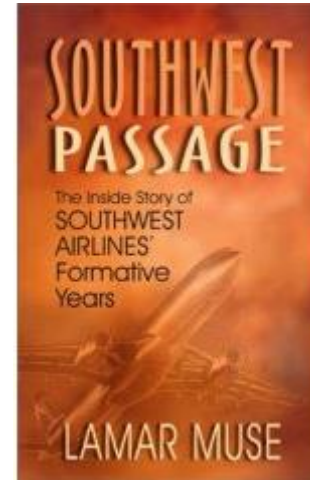
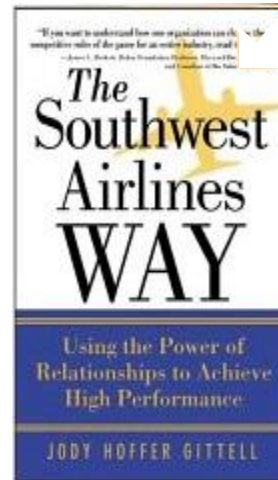
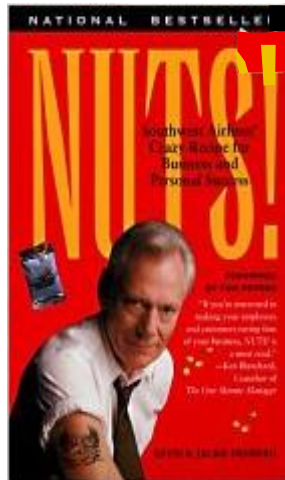
**Brett Knowles
Brett.Knowles@pm2Consulting.com
Peter Watson
Peter.Watson@pm2Consulting.com**

