



غرفة تجارة وصناعة أبوظبي
ABU DHABI CHAMBER OF COMMERCE & INDUSTRY

Sheikh Khalifa Excellence Award (SKEA)

The Sheikh Khalifa Excellence Award (SKEA) was been designed to recognize the achievement of organisations that demonstrate high performance through a journey of innovation, learning and continuous improvement. Organisations that participate in the award will discover that organisational excellence is a much broader concept than the instigation of a popular quality management system. It encompasses the way organisations meet or exceed the needs and expectations of stakeholders, in a balanced and proactive manner.

The Sheikh Khalifa Excellence award provides organisations with a roadmap to achieving excellence and suggests a methodology for conducting self assessment against the international criteria for organisational excellence used throughout Europe and beyond. The greatest benefit an organisation gets from registering for the award is the improvements gained from conducting self-assessment and using the excellence model to identify strengths and areas for improvement across all operations.

Applying for SKEA will give organisations a powerful mean of motivating their people and focusing their efforts on continuous improvement. As part of the award process, applicants for SKEA will receive a feedback report which details the strengths and areas for improvement against the award criteria, drawn by experienced assessors. Obviously, there is considerable prestige attached to winning the award with all the honour associate with this achievement. Moreover, the high profile award ceremony will establish winners as role models for other organisations to aspire.

Winners of Sheikh Khalifa Excellence Award (from Diamond, Gold and Silver categories), can benefit from the branding privileges and the display of special logos designed to distinguish the winners in each category. The award logos may be used by winners on their stationery and marketing collaterals for a maximum period of three years, after which the organisation is expected to reapply for the award.



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How to develop and make effective use of a Balanced Scorecard

The How to... Series

Most organisations know where they should be improving their performance. The difficult part is obtaining detailed, impartial advice to set them in the right direction. The British Quality Foundation has responded to this need by producing a series of 'How to...' books.

The authors are experts on their subjects and the books are suitable for organisations of all sizes in all sectors. While they do not provide the complete solution, by following the ideas and approaches the reader will find a route to implementing performance improvement and achieving greater productivity and competitiveness.

This book answers the question

'How can we develop and make effective use of a balanced scorecard?'

Other books in this series include:

How to measure and manage business performance

How to design and implement a corporate social responsibility strategy

How to identify and manage the organisation's key processes

How to become an Investor in Excellence

How to develop an excellent organisation

How to benchmark your business processes

How to establish customer requirements and measure customer satisfaction

Acknowledgement

The British Quality Foundation is grateful to TQMI Consultancy for their help in producing this book.

TQMI is an improvement consultancy providing practical support to organisations striving to achieve excellence. It operates in over 40 countries and has supported over 1000 public and private sector clients. TQMI tailors and utilises appropriate tools and approaches to help clients on their journey towards excellence. It adopts a pragmatic approach to help clients bridge the performance gap between where they are today and their future aspirations.

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Introduction

This book is an easy-to-read, practical guide for those who wish to improve the measurement system in their organisation and are considering the introduction of a Balanced Scorecard approach. It is intended that, by following the ideas and approaches suggested, the reader will be able to see a way of implementing the Scorecard concepts in his or her organisation, such that they gain widespread acceptance and help drive improvement. Successful Balanced Scorecards, as the name implies, enable the organisation to achieve a balance between the measured key aspects in the organisation. They provide focus, in that they require the identification of the vital few measures, rather than the trivial many, and providing the principles of sound measurement practice are followed, they enable control, based on management by fact and real data, rather than perception.

What is a Balanced Scorecard?

A Balanced Scorecard is a management tool that enables an organisation to link its high-level measurement system to its strategy and to 'keep score' on a regular and systematic basis. It provides a means of ensuring that all the key performance aspects of the business are measured, and therefore managed, in an effective, focused way.

It is a tool that was originally developed for the banking sector by Kaplan and Norton, and is described in their book 'The Balanced Scorecard - Measures that Drive Performance'. For many years, banks typically measured their branch performance (and hence their branch managers' performance) based on financial (mainly profit) parameters alone. Although it was recognised that other factors, most noticeably customer satisfaction, had an impact on branch performance, the absence of clear measures of performance meant that managers often focused solely on financial performance which in turn led to short term management and decision making.

Whilst the ultimate goal of improved profit performance still remains, the cause and effect relationship of the bottom line with customer perception, process performance and organisational development started to become recognised and built into the measurement system in a more balanced way. Using this set of balanced measures to track progress towards the strategic intent of the organisation therefore gave rise to the Balanced Scorecard concepts.

It is easy to think of the Balanced Scorecard as only a measurement system, as this is the output that is most visible - a set of measures, which are used on a regular basis to assess performance. However, setting a Balanced Scorecard is a process, starting from the development and understanding of the organisation's strategy, from which the measures that populate the Scorecard are derived.