

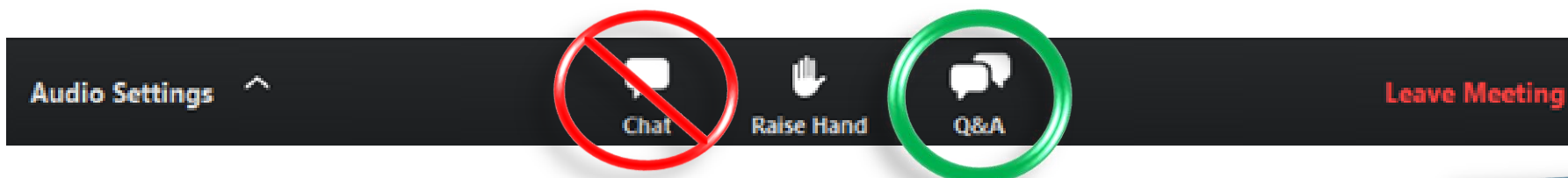


Creating and Executing Winning Strategies - A 9-Step Framework for Success

June 2023



- Recording
 - We are recording this webinar and will email you the link to view the replay within 48 hours.
- Handout of the Webinar
 - We will provide a PDF copy of this webinar when we email the link for the replay.
- Questions during the webinar
 - Please use the Q&A box that is located on the bottom menu and type your question in the pop-up box. **Do not use the Chat box for questions.**
 - We will answer as many questions as time permits at the end of the webinar.





Howard Rohm, SMP, BSMP, KPI-P

Co-founder & President
Balanced Scorecard Institute

- 2022 *Hall of Fame* winner, International Association of Strategy Professionals (IASP)
- Former Board member, *Association of Strategic Planning (ASP)*
- *ASP Pioneer and Co-author, ASP Body of Knowledge*
- Executive Director, *U.S. Foundation for Performance Measurement*
- Consultant, *Booz Allen & Hamilton*
- Executive Director, *Advanced Nuclear R&D Program, U.S. Department of Energy*
- Co-author, *The Institute Way*
- Creator, *Nine Steps to Success™* Balanced Scorecard framework
- Founder and President, the *Strategy Management Group, Inc.*



Dwaine Forbes, BSMP, KPI-P

Founder & CEO
Return on Investment Consulting (ROIC) Limited

- Professional Experience working across multiple industries such as tourism, real waste, bauxite and mining, and petroleum
- CEO of ROIC Institute Limited
- Serve as Consultant to firms such as FHI 360, Tetra Tech DPK, Jamaica Stock Exchange, National Housing Trust, and University of the West Indies, Mona
- Founder & CEO, Return on Investment Consulting

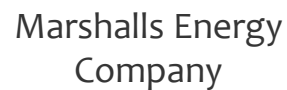
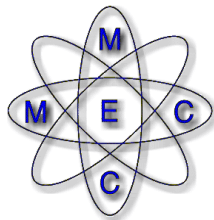
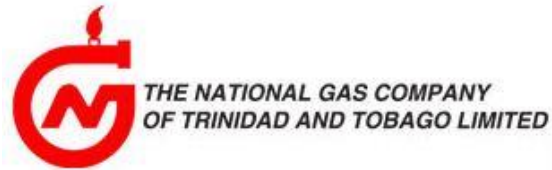


Claudette Gordon-McFarlane

HR and Strategy Consultant
Return on Investment Consulting (ROIC) Limited

- Solid management experience with more than twenty (20) years at an executive level
- Experienced working in Jamaica, Belize, Guyana and Dominica
- Over decade working with Balanced Scorecard System
- BS in Management studies and a Masters in Counselling & Consulting Psychology
- HR & Strategy Consultant, Return on Investment Consulting

Select Clients



National Irrigation Commission Limited



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of BELIZE



Traditional
Strategic
Planning



Balanced
Strategic
Planning



Nine Steps to
Success™



Tips, Tools,
Techniques
and
Examples



Q & A

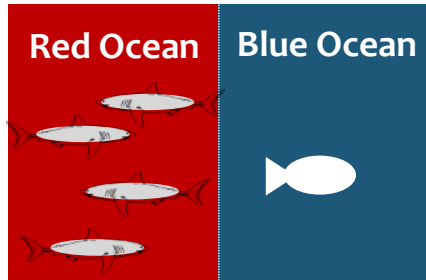


Traditional Strategic Planning



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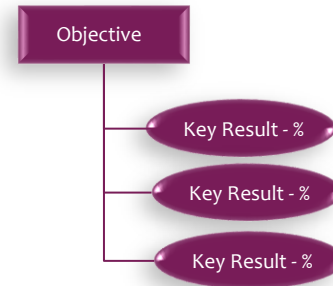