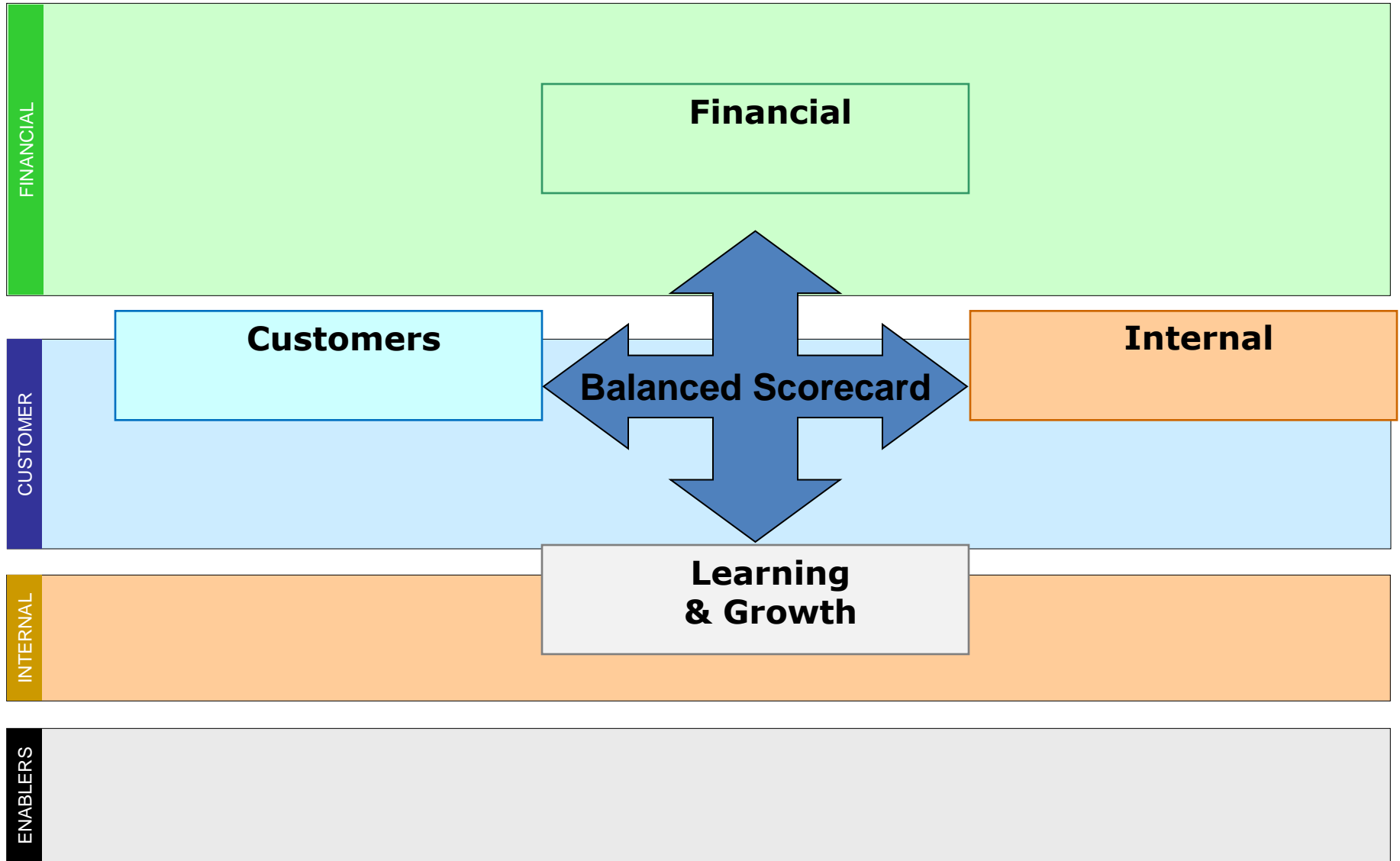


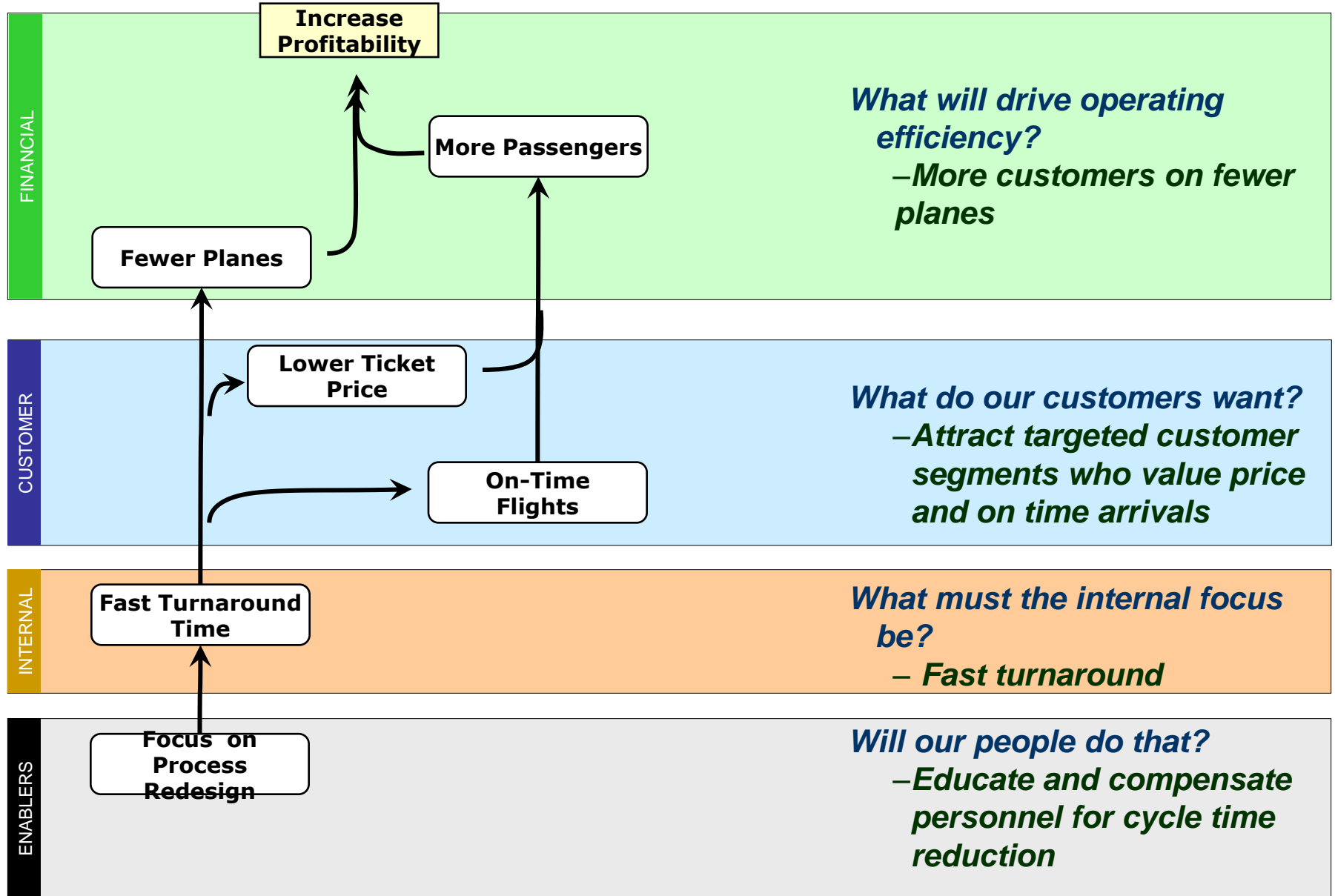
South-West Airlines Case Example



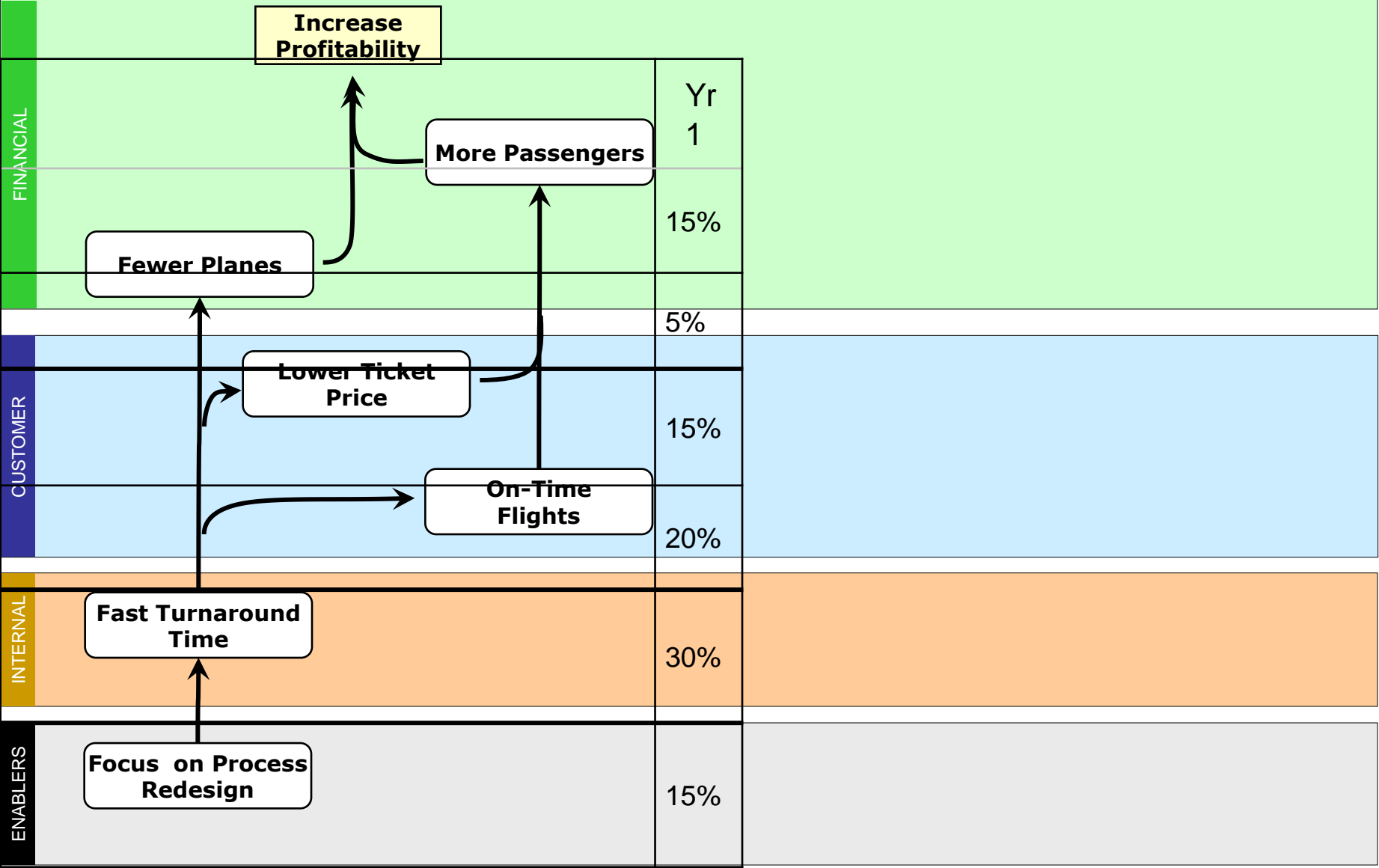
...based on public information



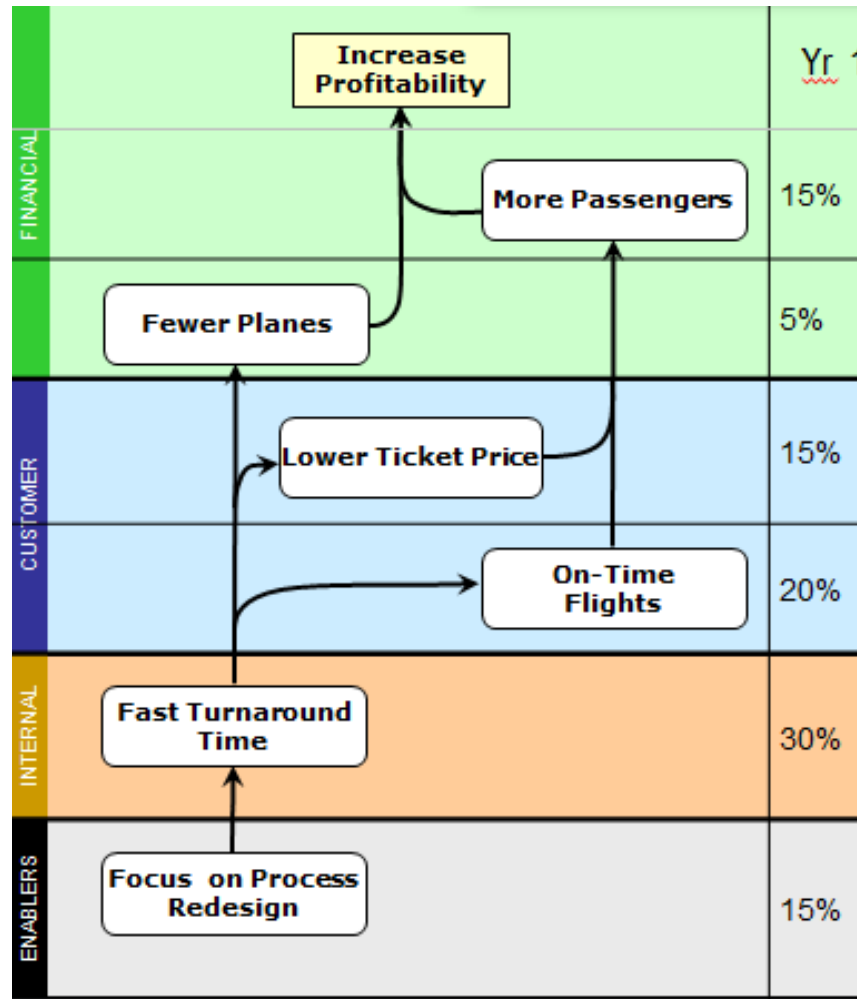




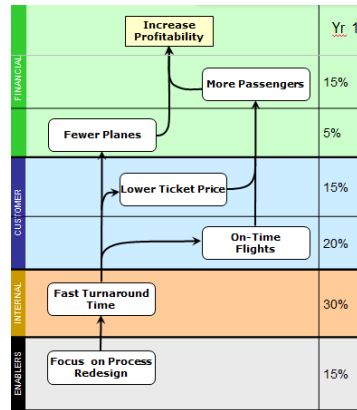
Owners make a difference



Process Strategic Capability Analysis



Process Strategic Capability Analysis



SouthWest Airlines Capability Analysis

			Wgt	I	P	I	P	I	P	I	P	I	P	I	P	I	P
FINANCIAL	F1: Increase Profitability	5															
	F2: More Passengers	10															
	F3: Fewer Planes	5															
CUSTOMER	C1: Low Ticket price	15															
	C2: On-Time Flights	20															
INT	I1: Reduce Turnaround Time	30															
EBL	E1: Focus on Redesign	15															

Process Strategic Capability Analysis

SouthWest Airlines Capability Analysis

			1		2		3		4		5		6		7	
			Air Operations		Customer Service		Ground Operations		Logistics		Maintenance		Ticket Sales		Training	
			I	P	I	P	I	P	I	P	I	P	I	P	I	P
			4	5	3	4	4	5			3	5	5	5	4	5
FINANCIAL	F1: Increase Profitability	5														
	F2: More Passengers	10			5	2	5	2	3	4			5	1		
	F3: Fewer Planes	5					5	5	5	4	5	5				
CUSTOMER	C1: Low Ticket price	15					5	5	5	5	5	5	5	5		
	C2: On-Time Flights	20	5	5			5	5	5	5	5	5			4	5
INT	I1: Reduce Turnaround Time	30	2	4			2	4	5	5	5	4			2	4
EBL	E1: Focus on Redesign	15	5	4	5	5			5	5	5		5	5	5	5

The scoring

What is the IMPACT of this process on this Strategic Objective?
1 = minimal
5 = critical for SO's success.

SouthWest Airlines Capability Analysis

		Wgt	1	
			Air Operations	
			I	P
CUST	C2: On-Time Flights	20		

The scoring

How are we currently
PERFORMING in this process
in supporting this Strategic
Objective?

