

REGISTRATION

Using Strategy Maps and the Balanced Scorecard to Improve Performance

- May 19-20, 2009 • Orlando
 June 23-24, 2009 • Tampa

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SEMINAR SCHEDULE: 9:00 a.m. to 4:30 p.m. each day

TO REGISTER:

- Online:** Log on to <http://leadership.dce.ufl.edu>
By Phone: Call us at: 800-835-4104
By Fax: Fax your completed enrollment card to: (352) 392-8630
By Mail: Mail your completed enrollment card to:
Executive Education/Leadership
Development Institute
University of Florida
2207 NW 13th St., Suite C
Gainesville, FL 32609

Please type or print the following information. (Please use one copy of this form for each enrollee.)

Name _____

First Name for Badge _____

Title _____

Organization _____

Business Address _____

City _____ State _____ Zip _____

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SEMINAR FEE:

- \$995 for **Using Strategy Maps and the
Balanced Scorecard to Improve Performance**

Make check payable to University of Florida.

- Payment enclosed
 Credit Card: MasterCard VISA American Express

Cardholder's Signature: _____

Print name as it appears on card: _____

Amount: _____

Number: _____ Exp. Date _____

Card Verification #: _____ (3-digit for MasterCard & VISA, 4-digit for Amex)

**We can no longer take credit card information via fax. Please call us
at 1-800-835-4104 with your credit card information or mail it in.**

CANCELLATION POLICY: Tuition refunds will be granted for cancellations received up to 10 business days prior to the program start date minus a \$100 administrative fee. Cancellations received within 4-10 business days prior to the program start date will be subject to a cancellation fee equal to 50% of the program fee. Cancellations received within 3 business days prior to the program start date will be subject to a cancellation fee equal to 100% of the program fee. If you do not cancel your registration and do not attend the course, you are responsible for the full fee. All cancellations must be made in writing and can be emailed (ldrequest@dce.ufl.edu) or faxed (352-392-8630). The University of Florida reserves the right to cancel a program and is liable only to refund the program fee. Transfers to another program are available at no charge, as long as written notice is received more than 10 business days before the start of the program. Transfers requested with-in 4-10 days of the start of the program will be assessed an administrative fee equal to 20% of the program fee. Transfers received within 3 days of the program start date will be assessed an administrative fee equal to 25% of the program fee. Substitutions of participants will be accepted at no charge with prior written notice. These policies apply to all programs unless otherwise noted. Only one applicable discount can apply per program fee.

UF | Leadership
Development Institute
UNIVERSITY of FLORIDA

2209 NW 13th Street, Suite E
Gainesville, FL 32609-3498

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STRATEGY MAPS & THE
BALANCED SCORECARD

Using Strategy Maps and the Balanced Scorecard to Improve Performance

*How Strategy Maps and a Balanced
Measurement System Can Drive
Sustainable Strategic Success*

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LEARN HOW TO:

- Adjust the four BSC perspectives to your environment
- Select lag and lead measures that make sense for your business
- Link operational and strategic objectives
- Integrate BSC with other measurement tools and techniques
- Exploit the Balanced Scorecard as a strategic management system
- Identify and implement sustainable strategic improvements

*Using Strategy Maps and the Balanced Scorecard
to Improve Performance* is part of our **Process
Management Certificate Series**. For more
information on other seminars in the Series call
800-835-4104 or log on to <http://leadership.dce.ufl.edu>

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"What gets measured gets done."
It's a business axiom you've heard a thousand times. Unfortunately, the things most companies measure (short-term financial performance and local productivity) don't determine long-term success in a competitive marketplace.

Using Strategy Maps and the Balanced Scorecard

In order to achieve and sustain strategic success via operational excellence, your performance management system must use a balanced set of metrics to monitor progress. And, these metrics must foster an organization-wide commitment to achieving your corporate vision and strategy.

In 1992, Robert Kaplan and David Norton introduced the Balanced Scorecard (BSC) as a complement to traditional performance management systems. With the addition of Strategy Maps, this measurement tool has evolved into a strategic management system that can help you achieve and sustain strategic success as the business environment changes.

In two days, **Using Strategy Maps and the Balanced Scorecard to Improve Performance** will show you how to apply and adapt this system at your company.

Act Now! Enroll a team of key leaders for Using Strategy Maps and the Balanced Scorecard to Improve Performance today!