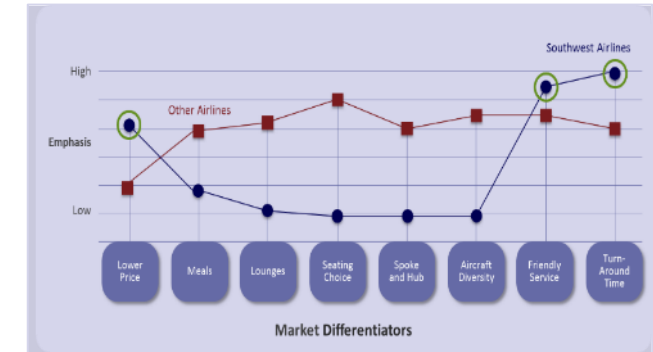
Blue Ocean
Kim and Mauborgne



Porter's Five Forces
Michael Porter



OKR's
Andrew Grove



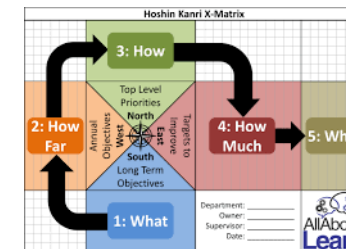
Strategy Profile
Kim and Mauborgne



Balanced Scorecard
Kaplan & Norton
Balanced Scorecard Institute



MBO's
Peter Drucker



Hoshin Kanri
Yoji Akao
allaboutlean.com



Traditional Strategic Planning

Strategic Altitude

30,000 ft.

25,000 ft.

15,000 ft.

Ground
Level

Write Vision and Mission statements

Select Strategic Goals

Choose Projects and Programs



- Choose Performance Measures and Targets
- Define Activities
- Set Budgets

Typical Issues:

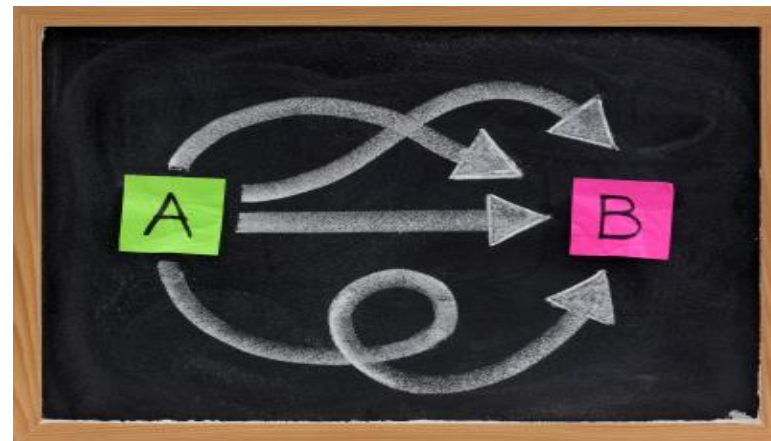
- *Inconsistent use of words*
- *Plan lacks a value creation story*
- *Strategy elements don't connect*
- *Focus on outputs and activities, not outcomes*
- *Measure what's easy... not what matters*
- *A "rush to judgement" to get to measures and projects*



Many organizations get this wrong—they define their “strategy” as the collection of projects (initiatives) currently under way. While what we are working on today is part of a strategy, it is not the strategy.



Strategy should tell a **story**... organization strategy is **a path and a plan** based on **selected choices** to move from its current state to some future desirable state. The strategy ties organizational **value creation** to **resources**.



