

Chapter 1 : Balanced scorecard - Wikipedia

Balance reporting is a report by a bank to a customer, normally a company or organization, informing the customer of the balances in their accounts.

Use[edit] Balanced scorecard is an example of a closed-loop controller or cybernetic control applied to the management of the implementation of a strategy. Such control requires three things to be effective: Kaplan in conjunction with US management consultancy Nolan-Norton, [10] and during this study described his work on performance measurement. Norton included anonymous details of this balanced scorecard design in a article. While the "corporate scorecard" terminology was coined by Art Schneiderman, the roots of performance management as an activity run deep in management literature and practice. Management historians such as Alfred Chandler suggest the origins of performance management can be seen in the emergence of the complex organisation " most notably during the 19th Century in the USA. The book reflects the earliest incarnations of balanced scorecards " effectively restating the concept as described in the second Harvard Business Review article. The report is not meant to be a replacement for traditional financial or operational reports but a succinct summary that captures the information most relevant to those reading it. As the initial audience for this were the readers of the Harvard Business Review , the proposal was translated into a form that made sense to a typical reader of that journal " managers of US commercial businesses. Accordingly, initial designs were encouraged to measure three categories of non-financial measure in addition to financial outputs " those of "customer," "internal business processes" and "learning and growth. Modern balanced scorecards have evolved since the initial ideas proposed in the late s and early s, and the modern performance management tools including Balanced Scorecard are significantly improved " being more flexible to suit a wider range of organisational types and more effective as design methods have evolved to make them easier to design, and use. By alerting managers to areas where performance deviates from expectations, they can be encouraged to focus their attention on these areas, and hopefully as a result trigger improved performance within the part of the organization they lead. Translating the vision into operational goals; Communicating the vision and link it to individual performance; Business planning; index setting Feedback and learning, and adjusting the strategy accordingly. These steps go far beyond the simple task of identifying a small number of financial and non-financial measures, but illustrate the requirement for whatever design process is used to fit within broader thinking about how the resulting balanced scorecard will integrate with the wider business management process. In particular, designers were encouraged to choose measures that helped inform the answer to the question "How do we look to shareholders? These suggestions were notably triggered by a recognition that different but equivalent headings would yield alternative sets of measures, and this represents the major design challenge faced with this type of balanced scorecard design: Because of this, many are abandoned soon after completion. With this modified approach, the strategic objectives are distributed across the four measurement perspectives, so as to "connect the dots" to form a visual presentation of strategy and measures. A balanced scorecard of strategic performance measures is then derived directly by selecting one or two measures for each strategic objective. This style of balanced scorecard has been commonly used since or so: Third-generation balanced scorecard In the late s, the design approach had evolved yet again. One problem with the "second generation" design approach described above was that the plotting of causal links amongst twenty or so medium-term strategic goals was still a relatively abstract activity. In practice it ignored the fact that opportunities to intervene, to influence strategic goals are, and need to be, anchored in current and real management activity. Secondly, the need to "roll forward" and test the impact of these goals necessitated the creation of an additional design instrument: This device was a statement of what "strategic success", or the "strategic end-state", looked like. It was quickly realized that if a Destination Statement was created at the beginning of the design process, then it was easier to select strategic activity and outcome objectives to respond to it. Measures and targets could then be selected to track the achievement of these objectives. Design methods that incorporate a Destination Statement or equivalent e. The major difference is the incorporation of Destination Statements. Other key components are strategic

