ADVANCED PROGRAMME IN BALANCED SCORECARD AND STRATEGY PERFORMANCE MANAGEMENT

Introduction

In today's competitive and performance-driven environment, organizations must ensure that strategic objectives are effectively translated into measurable actions that drive sustainable results. Many organizations develop excellent strategic plans but struggle to implement them because they lack an integrated performance management system that aligns organizational goals, departmental activities, employee performance, and resource allocation. The Balanced Scorecard (BSC), developed by Dr. Robert Kaplan and Dr. David Norton, has become one of the world's most widely adopted strategic management frameworks for translating strategy into measurable organizational performance. The Advanced Programme in Balanced Scorecard and Strategy Performance Management equips executives, strategy professionals, and performance managers with the knowledge and practical tools required to design, implement, monitor, and sustain a Balanced Scorecard system that enhances strategic execution and organizational excellence. The programme demonstrates how organizations can integrate financial and non-financial performance measures, align departmental objectives with corporate strategy, develop meaningful Key Performance Indicators (KPIs), and create a culture of accountability and continuous improvement. Participants will gain practical experience in designing strategy maps, developing Balanced Scorecards, selecting strategic performance measures, cascading organizational objectives, establishing performance dashboards, and linking strategy to budgeting, performance contracts, and organizational decision-making.

Course Objectives

- Understand the principles and evolution of the Balanced Scorecard.
- Translate organizational strategy into measurable strategic objectives.
- Develop strategy maps aligned with organizational vision and mission.

P.O Box 7254- 01000
www.trustgatecorporateskills.co.ke
Location Thika & Nairobi

- Design Balanced Scorecards using the four strategic perspectives.
- Develop effective Key Performance Indicators (KPIs).
- Cascade strategic objectives across departments and business units.
- Integrate Balanced Scorecards with budgeting and performance contracts.
- Develop performance dashboards and executive reporting systems.
- Monitor organizational performance and evaluate strategic outcomes.
- Foster a culture of strategic accountability and continuous improvement.

Course Modules

> Module 1: Foundations of the Balanced Scorecard

- Evolution of Strategic Performance Management
- Kaplan and Norton's Balanced Scorecard Framework
- Balanced Scorecard versus Traditional Performance Measurement
- Strategic Management Systems
- Benefits of the Balanced Scorecard
- Success Factors for BSC Implementation
- International Best Practices
- Public and Private Sector Applications

> Module 2: Strategy Formulation and Strategy Mapping

- Translating Vision into Strategy
- Strategic Themes
- Strategic Objectives
- Cause-and-Effect Relationships
- Designing Strategy Maps
- Value Creation Logic
- Strategy Visualization
- Strategy Alignment

> Module 3: Designing the Balanced Scorecard

- Financial Perspective
- Customer Perspective
- Internal Business Process Perspective
- Learning and Growth Perspective
- Strategic Objectives by Perspective
- Selecting Strategic Measures

- Setting Performance Targets
- Strategic Initiatives

> Module 4: Developing Key Performance Indicators (KPIs)
- Characteristics of Effective KPIs
- Leading and Lagging Indicators
- KPI Design Principles
- Performance Measurement Frameworks
- Data Collection Methods
- KPI Validation
- Benchmarking
- KPI Reporting

> Module 5: Cascading the Balanced Scorecard
- Enterprise Scorecards
- Departmental Scorecards
- Divisional Scorecards
- Individual Performance Scorecards
- Performance Contracts
- Strategic Alignment
- Cross-Functional Integration
- Accountability Frameworks

> Module 6: Strategy Execution and Performance Monitoring
- Linking BSC to Strategy Execution
- Executive Performance Reviews
- Performance Dashboards
- Strategy Review Meetings
- Corrective Actions
- Continuous Performance Monitoring
- Organizational Learning
- Strategy Adaptation

> Module 7: Balanced Scorecard Automation and Digital Performance Management
- Digital Performance Management Systems
- Balanced Scorecard Software

- Executive Dashboards
- Business Intelligence Tools
- Data Visualization
- AI and Performance Analytics
- Real-Time Reporting
- Digital Transformation

> Module 8: Integrating the Balanced Scorecard with Organizational Systems

- Budgeting and Resource Allocation
- Risk Management Integration
- Performance Contracts
- Human Resource Management
- Quality Management Systems
- ISO Management Systems
- Governance Frameworks
- Organizational Excellence Models

> Module 9: Monitoring, Evaluation and Continuous Improvement

- Performance Evaluation
- Balanced Scorecard Audits
- Organizational Performance Reviews
- Lessons Learned
- Continuous Improvement
- Strategy Refresh
- Institutional Learning
- Sustainability Planning

> Module 10: Executive Balanced Scorecard Laboratory

- Developing an Organizational Strategy Map
- Designing a Balanced Scorecard
- KPI Development Workshop
- Dashboard Design
- Executive Case Studies
- Strategy Review Simulation
- Group Presentations
- Organizational Action Plan