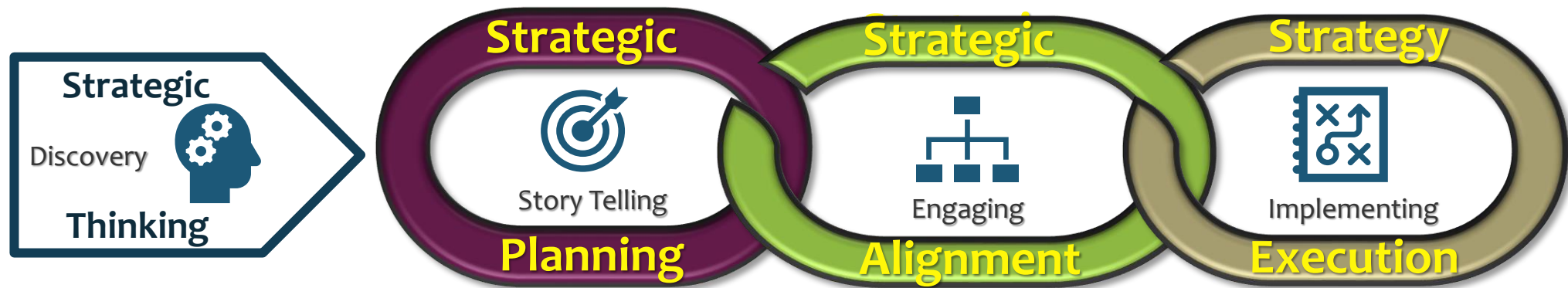


Balanced Strategic Planning



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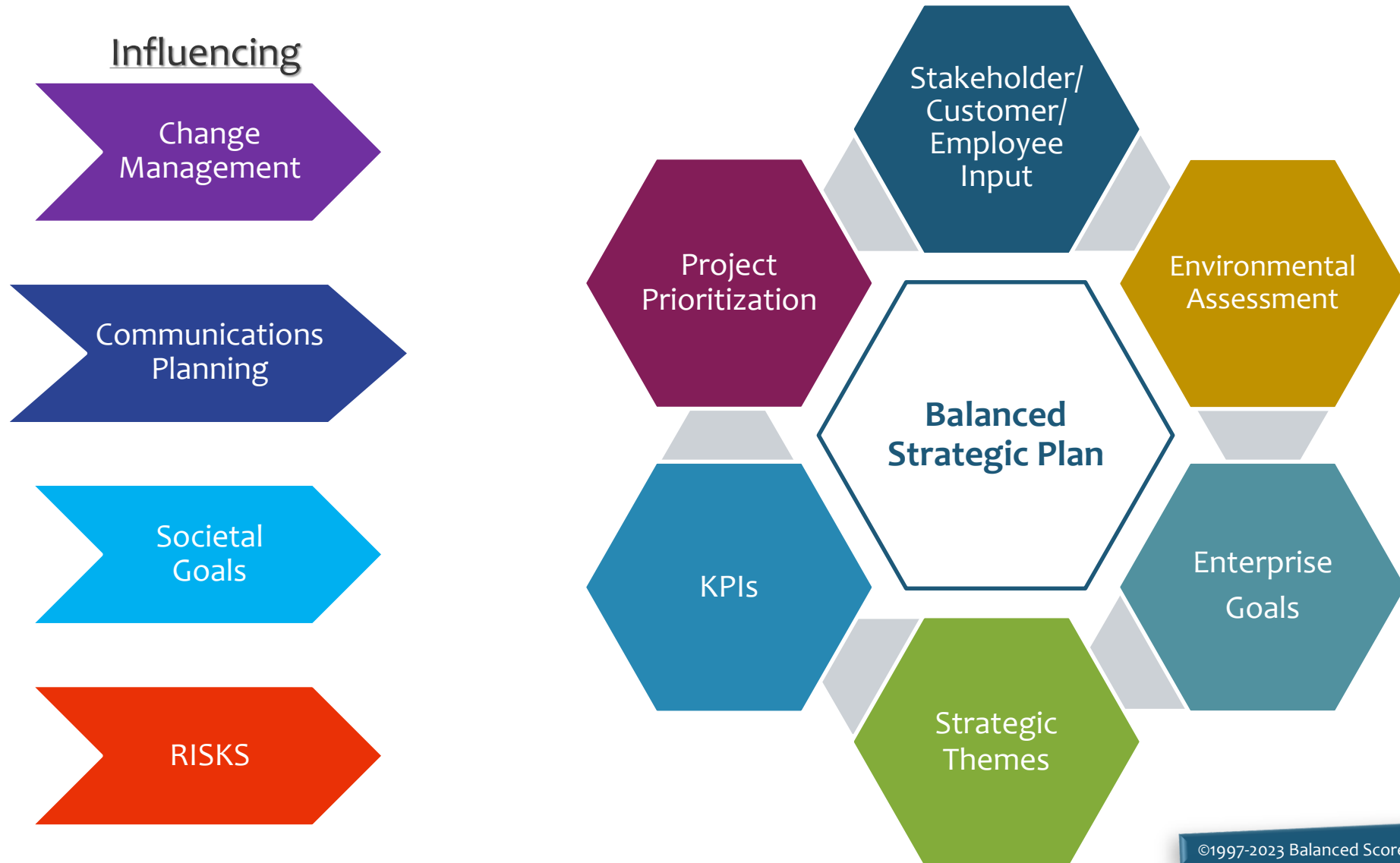
- Understand Environment
- Scenarios
- Risks
- Customer/Stakeholder Needs

- Strategy = the Path and the Plan
- Key Elements: Vision, Mission, Values, Strategy, K PIs, Prioritized Initiatives
- Balanced Strategic Plan to Communicate Strategy
- Change Management Plan

- Cascade Organization-wide Strategy to Align:
 - Business Units
 - Resource Allocation
 - Workforce

- Leadership and Governance
- Operationalized Strategy
- Project/Portfolio Management
- Performance Analysis and Data Driven Decision-Making
- Continuous Improvement to Excellence
- Change Management







Nine Steps to Success™



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Building & Implementing a Balanced Scorecard: Nine Steps To Success™

