



## BALANCED SCORECARD PROFESSIONAL (BSP) CERTIFICATION BOOTCAMP

Balanced Scorecard Institute, USA pioneered the certification courses in Balanced Scorecard before anyone else in association with one of the top global university, George Washington University, Washington DC making it one of the top and most sought certification courses in the world. Its expert trainers have over the years have trained thousands of practitioners and consulted for 100s of organizations across the globe.

Mindfield Resources, UAE is a human resource solution provider bringing specialized training courses delivered by institutions specializing in specific management field or by expert trainers specially contributing to the field.

Mindfield Resources was the first to bring the high-level courses offered by Balanced Scorecard Institute, USA in 2007 and its certification courses in 2009 in this region. Since then we have trained more than a hundred participants from across the region and from South Asia, Iran, North and other parts of Africa and even South East Asia.

**Date: March 4<sup>th</sup> – 8<sup>th</sup>, 2012**

### Course Overview

This course combines the Institute's BSP Pt. 1: Introduction to the Balanced Scorecard and BSP Pt. 2: Advanced Balanced Scorecard courses into a fast-paced five-day course. The Institute's Nine Steps to Success™ framework is the basis of the course, where the emphasis is on shared participant experiences, lessons learned, and best practices. Small-group exercises are used for each step in the framework to reinforce the lectures, and participants are encouraged to bring their organization's strategic planning material to share with the class and receive instructor feedback offline as time permits.

Topics covered by the course include:

- Comprehensive approaches to strategic planning, strategic management, performance measurement and target setting, initiative prioritization, performance information systems, and course evaluation
- The Institute's Nine Step methodology for building and implementing balanced scorecard planning and management systems
- Organization development practices, such as SWOT analysis, employee assessment planning, customer and stakeholder identification, and balanced scorecard course planning
- Modern approaches to strategic thinking and strategy mapping
- Communications strategy development and change management aspects of the balanced scorecard journey
- Facilitation and coaching skills necessary to lead team workshops in the development of a balanced scorecard system for your organization
- How to select appropriate software to collect and report performance information throughout the organization
- How to cascade the enterprise scorecard throughout the organization

### Speaker from Balanced Scorecard Institute, USA



**Dr. Sandy McLure**  
Senior Associate  
Balanced Scorecard  
Institute, USA

Dr. Sandy McLure is a Balanced Scorecard Institute Senior Associate and an experienced analyst, evaluator and facilitator, with over 30 years experience working for the multinational corporation, Unilever. He is a Chartered Mechanical Engineer (UK) and fulfilled a wide variety of engineering management positions during his Unilever career in the UK, The Netherlands and Zimbabwe.

He spent much of his last 10 years with Unilever improving asset productivity by promoting and developing the application of Professional Project Management and associated tools and techniques such as Value Management, Value Engineering and Risk Analysis/Management. During this period, he was also actively involved in implementing TQM in his unit, leading to ISO 9001 certification.

For the Balanced Scorecard Institute, Sandy has experience building balanced scorecards for clients such as a construction company, a photonics equipment manufacturer, a professional association, a consulting company, a satellite communications company and an international organization. Sandy is also an instructor for many of the Institute's courses, including the Balanced Scorecard Master Professional Certification course, the Balanced Scorecard Professional Certification Boot Camp, Advanced Balanced Scorecard, Introduction to the Balanced Scorecard and Developing Meaningful Performance Measures.

Sandy also has federal government experience as a contractor to the Department of Labor for cost-benefit analysis and budget/performance integration, the Department of Transportation for competitive sourcing, and Office of Management & Budget for an E Gov project.

Sandy has been delivering Balanced Scorecard Certification courses in this region for around 3 years both public and customized in-house/ onsite courses.



## About the Balanced Scorecard Institute

The Balanced Scorecard Institute, a Strategy Management Group company, provides training, certification and consulting services to commercial, government, and non-profit organizations in applying best practices in balanced scorecard, strategic performance management and measurement, and transformation and change management.

Products and services include public and on-site courses, facilitation and consulting services, and information and tools used by executives, managers and analysts to transform their organizations into "performance excellence" organizations.

The Institute also provides, through the [balancedscorecard.org](http://balancedscorecard.org) website, a resource to obtain information, ideas and best practices based on lessons learned from extensive experience in building strategic management and performance measurement systems using the award-winning *Nine Steps to Success™* balanced scorecard methodology.

## Balanced Scorecard Institute Certification

The Institute course is based on a participant successfully learning how to build and implement a scorecard system, and applying the learning in a practical way. Successfully passing a final exam completes the certification process. There are two levels of Certification: Advanced level is Balanced Scorecard Master Professional (BSMP) and the basic certification level is Balanced Scorecard Professional (BSP).