1 = very poorly

5 = meeting expectations

SouthWest Airlines Capability Analysis

			Air Operations	
			I	P
CUST	C2: On-Time Flights	Wgt 20	5	

The scoring

SouthWest Airlines Capability Analysis

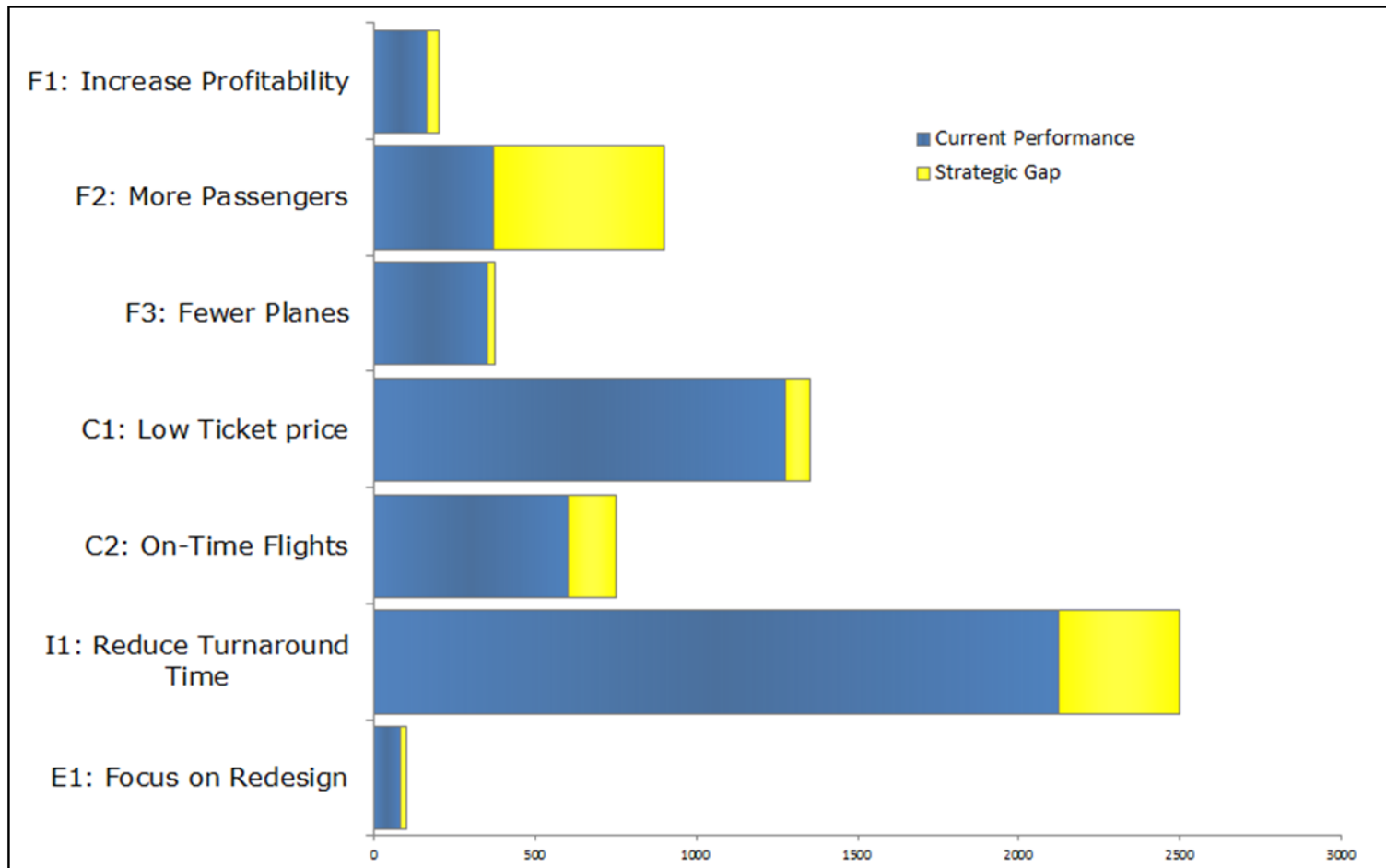
			1	
			Air Operations	
			I	P
			5	5
CUST		Wgt		
	C2: On-Time Flights	20		

Process Strategic Capability Analysis

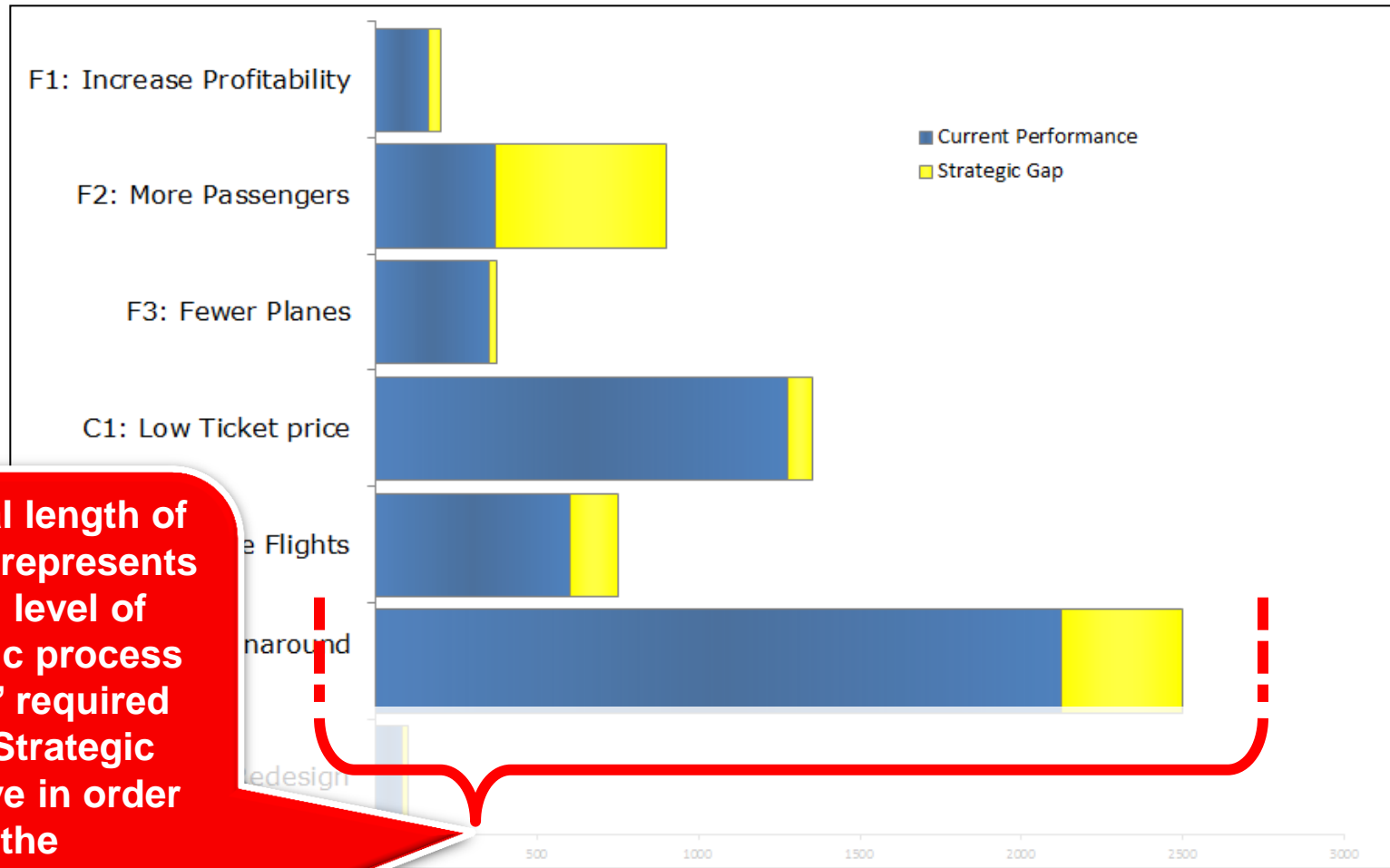
SouthWest Airlines Capability Analysis

			1		2		3		4		5		6		7	
			Air Operations		Customer Service		Ground Operations		Logistics		Maintenance		Ticket Sales		Training	
			I	P	I	P	I	P	I	P	I	P	I	P	I	P
			4	5	3	4	4	5			3	5	5	5	4	5
FINANCIAL	F1: Increase Profitability	5														
	F2: More Passengers	10			5	2	5	2	3	4			5	1		
	F3: Fewer Planes	5					5	5	5	4	5	5				
CUSTOMER	C1: Low Ticket price	15					5	5	5	5	5	5	5	5		
	C2: On-Time Flights	20	5	5			5	5	5	5	5	5			4	5
INT	I1: Reduce Turnaround Time	30	2	4			2	4	5	5	5	4			2	4
EBL	E1: Focus on Redesign	15	5	4	5	5			5	5	5		5	5	5	5