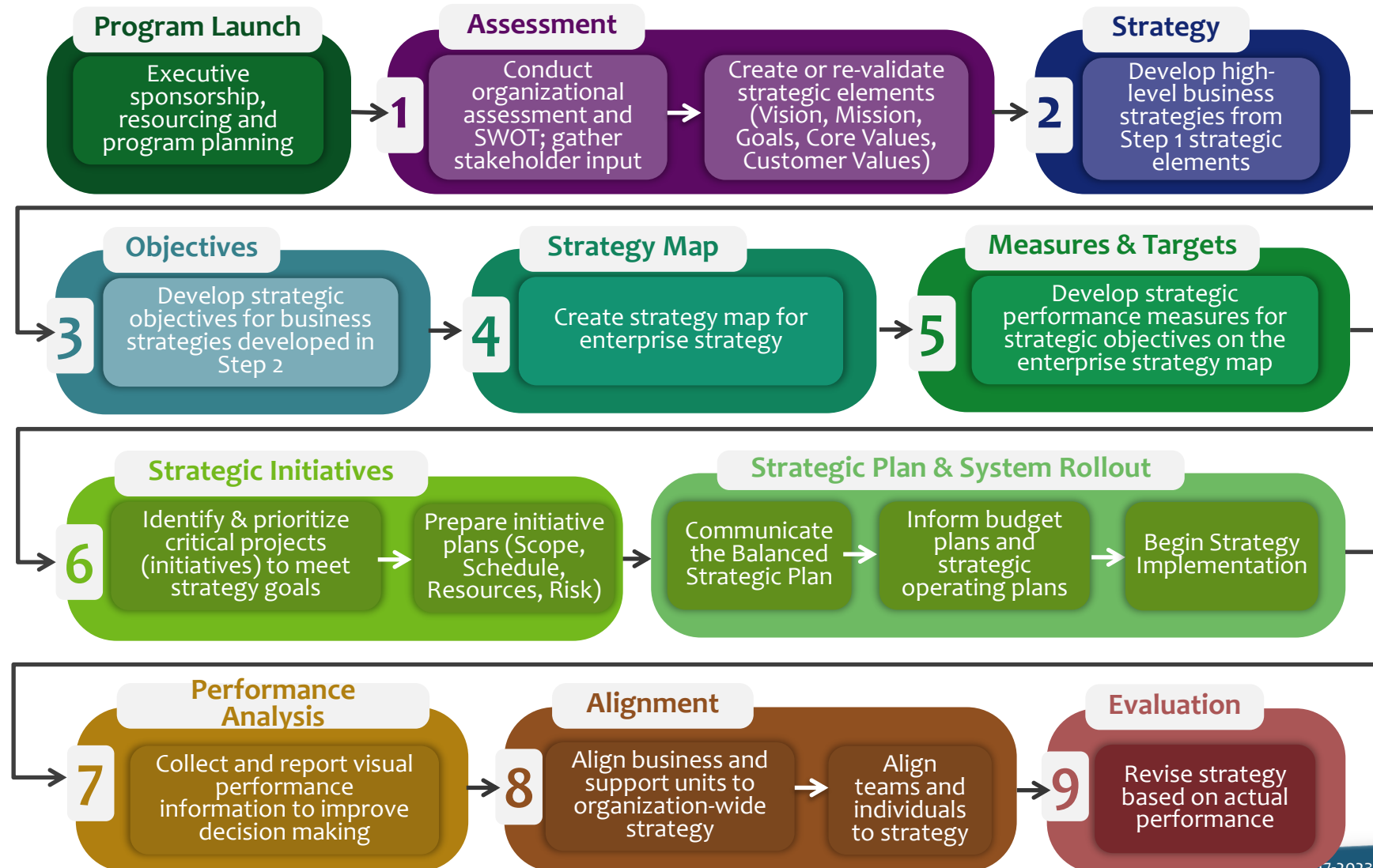


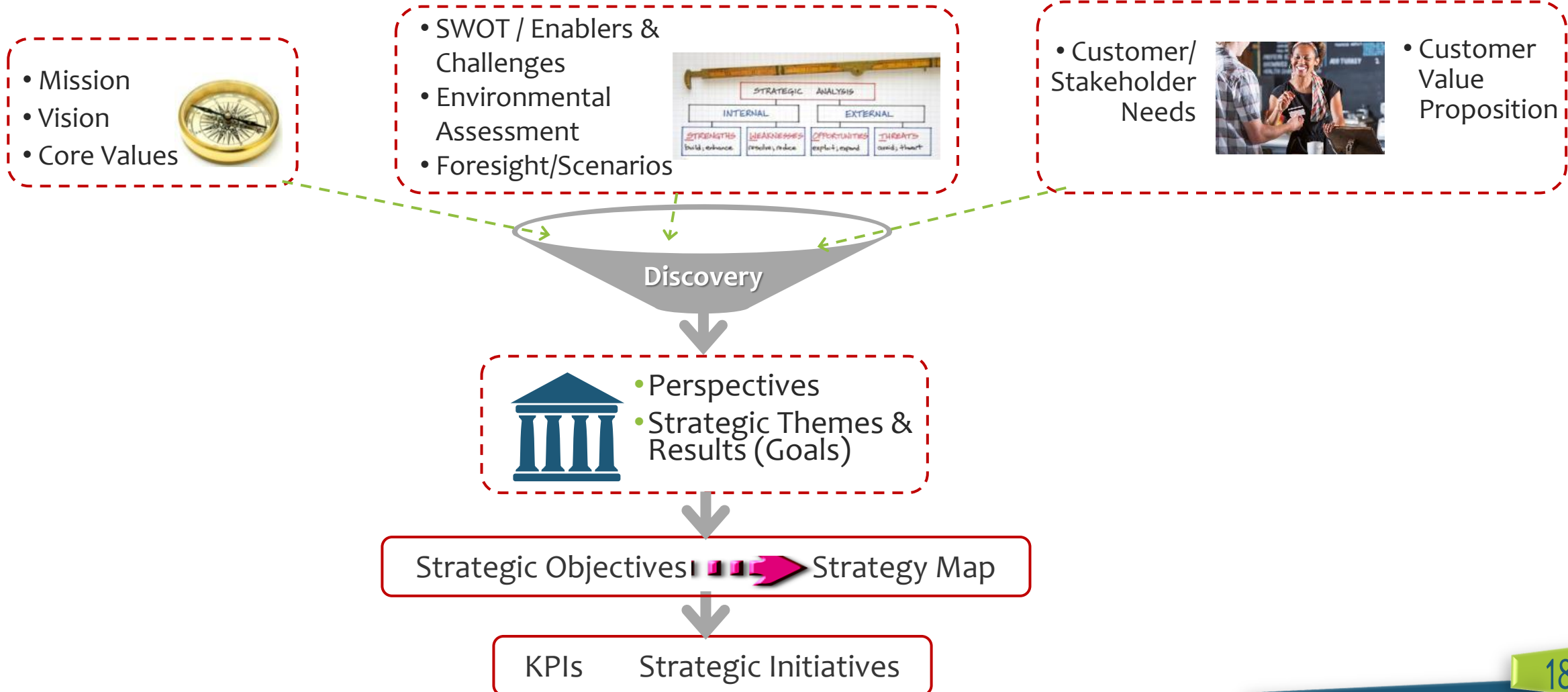
- **Strengthen existing strategy** and establish a more strategy-focused organization and management system
- **Involve and align Senior Leadership** team to strategic direction, and **communicate strategy** throughout the organization
- Achieve business unit and employee **alignment and buy-in** to strategy, and build **accountability** for results
- **Measure what matters**, and **incorporate performance** results and information into decision making
- **Prioritize projects and initiatives**, connected to strategic objectives
- Build **employee buy-in** to vision, mission and strategic direction