## Balanced Scorecard Professional (BSP)

The **original** Balanced Scorecard Boot Camp! This course combines the material in the *BSP Certification Pt. 1: Introduction to the Balanced Scorecard* and the *BSP Certification Pt. 2: Advanced Balanced Scorecard* courses into a single, 5-day course and meets the course requirements for *Balanced Scorecard Professional Certification* offered by the Institute through its association with George Washington University (exam completion required). Beginning with the foundational Nine-Step process covered in the *Part 1* course and then continuing into the real life nuances and complications addressed in the *Part 2* course, this course covers the entire range of balanced scorecard topics - organization development, change management and communications planning, strategic planning, objectives and strategy mapping, performance measures and target setting, strategic initiative prioritization, automation, cascading, and strategic management - in one week. Fully consistent with basic balanced scorecard concepts & terminology developed by Kaplan & Norton, the course covers scorecard development in business, government, and non-profit organizations. Participants get hands-on practice using a simple, step-by-step process for developing a scorecard system on their own. Price includes access to the BSP online certification exam!

## Teaching Style

Through case studies and a series of interactive small group workshops, you will apply the balanced scorecard concepts to meet the challenges facing a typical organization. Exercises performed throughout this course include:

- Launching a BSC program and establishing work teams
- Incorporating communications planning and change management into the scorecard development process
- Use an organizational assessment to set vision, mission, and strategy
- Understand who your customers and stakeholders are and what they need from your organization
- Develop an organization's strategic themes, strategic results and perspectives
- Develop and refine strategic objectives and strategy maps
- Develop and refine performance measures and targets, aligned to strategy
- Develop & prioritize new initiatives to execute strategy
- Sustain the scorecard with a Strategy Management Office
- Define enterprise performance information requirements and select software

## Course Benefits

Participants will understand the key concepts of the balanced scorecard, and why it is gaining so much attention in corporate, nonprofit, and governmental organizations. Participants will learn a systematic, nine-step methodology for building and implementing the balanced scorecard, based on the performance management theory developed at Harvard University and the Institute's international balanced scorecard consulting experience. Participants will receive a *Performance Scorecard Toolkit™* with worksheets for each step of the methodology, and a CD with course and reference material.

## Course Fee

Balanced Scorecard Professional Certification Bootcamp (5 Days): USD 4,750.00 or AED 17,480.00 inclusive of certification fee

Fees include course kit, lunch and refreshment.

**Early Bird Discount** : 5% for nominations with fee received by 4<sup>th</sup> February, 2012

**Group Discount** : 5% for two or more nomination



*Certification and training related to the Nine Steps to Success™ methodology is for internal facilitation and personal use only. Any use of the Nine Steps to Success™ or other Institute intellectual property beyond internal facilitation use without a formal affiliate or associate agreement with the Institute is prohibited.*

## Course Outline

### DAY 1: Module I. Introduction to the Course

*(Learning Objectives: Introduce the course modules; introduce the case studies and exercises; introduce participants; define terms; and discuss reference material.)*

- Introductions, expectations, and participant knowledge
- Workshop objectives
- Agenda, schedule, and logistics
- Definitions and references
- Introduction to the examples, case study, small-group exercises, performance measurement software, and the performance scorecard toolkit

### DAY 2: Module II. Building a Balanced Scorecard System

*(Learning Objectives: Explain the evolution of measurement and strategic management systems; understand the history of the balanced scorecard; list reasons for adopting a balanced scorecard system; learn about the Institute's Nine Steps to Success™ scorecard framework; identify the six steps needed to build a scorecard system and the three steps needed to implement these systems; learn how to contribute and lead a balanced scorecard team; learn about scorecard system components and how each component contributes to a management system; learn advanced techniques for scorecard course planning, change management, organization assessment, developing strategic objectives and strategy mapping, performance measures, and strategic initiative identification and prioritization.)*

- Introduction to performance management and measurements
- Balanced scorecard concept, origin and history
- Reasons for undertaking a balanced scorecard project
- Similarities and differences among BSC and other performance systems
- Advantages of using BSC performance systems
- Contrast private sector, public agency and nonprofit use of scorecards
- Key questions the BSC seeks to answer
- The nine-step methodology for building and implementing a balanced scorecard project
- Building the scorecard system
  - Step 1: Assessment
  - Step 2: Strategy
  - Step 3: Strategic Objectives
  - Step 4: Strategy Mapping
  - Step 5: Performance Measures and Targets
  - Step 6: Strategic Initiatives
- Guidelines for assembling the scorecard components
- Scorecard roll-out and example

### DAY3: Module III. Implementing a Balanced Scorecard

*(Learning Objectives: Learn how to implement a scorecard system; learn how to automate the scorecard system; learn how to cascade the scorecard system to business and support units, and to teams and individuals; learn how to evaluate the management system; learn how to use scorecard information to improve performance.)*

