



mindfield resources

Strategy Management Group
USA

BALANCED SCORECARD MASTER PROFESSIONAL (BSMP) CERTIFICATION COURSE

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 4th – 15th, 2012

Course Overview

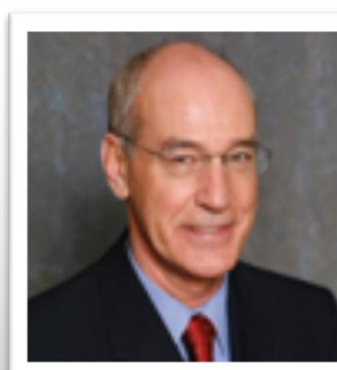
The Balanced Scorecard Professional Certification Course provides participants with background and resources in all areas that are important to lead or participate on a team to build, implement, and sustain a balanced scorecard planning and management system in their organization. The course includes in-depth study of strategic thinking, strategic planning, organization assessment, strategy mapping, performance measures and target setting, strategic initiatives, automation, cascading and strategic management. At the end of the course, a certification exam is administered and a *Balanced Scorecard Master Professional (BSMP)* certification is awarded jointly by the Balanced Scorecard Institute and George Washington University.

This course is based on the Institute's Nine Steps to Success™ balanced scorecard framework, and expands on other training workshops with additional process substance in each step, more advanced exercises, one-on-one interaction with senior staff, and additional resource material, software tools and templates. This course also includes a student application project, where students work on their own planning and management scorecard system during the course. Senior consulting Associate instructors review the application example after each step in the development process, and offer best-practices advice and counsel.

The course is taught in a highly interactive manner, using lectures, lessons learned, practical examples, case studies, software demonstrations, small-group exercises, a Performance Scorecard Toolkit, software tools and templates, and instructor reviews of participants' existing scorecards. 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 BSC 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 BSC 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 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 Master Professional (BSMP) Certification Course

This 10-day course, offered in association with the George Washington University College of Professional Studies, is a comprehensive course on leading a balanced scorecard planning and management system implementation. It is the fastest pathway for participants to receive **Balanced Scorecard Master Professional (BSMP) certification**. The course, covering two calendar weeks, is ideal for participants charged with building, implementing, managing, and sustaining balanced scorecard planning and management systems. It was developed by the Balanced Scorecard Institute for members of internal balanced scorecard teams who want to learn how to build, deploy, and sustain scorecard systems, and for anyone who wants to incorporate lessons learned and best practices into the development of a strategic management system.

Teaching Style

For each step of the course, we will use case studies and exercises in small groups to allow each participant to practice facilitation techniques and receive feedback from the instructor. You will work with your colleagues from a wide variety of organizations with different perspectives. You come to the course with an application example from your organization or from a personal interest area, and you build your scorecard during the class, with expert instructor feedback at each step of the process.

Course Benefits

This is a hands-on workshop taught by the most senior Institute facilitating consultants, and is designed to enable anyone involved with developing a balanced scorecard system to act as a coordinating change agent/internal consultant to lead and develop a scorecard system. Instructors will work closely with each participant. Participants will learn how to develop balanced scorecards and apply them in their own organizations. Software for planning and performance measurement will be demonstrated to show how information technology can be used to help develop the scorecard system, collect, report, and visualize performance information, and cascade an enterprise scorecard to business and support units, and to teams and individuals. Past participants also have raved about the value they received from working side-by-side with other participants, who come from all over the world and various organization types. This sharing of practical experience occurs through classroom discussions, through meet-and-greet receptions scheduled during the week, and in some cases through electronic correspondence long after the course has ended. Tuition covers all course materials, as well as continental breakfasts, lunches and refreshments during residency session.

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 Fee

Balanced Scorecard Master Professional Certification Course (10 Days): USD 9,500.00 or AED 34,950.00 inclusive of certification fee

Fees include course kit, lunch and refreshment.

Early Bird Discount : 5% for nominations with fee received by 4th February, 2012

Group Discount : 5% for two or more nomination



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



DAY 6 – 1st Half

Introduction to the Course

(Learning Objectives: Introduce participants; outline course modules; introduce the application example; discuss the course schedule and the certification exam.)