Focusing on Strategy Turns Vision Into Action

Strategic Planning & Management System Framework





The Logic Of Integrated Strategic Planning and Management



Performance Measures (KPIs):

- Provide **objective evidence** of progress on achieving Strategic Objective and other results
- Measure what is intended to be measured to help **inform better decision making**
- Offer a **comparison** that gauges the **degree** of performance change over time

Strategic Initiatives (SI):

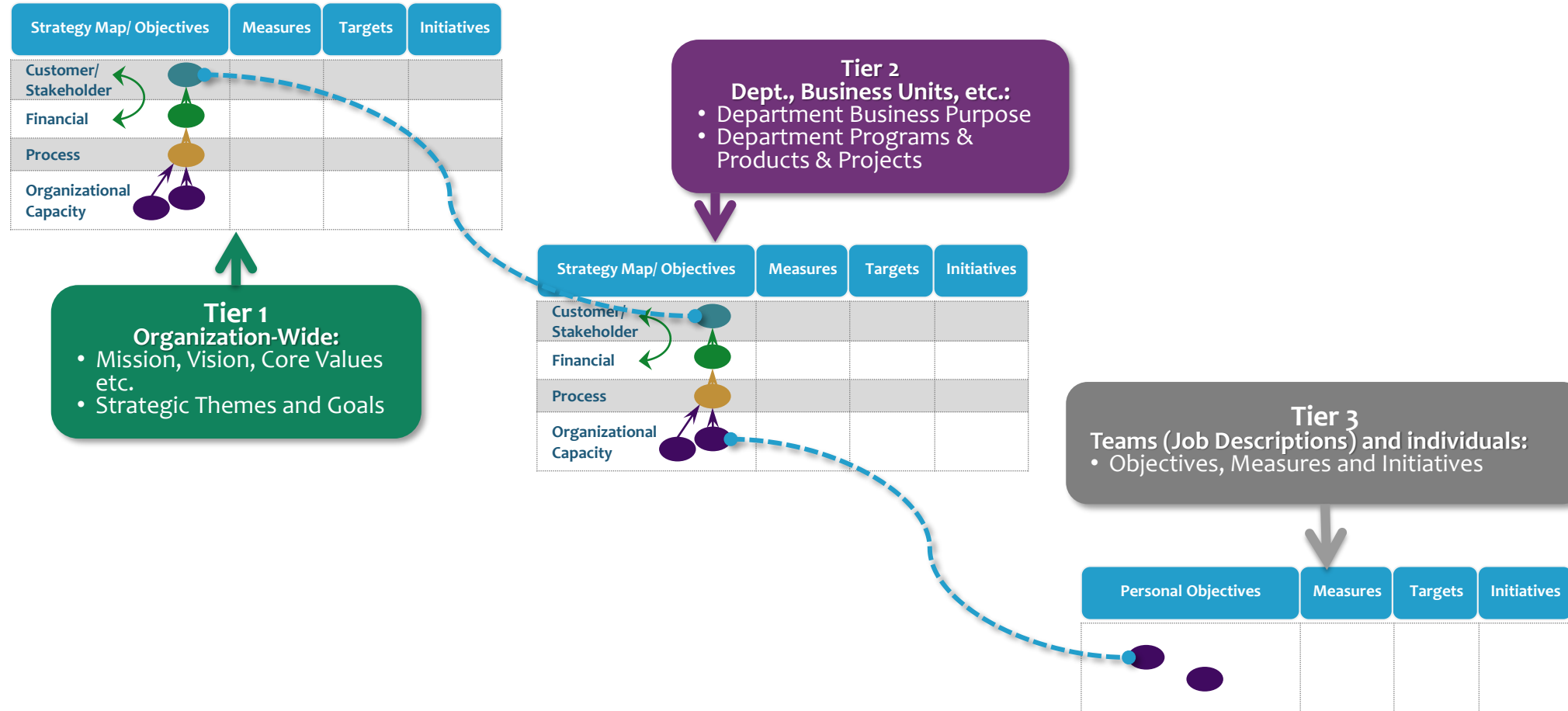
- Strategic projects selected to close a performance gap in a Strategic Objective
- A portfolio of strategic projects supports the strategy, and the vision and mission