PROGRAM BENEFITS... WHAT YOU WILL LEARN:

- Use the Strategy Map to organize and align strategic objectives
- Adjust the four BSC measurement perspectives to your environment
- Select lag and lead measures that make sense for your business
- Identify and deploy key strategic initiatives
- Monitor the ongoing execution of your strategic plan

SEMINAR OUTLINE

I. Scorecard Fundamentals

- The BSC and the big picture
- The strategic process
- Linking performance measures to strategy
- The four measurement perspectives
- Implementation roles and responsibilities
- The BSC implementation process

II. Charting Strategic Direction

- Vision and mission statements
- Defining strategic objectives
- Linking strategic objectives
- The strategy map
- Evaluate cause-and-effect linkages
- Catchball with implementation team

III. Building the BSC - Analysis

- Measurement development process and format
- Analyzing data
- Structure and produce first scorecard
- Catchball with executives

IV. Building the BSC - Revision

- Revise categories
- Plan for collection of missing data
- Set targets
- Initiatives, the strategy map and targets

V. Building the BSC - Deployment

- Operationalizing the BSC
- BSC Implementation checklist
- Barriers to implementation
- BSC readiness assessment

Learn From The Best

Susan Williams is the Vice President - Process-Based Organization for Orion Development Group. As a manager and consultant, she has more than 20 years of experience helping companies assess and improve organizational effectiveness.

In the corporate world, Ms. Williams helped Xerox integrate quality into its marketing, profit and leadership strategies. She helped Xerox successfully prepare for the Malcolm Baldrige National Quality Award and design its Leadership Through Quality Training.

As a trainer and consultant, Ms. Williams has been involved with successful process reengineering, quality improvement, and leadership development projects. Her customers in both the private and public sector have been inspired by her practical, experience-driven approach that delivers improved business results. Indeed, General Dynamics recognized Ms. Williams as "Supplier of the Year" for her design and delivery of their Total Quality Management and Process Action Team training programs. She consistently receives outstanding review from seminar participants.

Ms. Williams' corporate clients include Citibank, Central American Bank for Economic Integration, Chiron, Consumers Energy, Hospice of Michigan, Technology Federal Credit Union, and the Western Association of College and University Business Officers.

Ms. Williams received her undergraduate degree in Psychology from the University of Connecticut and her M.A. in Organization Development from Loyola University.

On-Site Training

Imagine this seminar being conducted at your company ... using your data and processes ... and customized to your individual needs. It's not only possible, it's cost-effective. Call the Leadership Development Institute at (800) 835-4104 to discuss how you can multiply the benefits and save money by bringing this seminar on-site.

Interested in taking these seminars as part of the Process Management Certificate Program?

Contact the Leadership Development Institute at 800-835-4104

- Fax: (352) 392-8630
- Email: Ldirequest@dce.ufl.edu
- Web: <http://leadership.dce.ufl.edu>



Upcoming Seminars

Measuring & Improving
April 7-8, 2009 • Orlando

Managing Project Risks & Costs
April 14-15, 2009 • Tampa

Strategic Project Management
May 28-29, 2009 • Orlando

Process Mapping
June 11-12, 2009 • Orlando



The University of Florida Leadership Development Institute (LDI), is certified by the Project Management Institute as a Registered Education Provider. By earning this designation from PMI, LDI has demonstrated that our curriculum complies with the rigorous standards and best practices within the Project Management field.

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PROCESS MANAGEMENT CERTIFICATE PROGRAM REQUIREMENTS

To earn a Certificate in Process Management you must complete four core seminars and one of the elective seminars.

Core Seminars (required)

Process Mapping

Using Strategy Maps and the Balanced Scorecard to Improve Performance

Process Value Analysis

Measuring and Improving Processes

Elective Seminars (select one)

Strategic Project Management

Process Innovation

Managing Project Teams

You may take any of the seminars without enrolling in the certificate program.

A five-seminar series costs \$4,475.
That's a savings of \$500.

15 Critical Questions This Seminar Answers

1. Why are most companies unable to link short-term actions with long-term strategy?
2. What is the Balanced Scorecard and how can it be used as a systematic process to implement strategy?
3. How can I balance financial measures with non-financial measures, strategic management with tactical management, and short-term focus with long-term vision?
4. What are the four perspectives a Balanced Scorecard integrates and how do I link them to my company's vision and strategy?
5. How does the systematic management of internal development, business processes and customer relationships result in improved financial results?
6. Why does a balanced performance management system foster both operational and strategic success?
7. How can my company translate strategy into local objectives and measures that influence individual and group priorities?
8. When and how should Balanced Scorecard measures be linked to compensation and reward systems?
9. How do we use the Balanced Scorecard to communicate and clarify our corporate strategy?
10. Which organizations are successfully using the Balanced Scorecard to drive improved operational performance and sustainable strategic success?
11. Why is it important for my company's measurement system to contain both performance driver (lead) indicators and core outcome (lag) indicators?
12. How do I determine the appropriate lead indicators that drive operational performance toward lag objectives?
13. What are the most common barriers to Balanced Scorecard success and how do I avoid them?
14. How long will it take for my company to design and rollout its Scorecard?
15. How will the Balanced Scorecard help my company consistently implement an evolving strategy in response to changes in the competitive environment?

Continuing Education Credits (CEU's):

This program is eligible for Continuing Education Units, which will be granted by the University of Florida upon the completion of this course. Most licensing boards have their own continuing education requirements. Contact your own board to find out its specific requirements and if University of Florida CEU's will be accepted.