- Introductions, expectations, and participant knowledge
- Workshop objectives
- Agenda, schedule, and logistics
- Introduction to the workbook and course
- Definitions
- Application development and presentation description and requirements
- Certification exam discussion

Overview of Balanced Scorecard Principles

(Learning Objectives: Review the basic principles of balanced scorecard strategic planning and management systems; discuss building, implementation, and sustainment issues; discuss critical success factors of successful systems; discuss managing the scorecard project; contrast the differences and similarities in scorecard systems for different organizations; discuss a typical BSC cycle.)

- Review and contrast different approaches to performance management and measurement
- Benefits of scorecard systems
- Definitions
- Differences among business, government, and nonprofit scorecard systems
- Review of the basic components of scorecard systems, and how they fit together
- Summaries, challenges, and lessons learned for each scorecard system framework step
- Characteristics of good
- Sample BSC strategies, strategy maps, and performance measures
- Challenges of scorecard systems and how to overcome them
- Class dialogue around student issues

DAY 6 – 2nd Half

The Balanced Scorecard Development Process

(Learning Objectives: Discuss principles and success factors of managing scorecard development courses; contrast the differences and similarities in scorecard systems for different organizations; discuss a typical BSC cycle; learn effective facilitation techniques.)

- Managing the process
- Creating a realistic scorecard development schedule
- Securing resources and getting people on-board
- Dealing with objections
- Facilitating scorecard development workshops
- Class dialogue around student issues

DAY 7

The Balanced Scorecard Development Process

(Cont...)

DAY 8

The Balanced Scorecard Development Process

(Cont...)

DAY 9

Change Management Aspects of Balanced Scorecard Systems

(Learning Objectives: Understand the people side of implementing a change initiative; obstacles and how to overcome them)

- Use a Readiness Assessment to define the organization's readiness for change
- Theories of change
- Review models for change from experts in the field of Change Management
- Developing a change management plan

Advanced Scorecard Development Techniques

(Learning Objectives: Advanced techniques for surveying customers and employees, strategy mapping, performance measurement and target setting, initiative management, and scorecard cascading; rewards and recognition)

- Changing hearts and minds through interactive communications
- Employee motivation
- Rewards and incentives
- Tips on building and sustaining employee buy-in
- Advanced performance measures' considerations
- Cascading the scorecard throughout the organization – aligning vision, strategy, and work
- Project management
- Best practices
- Class dialogue around student issues

DAY 10

Managing With the Balanced Scorecard

(Learning Objectives: Discuss principles and success factors of managing scorecard development courses; contrast the differences and similarities in scorecard systems for different organizations; discuss a typical BSC cycle; learn effective facilitation techniques.)

- Implementation issues
- Review of software options for collecting, verify and validating performance data and information
- Strategic budgeting using the balanced scorecard
- Using performance information to improve organization performance
- Sustaining the scorecard system
- Class dialogue around student issues

Application Development and Certification Exam

(Learning Objectives: Develop a practical balanced scorecard example for your organization; work through issues facing scorecard implementation in your organization; prepare for the certification exam)

- Review student application material
- Build the student application and prepare student presentations
- Sit for the Certification Exam

Student Application Presentations & Review

Participants are requested to come prepared with the Vision, Mission and Strategy of the company they are working with or of one of their clients in case the participant is a consultant to develop an effective Balanced Scorecard for that company. They are also requested to bring their laptop for developing above-mentioned Balanced Scorecard and presenting it to the faculty and the group.



BALANCED SCORECARD MASTER PROFESSIONAL (BSMP)

CERTIFICATION COURSE

Date: March 4th – 15th, 2012

5 Easy ways to register and obtain more information

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

Telephone: +971 4 367 1798 / 1797

Email: jamal@mindfieldresources.com

Mobile: +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

Balanced Scorecard Master Professional Certification Course (10 Days): USD 9,500.00 or AED 34,950.00 inclusive of certification fee

Fees include course kit, lunch and refreshment.

Early Bird Discount : 5% for nominations with fee received by 4th February, 2012

Group Discount : 5% for two or more nomination

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 course 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

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