Process Strategic Capability Analysis

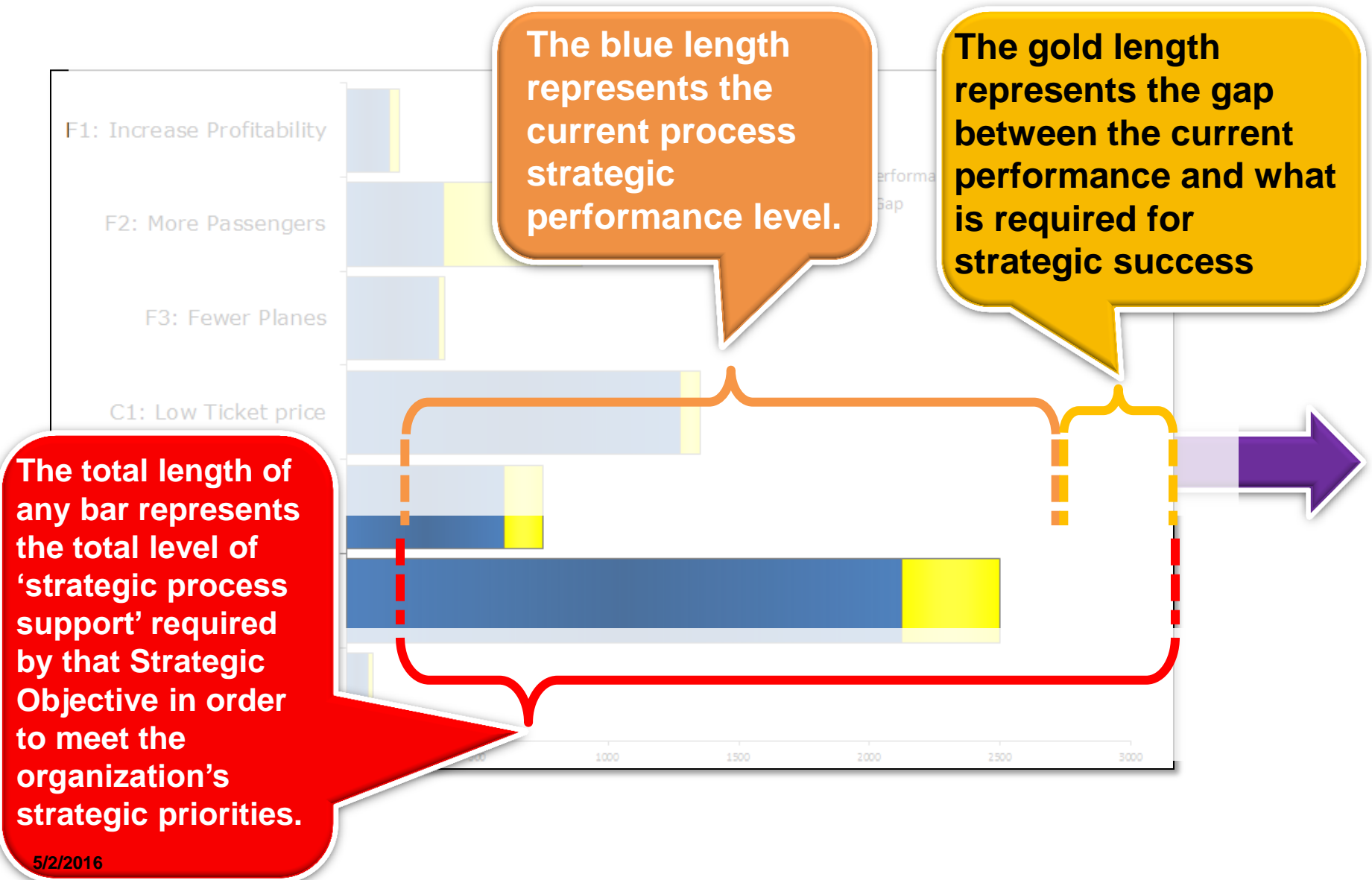


Process Strategic Capability Analysis

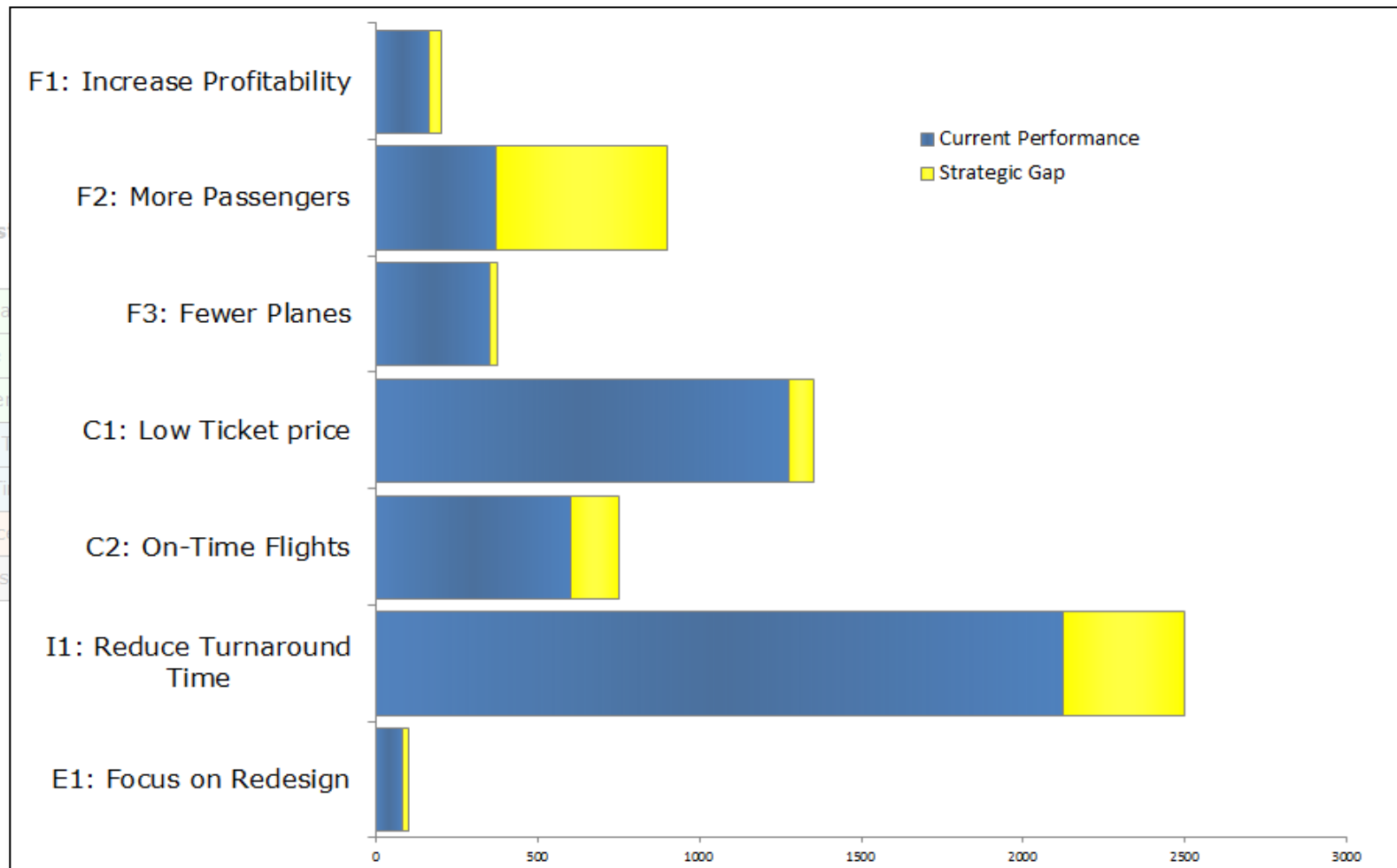


The total length of any bar represents the total level of 'strategic process support' required by that Strategic Objective in order to meet the organization's strategic priorities.