Desired End Outcome

Objective Description	Intended Results	Performance Measures	FY 2023 Targets	Strategic Initiatives
This objective deals with improving processes for efficient energy generation, utility service reliability, and customer-facing services. We can and should make improvements in these areas.	<ul style="list-style-type: none"> Our service excellence reputation is characterized by timely installations, prompt repairs, efficient customer service, and utility service reliability in the top 5% of our industry. 	<ul style="list-style-type: none"> Average new-installs installation time Average repair time Average time to respond to a customer question Average outage duration 	<ul style="list-style-type: none"> Less than or equal to 14 business days Less than or equal to 2 days Less than or equal to 4 hours Less than or equal to 82 minutes 	<ul style="list-style-type: none"> Customer facing process bottleneck improvement program Advanced repair training for field staff Expanded Q&A database for call center





Tips, Tools, Techniques and Examples



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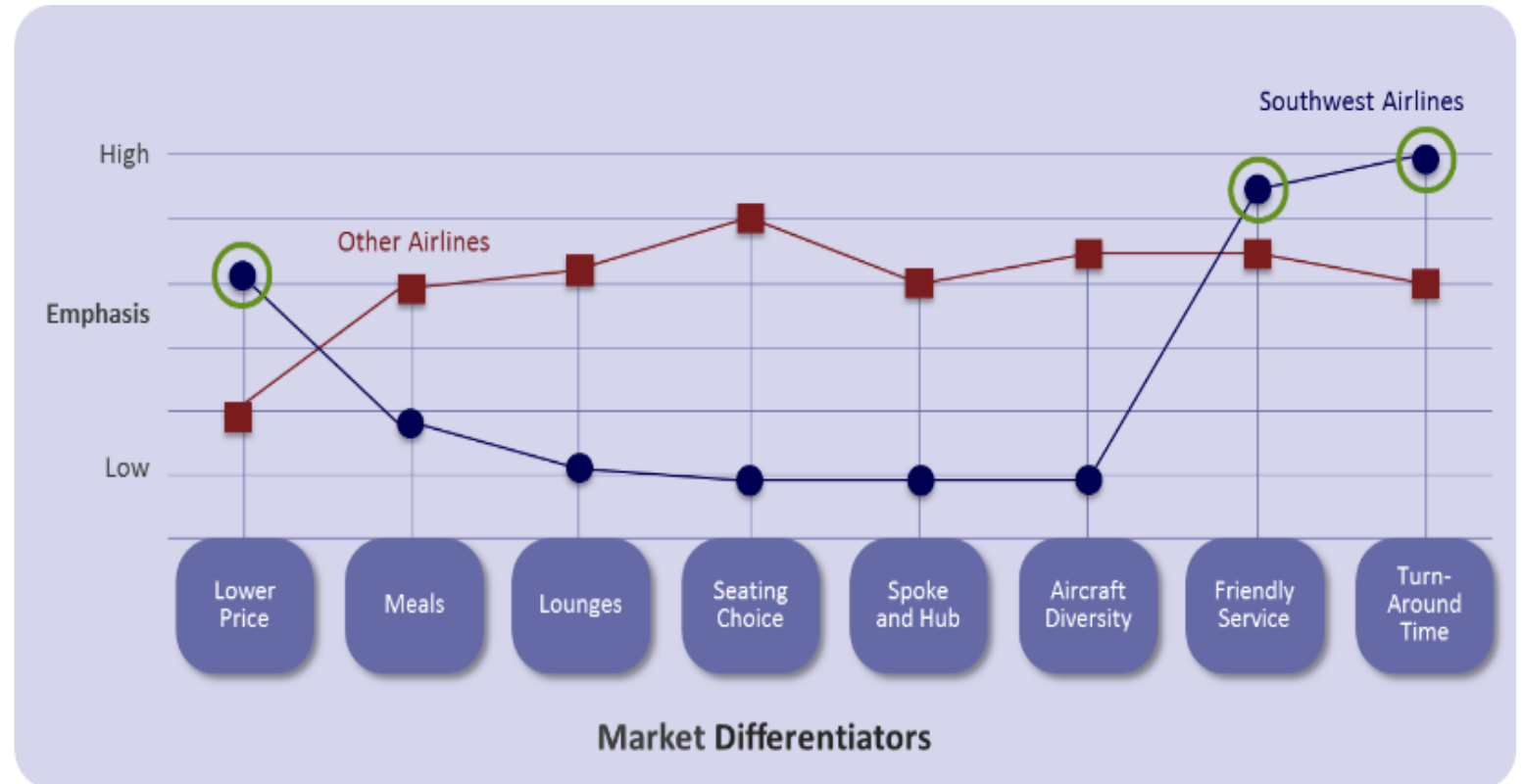
Tip: Start With the End in Mind