- Implementation issues
- Aligning strategy and work throughout the organization
- Implementing the scorecard system
  - Step 7: Automation
  - Step 8: Cascading
  - Step 9: Evaluation
- Collecting, verify and validating performance data
- Transforming data into information
- Software options for managing performance information
- Cascading the scorecard throughout the organization
- Employee motivation
- Linking strategy to resource decisions
- Linking performance to rewards
- Using performance information to improve organization performance
- The scorecard as a learning framework

### DAY 4: Module IV. Communication and Change Management

*(Learning Objectives: Understand how interactive communications and engaged leadership are key components of the scorecard development process; learn how to plan for and implement change; learn about recognition, rewards, and incentives in scorecard systems.)*

- Engaging employee hearts and minds
- The internal change journey
- Leading sustainable change
- Guidelines for communicating scorecard plans and results

### DAY 5: Module V. Facilitating the Scorecard Process

*(Learning Objectives: Learn techniques of facilitation; learn how to facilitate scorecard development workshops.)*

- Challenges
- Basic elements of facilitation
- Decision-making methods
- Organizing and leading scorecard development workshops



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Date: March 4<sup>th</sup> – 8<sup>th</sup>, 2012

## 5 Easy ways to register and obtain more information

**Online:** <http://www.mindfieldresources.com/OnlineRegistration.aspx>

**Tel :** +971 4 367 1798 / 1797

**Email:** [jamal@mindfieldresources.com](mailto:jamal@mindfieldresources.com)

**Mob:** +971 50 864 0435

**Fax :** + 971 4 367 2964

Mindfield Resources Consultancy FZ LLC, G-04, Block 13, P. O. Box 500687, Knowledge Village, Dubai, UAE



## Course Fee

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USD 4,750.00 or AED 17,480.00 inclusive of certification fee

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4<sup>th</sup> February, 2012

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An invoice will be sent upon receipt of your registration form. We reserve the right to admit only those delegates to the course for whom the full payment has been received before the start of the course.

**Course Timings** : 08:00 – 16:30 hrs on Day One  
08:30 – 16:30 hrs on the following Days

## Payment terms and options:

Payment is due immediately upon confirmation of admission to the course.

All payment should be by bank transfer or cheque to:

**"Mindfield Resources Consultancy FZ LLC"**

1. You can pay by company cheque or bankers draft
2. Telex Transfer

## Cancellation

If the nominee is unable to attend, a substitute delegate is welcome otherwise a \$500 service charge will be payable. Registration cancelled less than 7 days before the event must be paid in full.

## Disclaimer

Due to unforeseen circumstances, the program may change and mindfield resources reserve the right to alter the date, venue and/or speakers.

## Avoid delays attending the course

Participants who require UAE visa should apply as early as possible to avoid delay. They can inquire visa application from their preferred hotel accommodation or travel agency. Those who desire to fly by emirates can request for a tourist visa from the airlines itself. Normally, visa for non-GCC nationals take weeks to process and is subject to immigration approval.

## We would like to nominate the following person(s)

(1) Name(Mr/Mrs/Ms) \_\_\_\_\_

Position \_\_\_\_\_

Department \_\_\_\_\_

Email \_\_\_\_\_

Mobile No. \_\_\_\_\_

(2) Name (Mr/Mrs/Ms) \_\_\_\_\_

Position \_\_\_\_\_

Department \_\_\_\_\_

Email \_\_\_\_\_

Mobile No. \_\_\_\_\_

(3) Name (Mr/Mrs/Ms) \_\_\_\_\_

Position \_\_\_\_\_

Department \_\_\_\_\_

Email \_\_\_\_\_

Mobile No. \_\_\_\_\_

## COMPANY DETAILS

Company \_\_\_\_\_

Address \_\_\_\_\_

Post Code \_\_\_\_\_ Country \_\_\_\_\_

Telephone \_\_\_\_\_

Fax \_\_\_\_\_

I understand and accept the booking terms & conditions.

Signature \_\_\_\_\_ Date \_\_\_\_\_

## To assist us with future correspondence, please supply the following details:

Department Head \_\_\_\_\_

Telephone/Mobile \_\_\_\_\_

Email \_\_\_\_\_

Training Manager \_\_\_\_\_

Telephone/Mobile \_\_\_\_\_

Email \_\_\_\_\_



**HOLD ANY CUSTOMISED AND TAILOR MADE TRAINING COURSE IN-HOUSE AND IMPROVE PERFORMANCE WITH SIGNIFICANT COST SAVINGS**

Please write to: [training@mindfieldresources.com](mailto:training@mindfieldresources.com) or  
[jamal@mindfieldresources.com](mailto:jamal@mindfieldresources.com)



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