Process Strategic Capability Analysis



Process Strategic Capability Analysis

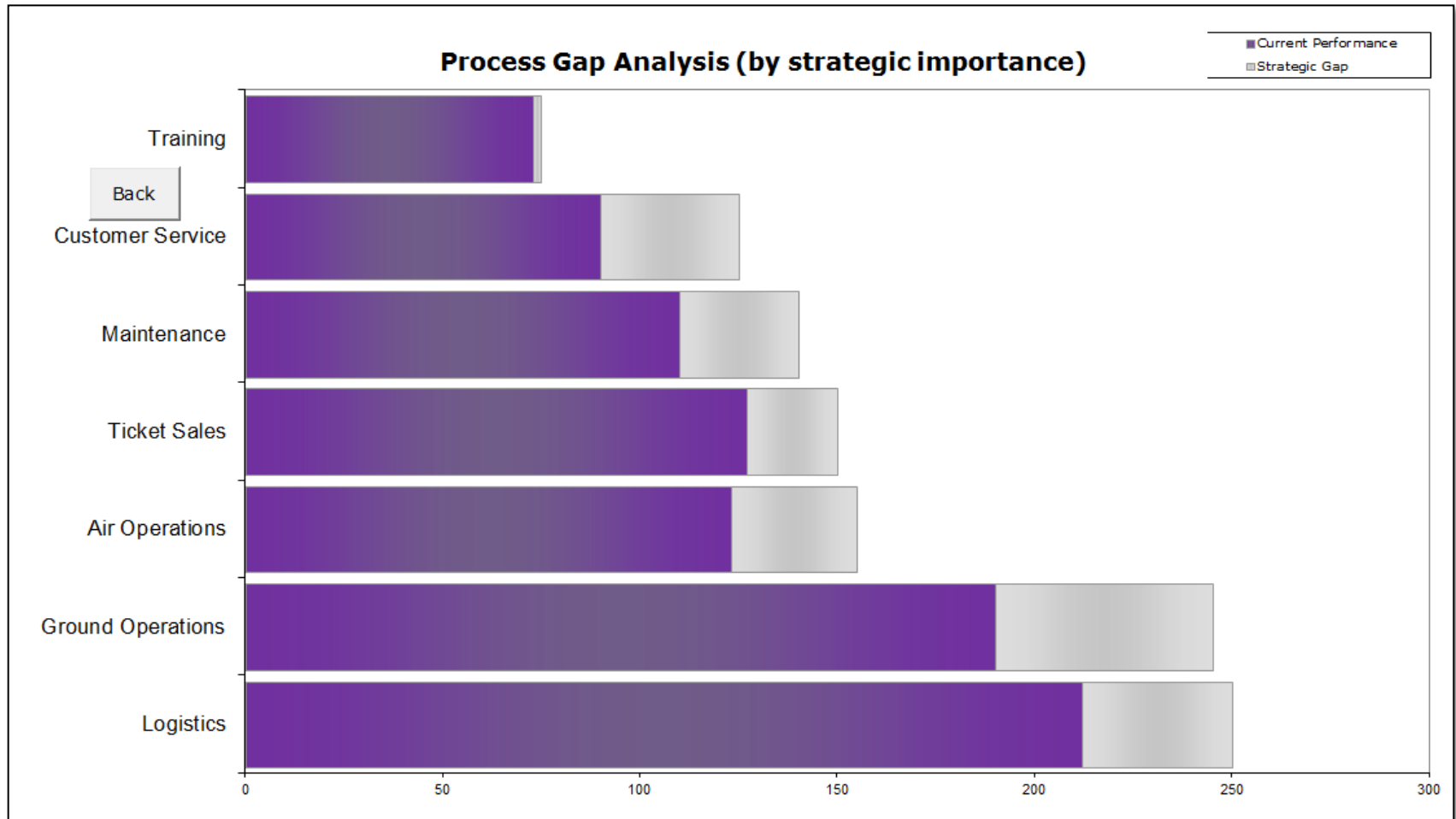


SouthWest
Analysis

FINANCIAL	F1: Increase Profitability
FINANCIAL	F2: More Passengers
FINANCIAL	F3: Fewer Planes
CUSTOMER	C1: Low Ticket price
CUSTOMER	C2: On-Time Flights
INTERNAL	I1: Reduce Turnaround Time
EXTERNAL	E1: Focus on Redesign

7
Training
P
5
5
4
5

Process Strategic Capability Analysis



Process Strategic Capability Analysis

SouthWest Airlines Demo Project Analysis			Resources											
			1		2		3		4		5		6	
			Strategic Comp		HR System Implementation		PP Management		e-Learning		Hire Luggage Handlers		Web Sales	
			2		5		4		3		1		2	

Process Strategic Capability Analysis

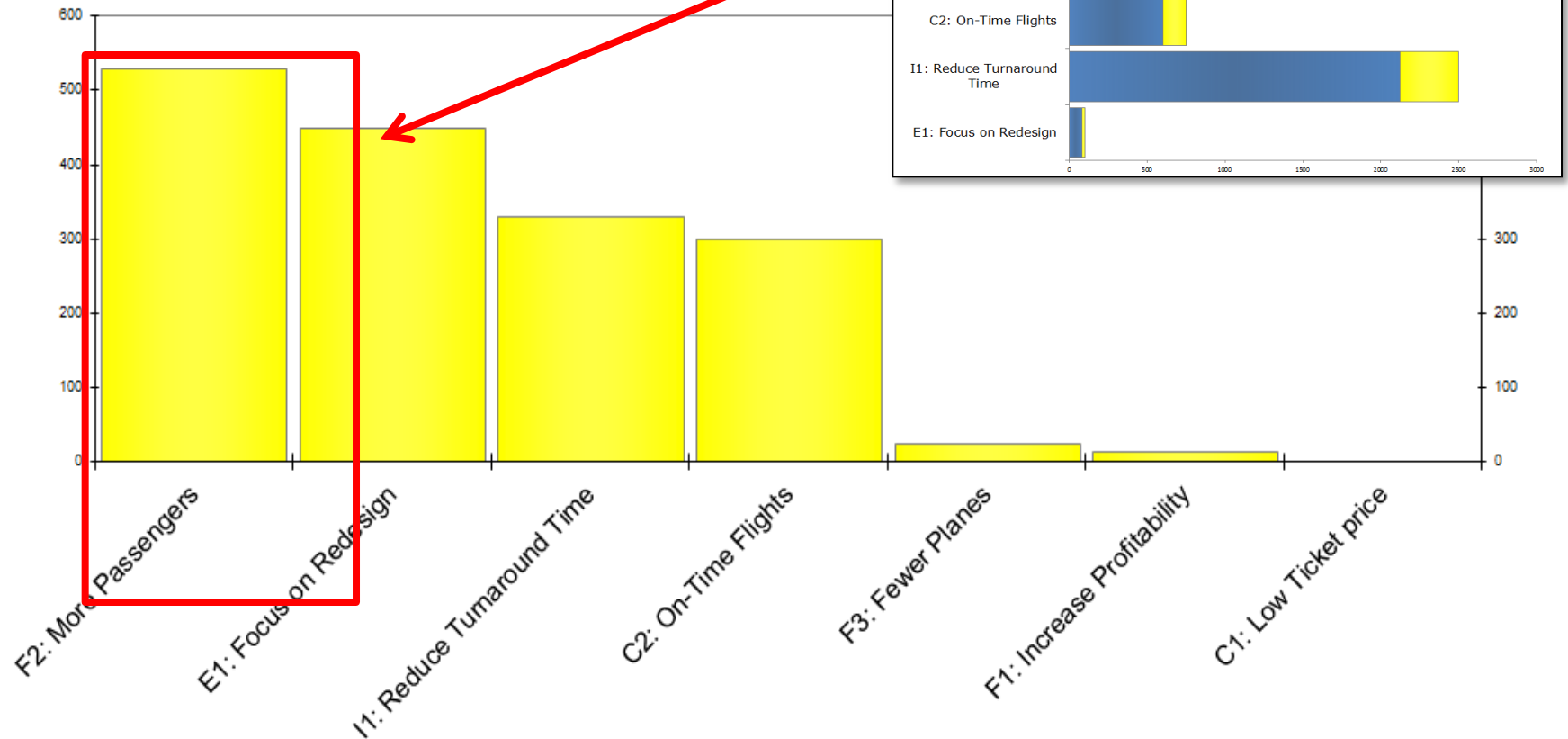
SouthWest Airlines Demo Project Analysis		1	2	3
		Strategic Comp	HR System Implementation	PP Management
Resources		2	5	4
Wgt				
F1: Increase Profitability	5	3	1	4
F2: More Passengers	10			
F3: Fewer Planes	5			
C1: Low Ticket price	15	3	1	
C2: On-Time Flights	20		1	3
I1: Reduce Turnaround Time	30		5	3
E1: Focus on Redesign	15	4	3	3

Projects will impact multiple Strategic Objectives – some are intended and other impacts are ‘accidental’ – both types should be captured. Try to not over-commit to what impact projects might have.

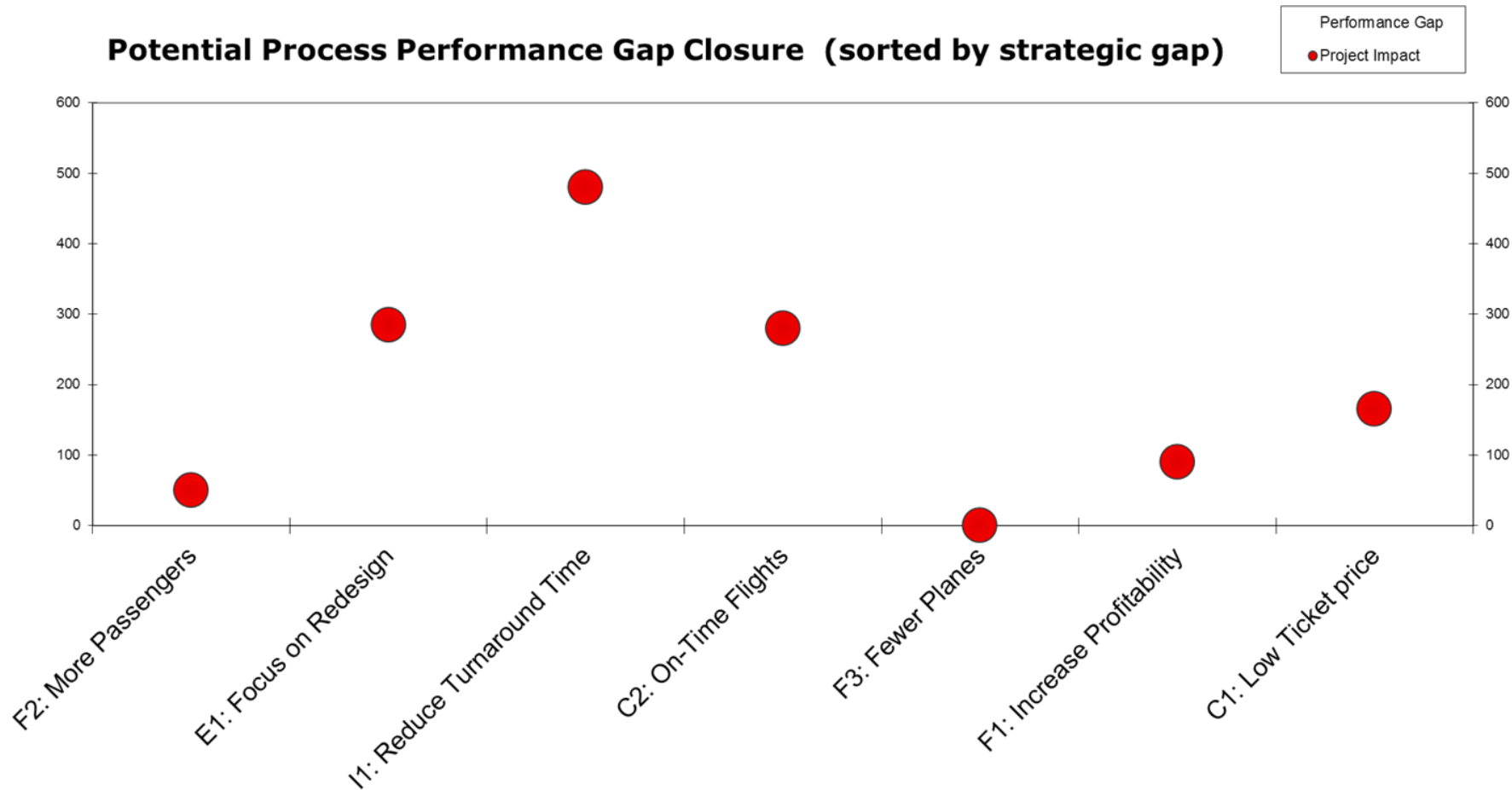
Project “Gap Closing” Potential

Back

Potential Process Performance Gap Closure (sorted)