System Component	Reviewed	Acceptable	Revision Suggested	Comments
Mission	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Mission statement is old; revisit
Vision	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Developed & validated last year
Core Values	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Finished; revalidated existing
Overarching Strategic Result tied to Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not developed yet
Communications & Change Management Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not developed yet
Enablers / Pains	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Have SWOT from a few years ago
Customer Needs and Value Proposition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Started; more discussion req'd
Strategic Themes and Results	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not developed yet
Perspectives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Done
Strategic Objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Strategic altitude is wrong
Organization Strategy Map	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not developed yet
Performance Measures & Targets	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	First pass done; too operational
Strategic Initiatives	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	First pass done
Balanced Scorecard System Graphic	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not developed yet
Strategic Plan & Story	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Partially done
Automation Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not developed yet
Cascading Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not developed yet
Evaluation Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not developed yet

Use a Strategy Profile to:

- Develop your organization’s competitive business strategy
- Evaluate how well you implemented your strategy compared to competitors
- Identify the most strategic areas to focus on in the future



Organizational goals serve four basic functions:*

- Provide guidance and direction
- Motivate and inspire employees
- Facilitate planning
- Evaluate and control performance



Strategic Goals

Deal with organization-wide desired results and accomplishments



Employee Goals

Deal with employee satisfaction, growth, and contribution



Operational Goals

Deal with efficiency, quality, timeliness of product/service creation and delivery



Social Goals

Deal with equity, societal, environmental, and sustainability



Project Goals

Deal with deliverables, resources, schedules, scope, and risk

Example: “Keep the Trains Running on Time”



Strategic Goals

The right trains, going to the right locations to satisfy customers and create profits.



Employee Goals

Satisfied employees with the right knowledge, abilities, and skills, in the right positions