objectives, strategic linkage model and perspectives, measures and initiatives. Balanced scorecards have been implemented by government agencies, military units, business units and corporations as a whole, non-profit organizations, and schools. Balanced scorecard has been widely adopted, and consistently has been found to be the most popular performance management framework in a widely respected annual survey e. Theorists have argued from the earliest days of discussion of Balanced Scorecard usage that much of the benefit of the balanced scorecard comes from the design process itself. Most have very limited application, and are typically proposed either by academics as vehicles for expanding the dialogue beyond the financial bottom line e. Many of the structural variations proposed are broadly similar, and a research paper published in [8] attempted to identify a pattern in these variations e noting three distinct types of variation. The variations appeared to be part of an evolution of the balanced scorecard concept, and so the paper refers to these distinct types as "generations". Variants that feature adaptations of the structure of balanced scorecard to suit better a particular viewpoint or agenda are numerous. Examples of the focus of such adaptations include the triple bottom line, [25] decision support, [41] public sector management, [42] and health care management. The first kind of criticism focuses on the empirical nature of the framework, and when it was originally proposed the lack of any formal validation of the ideas. Kaplan and Norton notoriously failed to include any citations of earlier articles in their initial papers on the topic [6] [12] , an absence noted, for example, by Norreklit [47]. Others identified technical flaws in the methods and design of the original balanced scorecard [28] [37] [48] or concerning the lack of validation for the approach - for example Flamholtz observed that no validation was provided for the choice of the "four perspectives" of the 1st Generation design [30]: The second kind of criticism is that the balanced scorecard does not provide a bottom line score or a unified view with clear recommendations: Brignall [25] The third kind of criticism is that the model fails to fully reflect the needs of stakeholders e putting bias on financial stakeholders over others. This focus was maintained through subsequent revisions. There are relatively few reliable assessments of the effectiveness of the approaches embodied in Balanced Scorecard, but some studies demonstrate a link between the use of balanced scorecards and better decision making or improved financial performance of companies [54]. However, such studies as have been done have typically found balanced scorecard to be useful. Software tools[edit] It is important to recognize that the balanced scorecard by definition is not a complex thing e typically no more than about 20 measures spread across a mix of financial and non-financial topics, and easily reported manually on paper, or using simple office software. The simplest mechanism to use is to delegate these activities to an individual, and many Balanced Scorecards are reported via ad-hoc methods based around email, phone calls and office software. Where these conditions apply, organizations use balanced scorecard reporting software to automate the production and distribution of these reports.

Chapter 2 : Balanced Scorecard Reporting – Mr Dashboard

Smarter Balanced Reporting System The Smarter Balanced Reporting System is an interactive, online reporting platform that provides a range of reports on Smarter Balanced assessments.

The Games-Howell multiple comparison test was applied to measure group differences: The Games-Howell post hoc test was used because the Levene statistic across all three conditions indicated a violation of constancy of variance. The Games-Howell post hoc test accounts for significant differences in variance across treatment groups. Numbers in parentheses are SDs. The x-axis denotes condition and y-axis denotes mean certainty rating. There was no significant difference in intentions to vaccinate oneself among groups. The x-axis denotes condition and y-axis denotes mean intention rating. Although we observed a medium effect size for certainty perceptions and a small effect size for child intention, the effect of falsely balanced media coverage could influence enough people to withhold childhood scheduled immunizations, which could increase the risk of a vaccine-preventable disease outbreak. This is important since these outbreaks can originate and spread from a small cluster of unvaccinated people [26]. However, we acknowledge that this article represents a preliminary study and more research should be conducted in this area. This study has several limitations. Since participants were undergraduate students, further research could include parents as a sample population of current vaccine decision makers: The fact that we still found a meaningful, albeit small, effect among a sample for whom child rearing is arguably a more distant consideration is indicative of an interesting phenomena that requires additional research. We also recognize that participants were not measured for pre-existing certainty perceptions and vaccine intentions. An additional limitation concerns our use of single item measures instead of multi-item scales for certainty and intention. Recent data from the Centers for Disease Control and Prevention show a nationwide increase in the non-medical exemption rate for school immunizations from to [28]. Even in areas with high vaccination rates, vaccine preventable disease outbreaks can occur among clusters of unvaccinated children who received these exemptions [26]. Understanding why people choose to forgo vaccinations for themselves and their children is a chief concern among public health officials. While this study demonstrates a potential association between falsely balanced reporting of the autism-vaccine controversy and heightened uncertainty of vaccine safety and lowered intentions to vaccinate, we recommend that health officials not only focus on vaccine education but also open up discussions with journalists on the appropriateness of balancing viewpoints with significantly uneven evidentiary support. As a journalistic norm, balance is often used for objective, fair and impartial reporting, as well as highlighting controversial news that sells [29]. We suggest that balance can be achieved without being a false balance if journalists provide complete information that puts the autism-vaccine controversy in the appropriate context—that a scientific and medical consensus overwhelmingly rejects a link between vaccines and autism. Although not explored in this study, previous work suggests that adding context about the strength of evidence between two conflicting views could have several positive outcomes, such as increased certainty about the state of evidence [24] and a stronger view that the scientists involved are trustworthy [30]. Future work addressing this area could help lay the groundwork for improved journalism standards for reporting on health controversies. Conflict of interest statement.

Chapter 3 : Free 17 Balanced Scorecard Examples and Templates | BSC Designer

Balanced reporting is credible reporting. No organization has a solely good or bad story to tell as far as sustainability reporting is concerned, and your organization should aim for balanced reporting as the optimal approach.