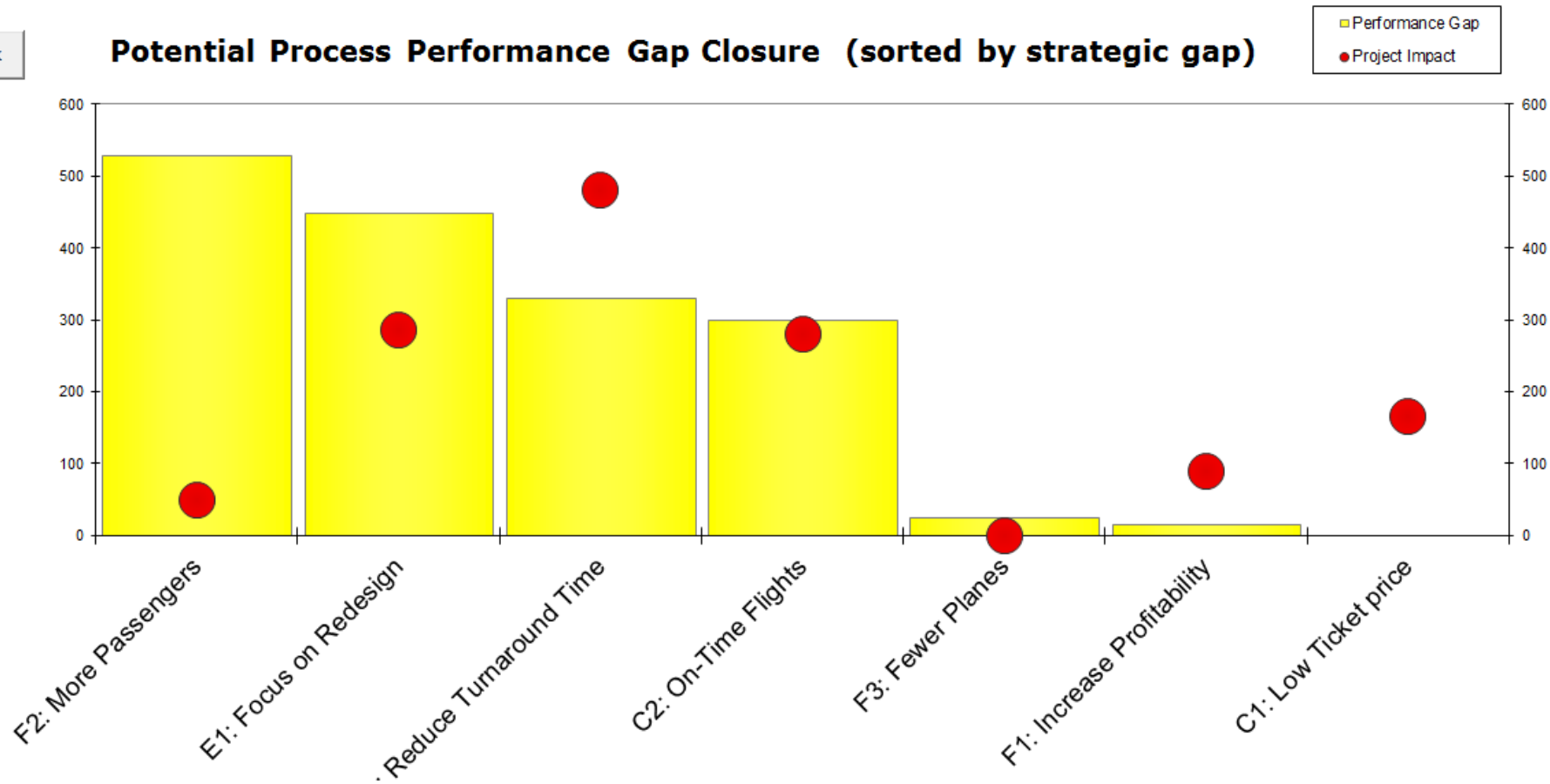
Project Strategic Gap Closing Potential



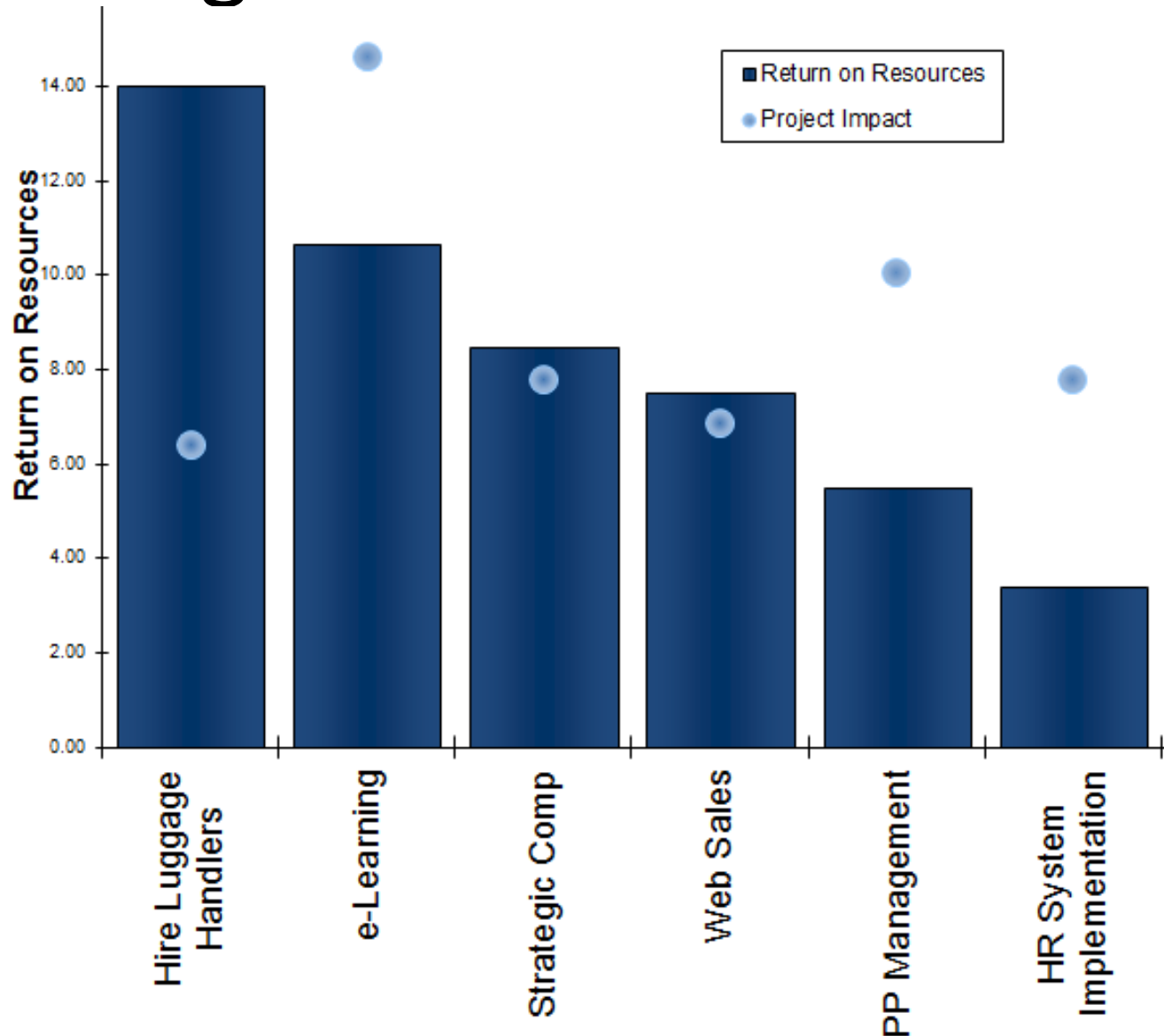
Project Strategic Gap Closing Potential

Back

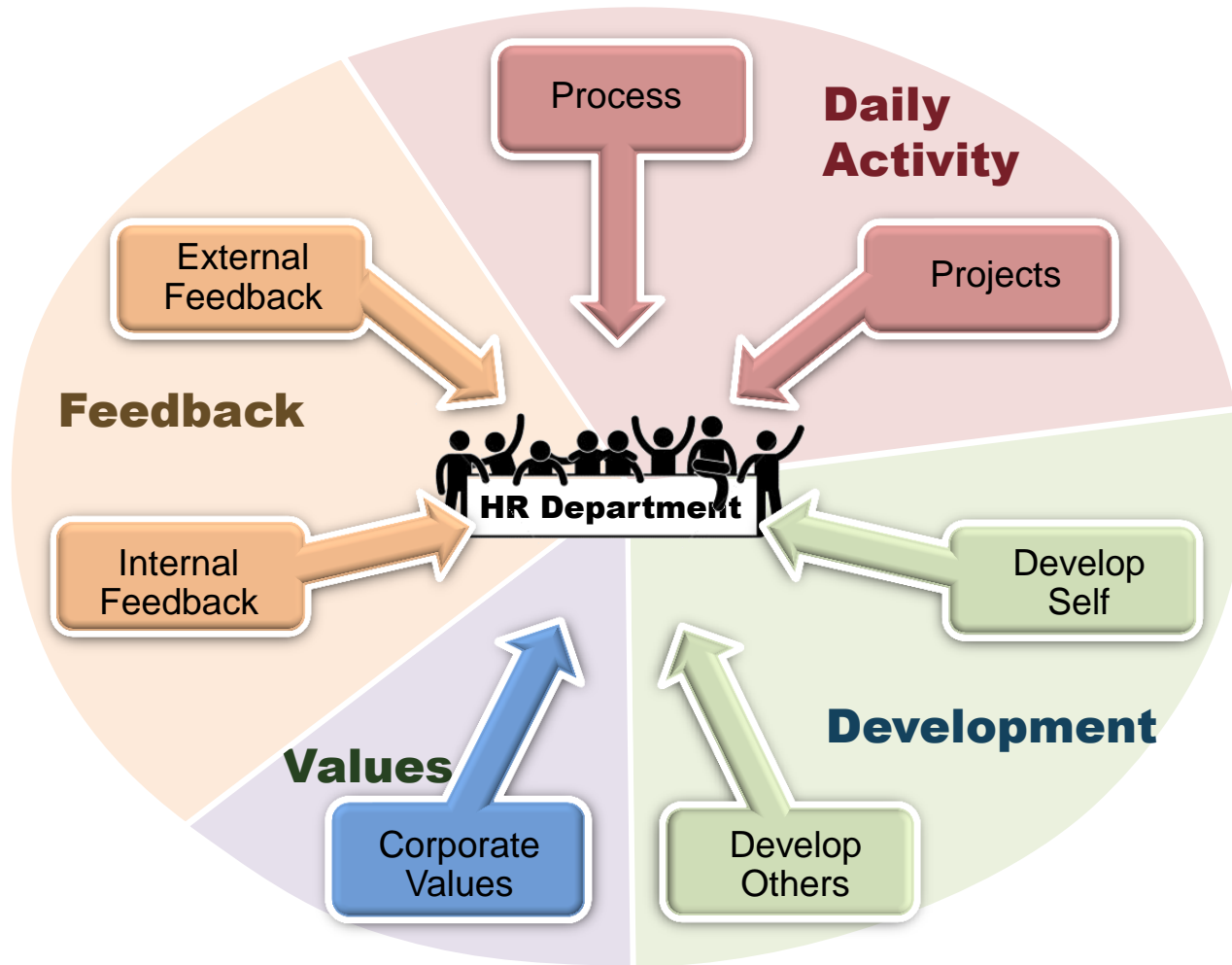
Potential Process Performance Gap Closure (sorted by strategic gap)



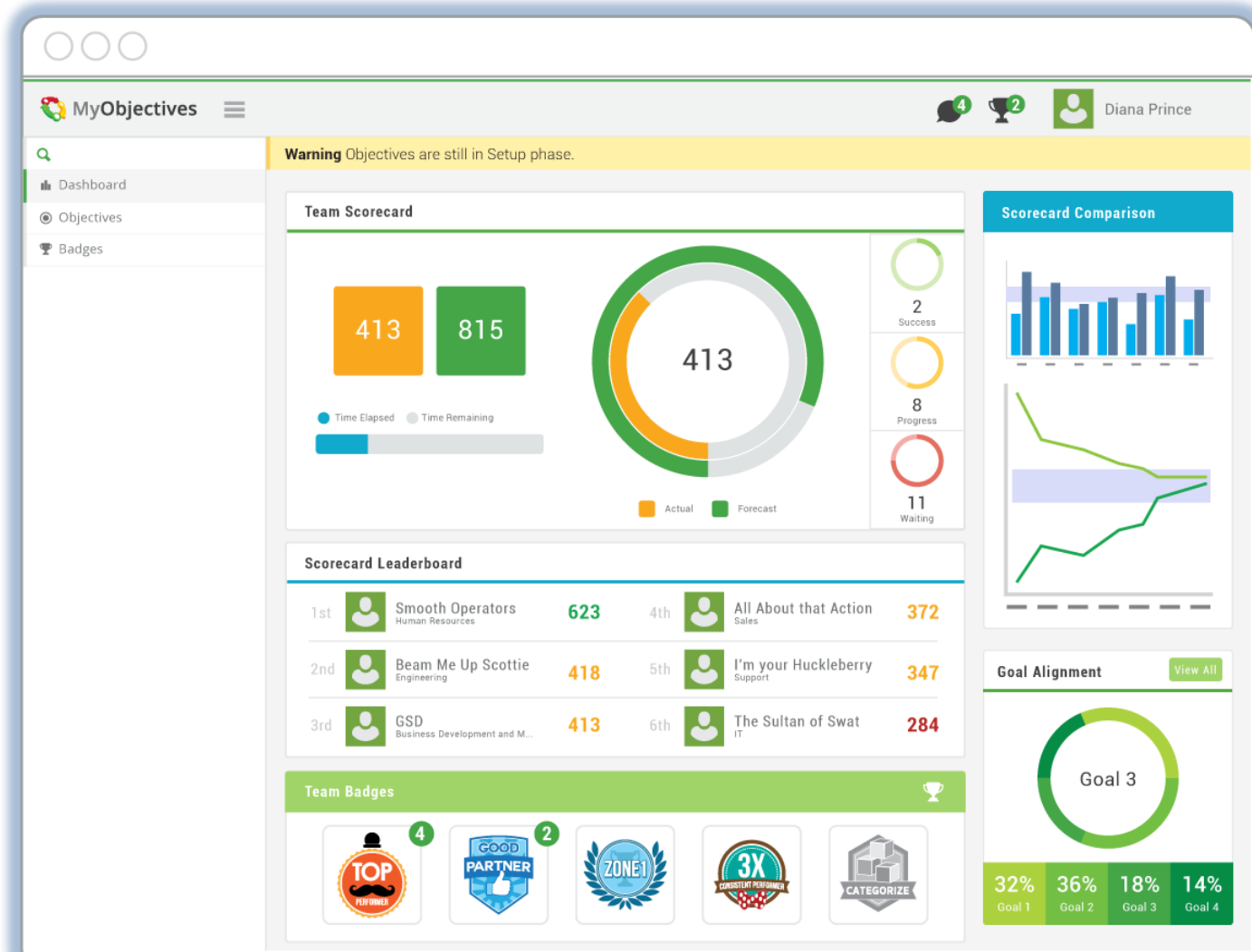
Strategic Return On Investment



An Example HR Department



An Example HR Department










Managing the Performance









The Default Points Table

My Objectives sets points for Priority and Progress as follows:

	PROGRESS					
	Planned	Started	Progress	Partial	Bordering	Success
						
	0%	5%	25%	50%	75%	100%
PRIORITY						
Critical						125
Essential	0	5	25	50	75	100
Expected	0	4	19	38	57	75
Stretch	0	1	3	5	8	10
Un-planned	0	0	0	0	0	0

The Default Points Table

My Objectives sets points for Priority and Progress as follows:

	PROGRESS					
	Planned	Started	Progress	Partial	Bordering	Success
						
PRIORITY	0%	5%	25%	50%	75%	100%
Critical	0	7	32	63	124	125
Essential					75	100
Expected	0	4	19	38	57	75
Stretch	0	1	3	5	8	10
Un-planned	0	0	0	0	0	0

The Scorecard

ID	Type	Key Results	Discuss	Actual	Forecast	Priority	Status	Responsible
Category: 2. Customer								
Objective: Process: Website Landing Page Updates								
2.1		Updated landing pages	?	○	○	2	WHAT: We have discovered that the big banner is an issue. SO WHAT: If we cannot reduce the banner size, we cannot solve this issue. NOW WHAT: We need meet with IT and Marketing to resolve this.	
2.2		New page standards		○	○	2		
Objective: Project: Changing Learning Environment								
2.3		Publication: Educating Professionals: Ethics and Judgement in a Changing Learning Environment	✓	○	○	3	WHAT: We continue to have resource problems from outside RSG SO WHAT: If this continues we will begin to fall behind target NOW WHAT: We'd like this initiative added onto their Game	Karen McCardle
Category: 3. Internal Business Process								
Objective: Process: Maintain Publication Schedule								
3.1		Publication Schedule		○	○	2		
Objective: Process: Monthly Thought Leadership								
3.2		CPA Newsletter Updates		●	○	3		
Objective: Process: Website Landing Page Updates								
		New web page standards		○	○	2		

Based on the Ontology, you select what are you area's key initiatives and objectives and build your scorecard.