Operational Goals

Cost control, high-utilization, safety record, on-time trains



Social Goals

Social equity, community involvement, environmental footprint

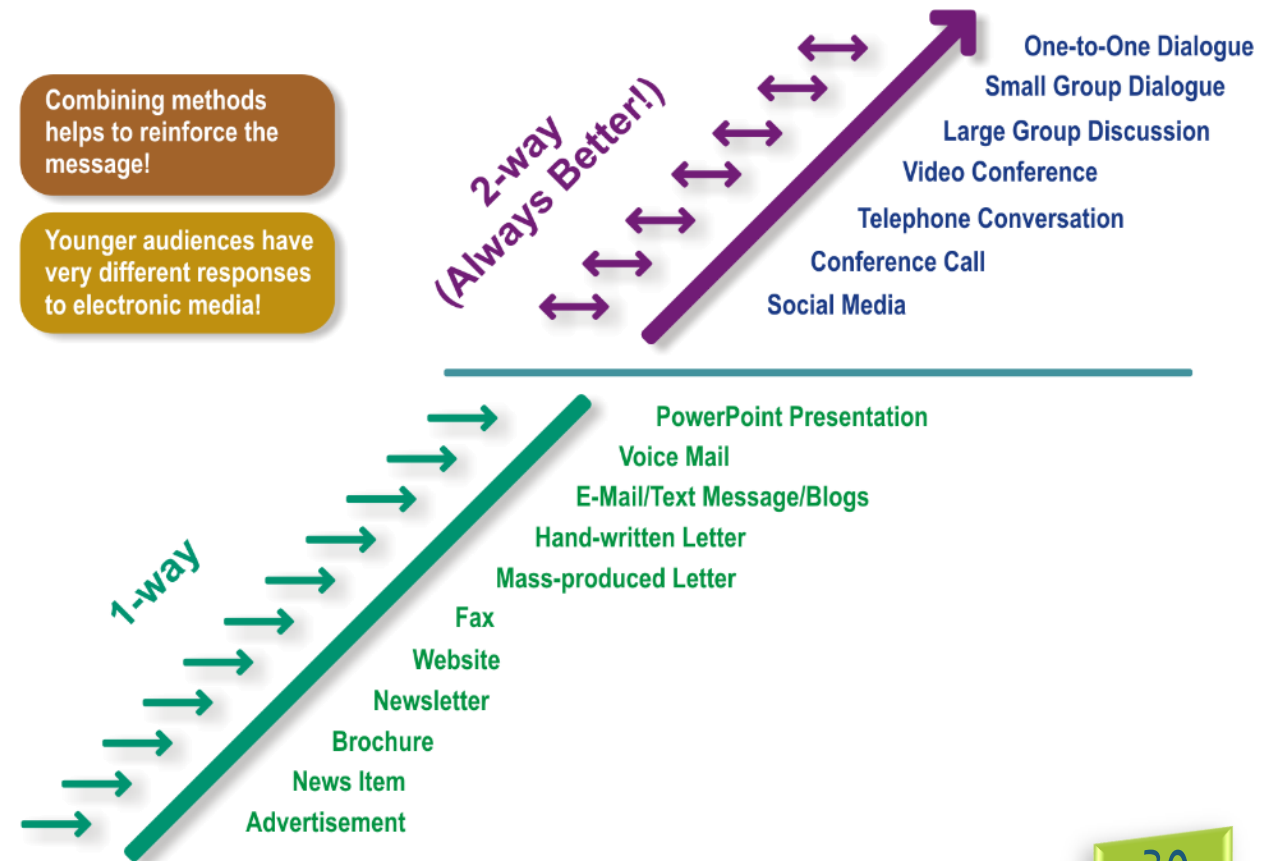


Project Goals

Schedules and resources to buy new equipment, maintain tracks, refurbish stations, install new software



- Communicating strategic initiative information is key to the success of the strategic plan
- Two-way communication is better than one direction communication
- Communications must be crisp, clear, direct and in a tone that is positive and encouraging
- Just as you would in any professional setting, know your audience
- Know how they like to be communicated with (visual, audible, graphically, and how often)
- Everyone learns differently, take this into account when communicating

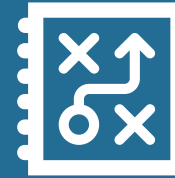


Example: Private Sector Balanced Strategic Plan

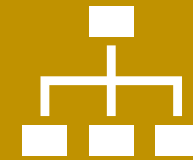
Vision:	Be a world-revolutionizing provider of energy products		
Mission:	Efficiently deliver the highest standard of service providing energy products and expertise to our customers		
Strategic Themes:	International Growth	Operational Excellence	Energy Leadership
Strategic Results:	Increase in size and shareholder value through acquisitions, organic growth and asset optimization.	Process and services are executed in a timely, accurate, value-added and cost-effective manner that exceeds stakeholder expectations.	Worldwide recognition for thought leadership and energy services expertise.

Strategic Objectives and Strategy Map		Measures	Targets	Initiatives
Financial		<ul style="list-style-type: none"> Profit Operating costs 	<ul style="list-style-type: none"> ↑15% per year ↓7% per year 	<ul style="list-style-type: none"> Implemented new financial system and benchmark results
Customer		<ul style="list-style-type: none"> Revenue in targeted markets 	<ul style="list-style-type: none"> ↑5% per year 	<ul style="list-style-type: none"> Marketing campaign in new target markets Develop customer knowledge (CK) charter
Internal Process		<ul style="list-style-type: none"> Customer experience score % of customers with CK charter Awareness and leadership score References in media 	<ul style="list-style-type: none"> ↑5% next period 87% next period 98% next period 15 new references 	<ul style="list-style-type: none"> Est. acquisition integration team Est. Business Process Reengineering (BPR) team Formalize new product development cycle Formalize CRM qualification process
Organizational Capacity		<ul style="list-style-type: none"> Efficiency index EBIT from aquisitions Time to post % of transactions in CRM New products/SVCs as % of sales 	<ul style="list-style-type: none"> ↑15% per year \$15M this year 5 business days 65% next period 14% this year 	<ul style="list-style-type: none"> CRM system training Redesign employee certification process Est. thought leadership committee Formalize research expertise
		<ul style="list-style-type: none"> % empl. development plans in place % stystems automated Operating cost/FTE Articles published 	<ul style="list-style-type: none"> 70% this year 72% this year \$3,350/person 125 this year 	

We Help Organizations:



Formulate, communicate, and focus on **Strategy**



Align day-to-day work to vision, mission and strategy



Prioritize and manage projects, services, products and resources



Measure, analyze, and improve **Performance**

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