Verify Report Server Access in this topic. You must do this for the Report Server Web Service. To run a scale-out deployment on an NLB cluster, you must configure view state validation so that users can view interactive HTML reports. View state validation is controlled by the ASP. By default, view state validation is enabled and uses the identity of the Web service to perform the validation. However, in an NLB cluster scenario, there are multiple service instances and web service identities that run on different computers. Because the service identity varies for each node, you cannot rely on a single process identity to perform the validation. To work around this issue, you can generate an arbitrary validation key to support view state validation, and then manually configure each report server node to use the same key. You can use any randomly generated hexadecimal sequence. The validation algorithm such as SHA1 determines how long the hexadecimal sequence must be. Generate a validation key and decryption key by using the autogenerate functionality provided by the. The following example provides an illustration of the value you must obtain. Do not copy the example into your configuration files; the key values are not valid. By default, the Report Manager Web. Repeat the previous step for each report server in the scale-out deployment. Verify that all Web. Do not copy the example into your configuration files; the key values are not valid. Report server requires the correct casing. Verify that all RSReportServer. How to Configure Hostname and UrlRoot To configure a report server scale-out deployment on an NLB cluster, you must define a single virtual server name that provides a single point of access to the server cluster. Configure the Hostname property when you are using wildcard URL reservations in your reporting environment. When you specify the Hostname property to be the virtual server name of the NLB server, network traffic for the reporting environment is directed to the NLB server. The NLB then distributes requests among the report server nodes. Additionally, configure the UrlRoot property so that report links work in reports that have been exported to static reports, such as in an Excel or PDF format, or in reports that are generated by subscriptions, such as e-mail subscriptions. This will direct network traffic for the reporting environment to the application that handles the reports rather than to the report server or NLB cluster. Do not modify ReportServerUrl. If you modify this URL, you will introduce an extra roundtrip through the virtual server each time an internal request is handled. The element is unspecified in the configuration file, but the default value used is a URL in this format: Type a value for UrlRoot that includes the virtual name of the cluster in this format: Repeat these steps in each RSReportServer. Verify Report Server Access Verify that you can access the scale-out deployment through the virtual server name for example, https: You can check which node actually processes reports by looking at the report server log files or by checking the RS execution log the execution log table contains a column called InstanceName that shows which instance processed a particular request. If you cannot connect to the report server, check the NLB to ensure that requests are sent to the report server and view the report server HTTP log to ensure that the server is receiving the requests. If the value is not the host name you expect, replace it with the correct host name. Always keep a backup copy of the configuration files in case you need to replace them with the version that contains the settings you want to use.

Chapter 4 : Balanced Scorecard

The Chieftain does not have to defend its own integrity. The newspaper itself has done so in the quality of its reporting.

Robert Kaplan and business executive and theorist Dr. It was first published in in a Harvard Business Review article. Purpose Behind the Balanced Scorecard The balanced scorecard is used to reinforce good behaviors in an organization by isolating four separate areas that need to be analyzed. These four areas, also called legs, involve learning and growth, business processes, customers, and finance. The balanced scorecard is used to attain objectives, measurements, initiatives and goals that result from these four primary functions of a business. Companies can easily identify factors hindering company performance and outline strategic changes tracked by future scorecards. With the balanced scorecard, they look at the company as a whole when viewing company objectives. An organization may use the balanced scorecard to implement strategy mapping to see where value is added within an organization. A company also utilizes the balanced scorecard to develop strategic initiatives and strategy objectives. The Four Legs of the Balanced Scorecard Information is collected and analyzed from four aspects of a business. First, learning and growth are analyzed through the investigation of training and knowledge resources. This first leg handles how well information is captured and how effectively employees utilize the information to convert it to a competitive advantage over the industry. Second, business processes are evaluated by investigating how well products are manufactured. Operational management is analyzed to track any gaps, delays, bottlenecks , shortages or waste. Third, customer perspectives are collected to gauge customer satisfaction with quality, price and availability of products or services. Customers provide feedback regarding if their needs are being met with current products. Finally, financial data such as sales, expenditures and income are used to understand financial performance. These financial metrics may include dollar amounts, financial ratios, budget variances or income targets. These four legs encompass the vision and strategy of an organization and require active management to analyze the data collected. Therefore, the balanced scorecard is often referred to as a management tool, not a measurement tool.

Chapter 5 : G4 INSIDE OUT - BALANCED REPORTING

Balance and fairness are classic buzzwords of journalism ethics: In objective journalism, stories must be balanced in the sense of attempting to present all sides of a story. Fairness means that a journalist should strive for accuracy and truth in reporting, and not slant a story so a reader draws the reporter's desired conclusion.