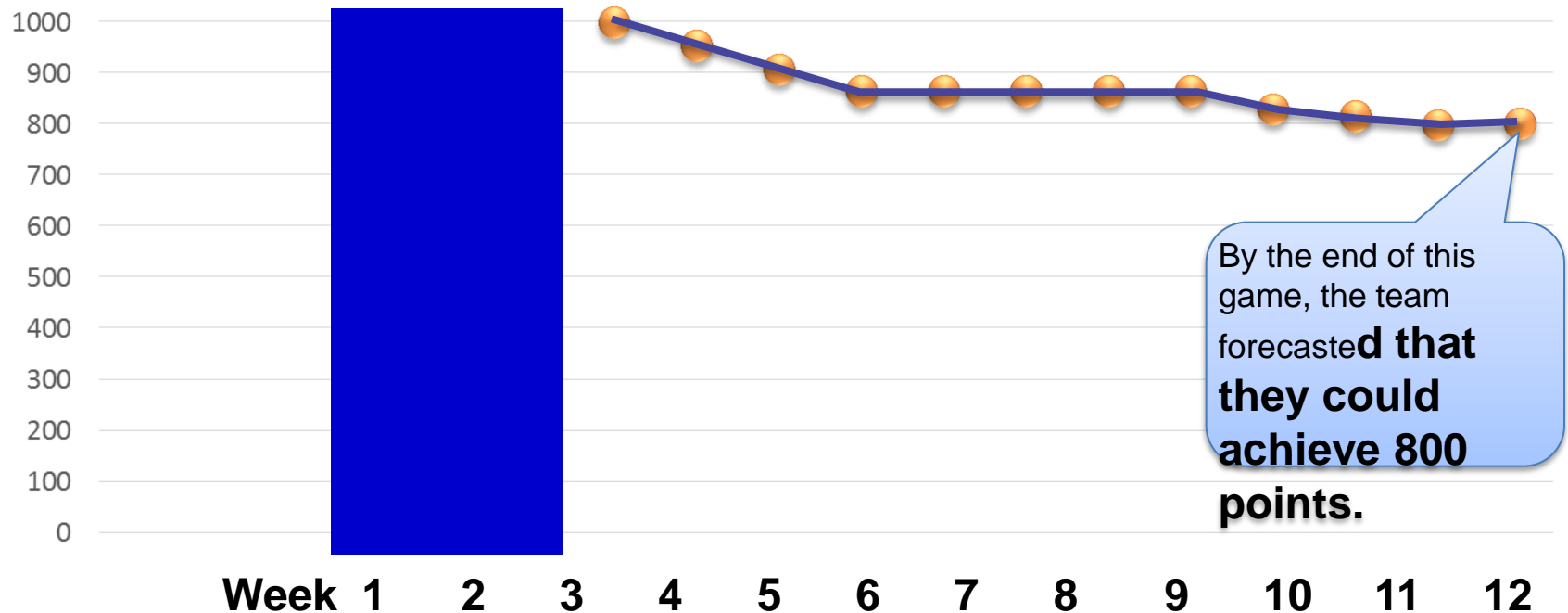
You will then assess how you are performing and provide a simple analysis.

Based on this you'll be able to see overall performance, scores and awards for what has been accomplished etc.

...and you can conduct performance meetings based on what is most important and update your priorities and targets for everyone to see.

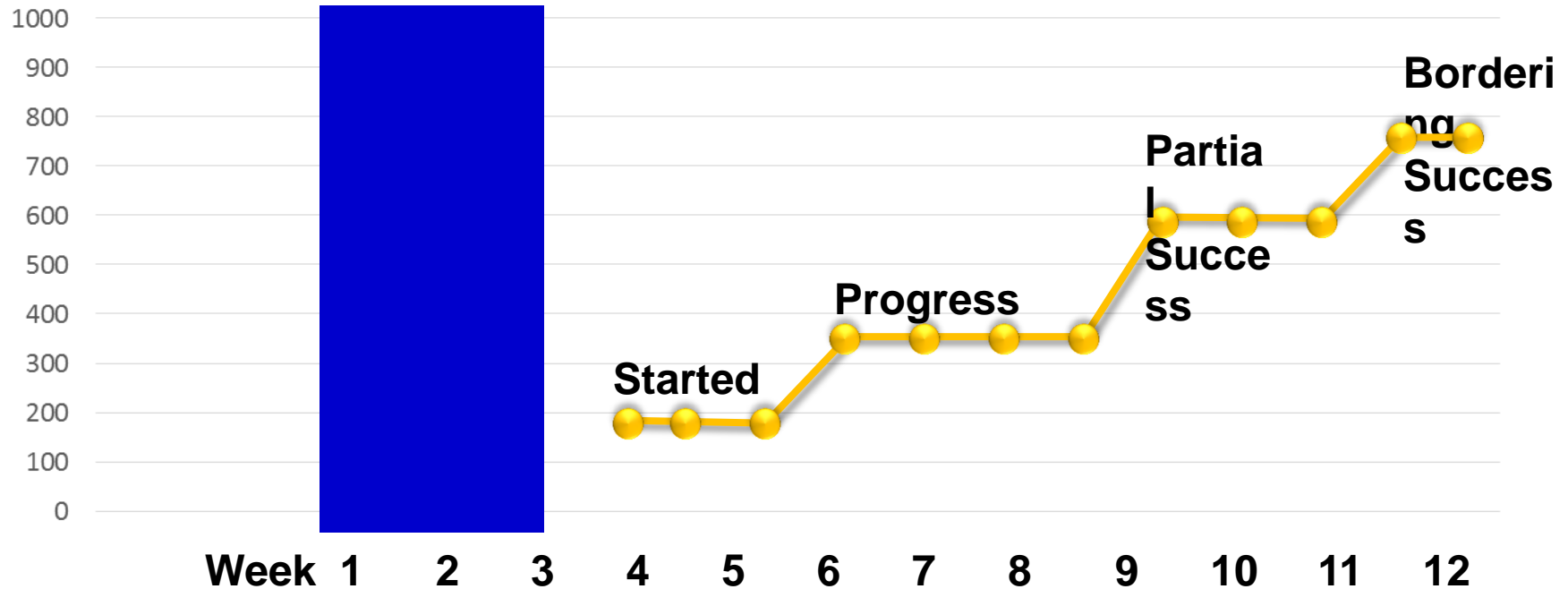
Forecast Points

As the game unfolds, issues occur that reduce the forecast level or progress. To ensure Leadership is not surprised, the team updates the forecast performance level... and therefore possible points.



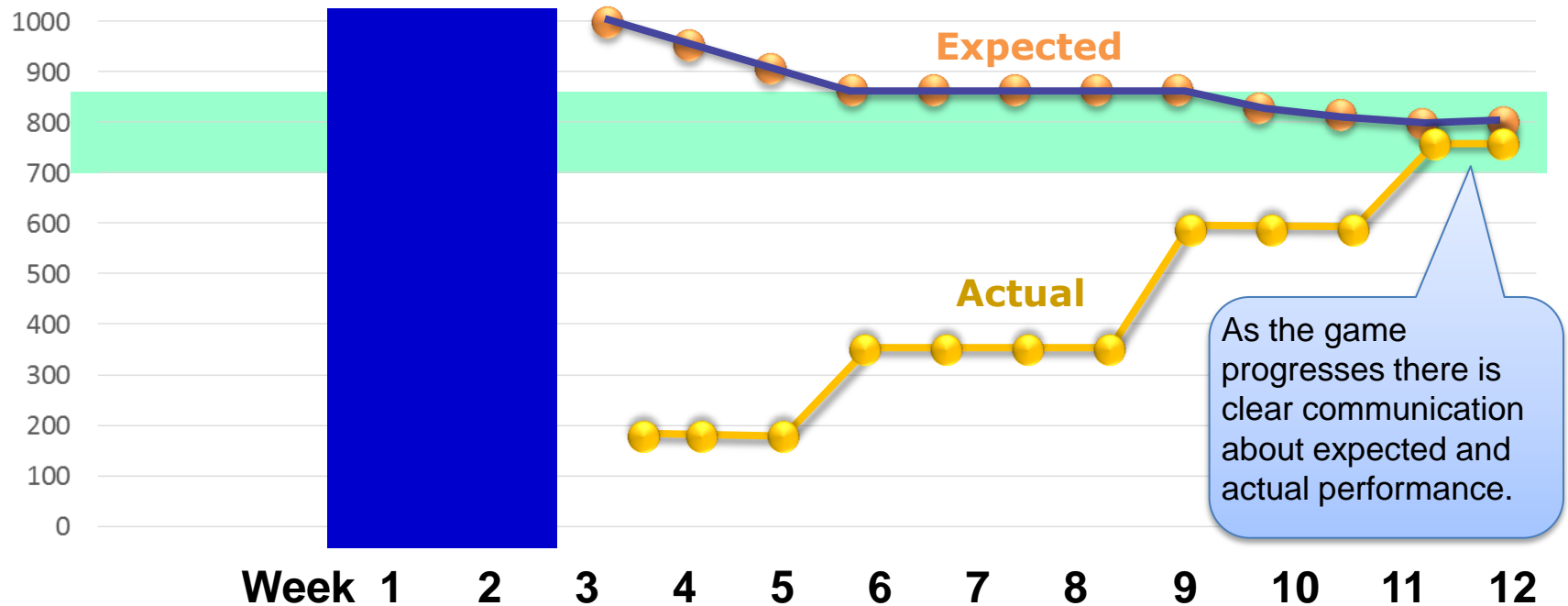
Earned Points

As the game unfolds, the team also reports actual performance against the original forecast.



Clearly communicating expected and actual performance

As the game unfolds, the team also reports actual performance against the original forecast.



Reporting in MyObjectives