You can find a 4-sector graphical diagram or a poorly formatted spreadsheet with some KPIs. On this page you will find sorted according to their value: The explanation of the bad practices “so that you know about the typical mistakes and how to avoid them. References to the KPI and Scorecard guides that will help you to get started with your own project. Graphical templates for the Balanced Scorecard that are used primary for presentation purposes. You can use these examples as a starting point to design your own business scorecards or implement them into a specific company department. Common examples Here are some examples for the business units that exist in most organizations: Customer Service Scorecard Customer Service Scorecard template online; learn more in the how-to article Examples for more specific business domains Here are the examples of the scorecards for the specific businesses and typical business challenges. Energy Production Scorecard Energy Scorecard template online; learn more in the how-to article University Scorecard University Scorecard template online; learn more in the how-to article Nonprofit Balanced Scorecard Nonprofit Balanced Scorecard template online; learn more in the how-to article Employee Engagement Scorecard Employee Engagement Scorecard template online; learn more in the how-to article Working With Examples Here are some tips that will help you to explore all the details of these examples: You will find there a link to an article that explains why the suggested scorecard is a good option for addressing specific business problems. Easy way to create your own scorecard Strategy Map Wizard “Balanced Scorecard in 6 Minutes Answer simple questions - build a professional strategy map in 6 minutes. Strategy formulation and description might be a time-consuming project even for an experienced strategist. This Strategy Scorecard Wizard will make the whole process fast and intuitive. Using 1st generation BSC model Have a look at the diagram below. Does your scorecard look like this? This is an example of what a 1st generation BSC looks like. If you have just this diagram without any supporting documentation that explains your strategy hypothesis that you are trying , then you are in trouble! Move to the BSC based on the strategy map. Using 1st generation Balanced Scorecard model Bad practice 1. A typical paper-version Balanced Scorecard designed by strategy consultants Best Practice: Scorecard based on the strategy map with cause-and-effect logic Bad practice 1. Paper version only Normally such scorecards are prepared by strategy consultants. It is a nice-looking 1-page document that includes key parts of the scorecard: But such an approach has certain problems: In this video we explain how this scorecard can be automated with a software. Cause-and-effect connection problem A Strategy map is a key part of the Balanced Scorecard. The most typical problem is mixing operational KPIs with strategic ones. As a result, the balanced scorecard is overloaded with metrics that are not relevant to the strategic ideas that were discussed. For example, on this scorecard we can see that some low-level operational indicators are mixed with strategic ones: There are two solutions: Have a look at this scorecard, what indicators help to manage the situation rather than control the results? Paying too much attention to the KPIs This is not obvious, but what matters is your strategy and business goals. When dealing with KPIs it is important to keep the big picture in sight. Here is a good example of how KPIs might harm the strategy execution if one forgets this simple rule. How to do KPIs in the right way? These scorecards might look nice, but there is one big pitfall about using them: When you need to change your scorecard, add some new data, or update an existing one, you will face the problem of its maintenance. If you are interested in learning the details and facts, check out this article. Guides for KPIs and Balanced Scorecard implementation You have some examples of what a Balanced Scorecard might look like, but this is just the beginning of the implementation. Balanced Scorecard is about strategy execution, so you will need to analyze your business challenges, come up with a good strategy, describe it on the strategy map, and add some tracking in the form of the metrics. We were talking about solving this task in the previous article. We discuss all these nuances in the article about BSC implementation. How exactly should you involve your team? It depends on many factors and there is no

one-size-fits-all recommendation. Step-by-step from a business model to the Balanced Scorecard Following the questions from our clients we decided to make a detailed video about how one can create a good Balanced Scorecard from scratch. We use a Customer Service business unit as an example and explain step-by-step how to build a Balanced Scorecard for it: Main takeaways of the video: Using various models to understand a business strategy Breaking down strategy into the perspectives and specific goals Finding leading and lagging metrics, and aligning them with business goals Putting all parts together on the Balanced Scorecard strategy map Related Articles.

Chapter 6 : Search Smarter Balanced Test Results - CAASPP Reporting (CA Dept of Education)

A balanced report is one that discusses all points of view of a particular story and the leaves it to the readers to make up their minds.

Chapter 7 : Reporting Scores - Smarter Balanced Assessment Consortium

The Balanced Scorecard (BSC), in my humble opinion, is one of the best management reporting frameworks available. I've worked with countless clients to integrate the BSC, and know it like the back of my hand.

Chapter 8 : Balance Reporting

Cascading a balanced scorecard means to translate the corporate-wide scorecard (referred to as Tier 1) down to first business units, support units or departments (Tier 2) and then teams or individuals (Tier 3). The end result should be focus across all levels of the organization that is consistent.

Chapter 9 : Smarter Balanced

A balanced scorecard is a performance metric used to identify & improve various internal functions and their resulting external outcomes.