

An Introduction to

The Balanced Scorecard and Strategy Maps

Mass Cultural Council Podcast Resource Supplement 2020

Presented by Sue Dahling Sullivan

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Strategic Planning – When?

- Growth or transformation
- Change of Leadership
- Change in organizational direction
- New business model
- Clear resource allocation framework
- Need for focus
- Aligning board, staff, external stakeholders
- Response to new operating environment, customer shifts, etc.



Strategic Planning – Why?



- Clarify Vision throughout the organization
- Gain consensus, ownership, and focus
- Provide a framework for alignment
- Evaluate initiatives & projects
- Drive resource allocation and capital needs
- Integrate strategic management & d-making
- Balance today's needs and tomorrow's wants

Strategic Planning – Who?

- Executive Director
- Key Board Members
- Management Team/Staff
- Dedicated Champion/Leader
- External Stakeholders
- Customers/Clients
- Program Lead and/or Team



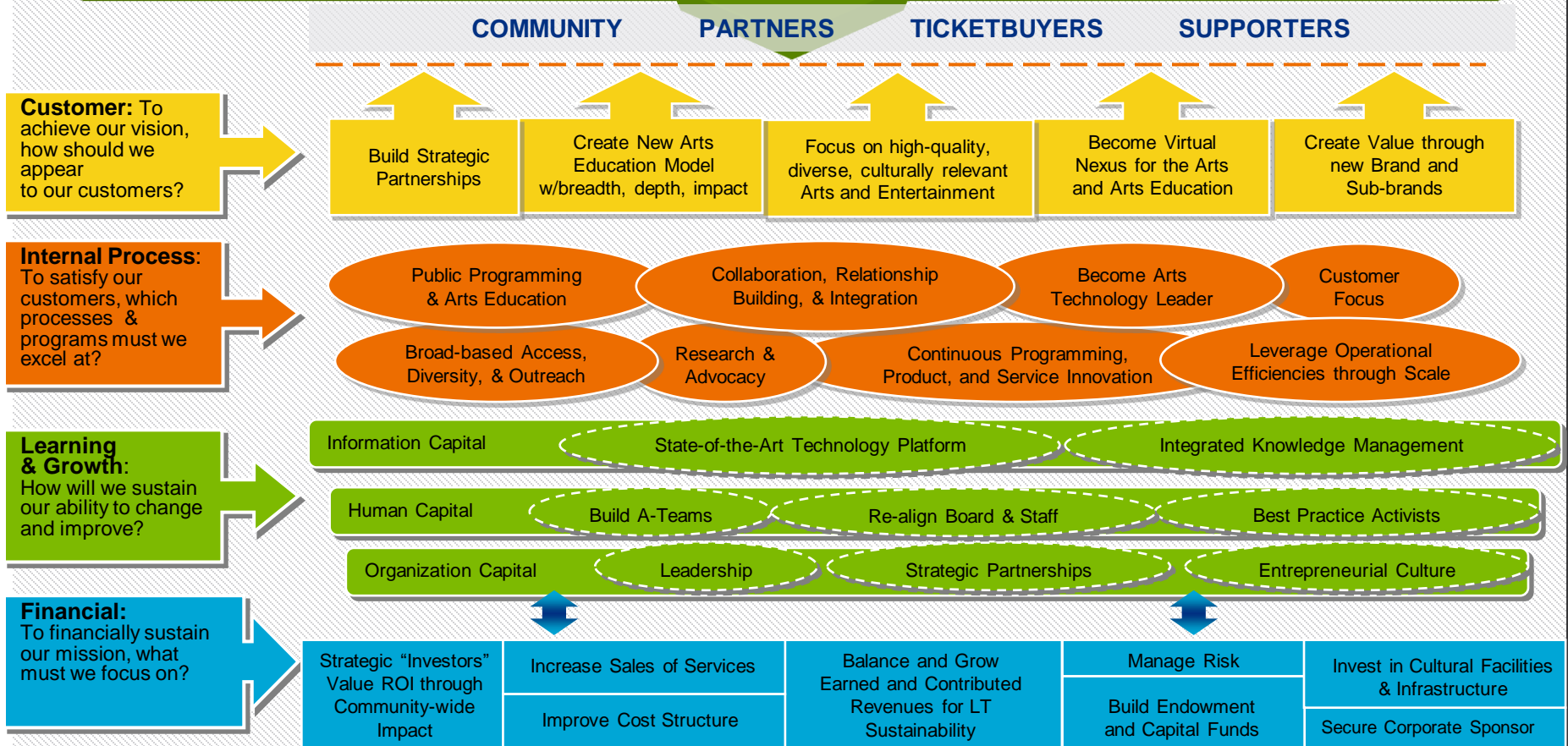
Strategic Planning – How? The Balanced Scorecard





Refining Its Role: Citi Performing Arts Center (Boch Center) 2006 Strategy Map

Vision: Citi Performing Arts Center boldly redefines the role of a performing arts center by creating new organizational models and partnerships to support broad-based access to the performing arts and arts education. As a performing arts and education integrator and leader, Citi Performing Arts Center gains national recognition and substantially increases the organization's funding base and audience reach.



FINANCIAL STABILITY, GROWTH, and SUSTAINABILITY

3 Parts/3 Steps to Simplify Strategic Planning

Part I: THE PLAN

- 1) Identify 2+ key **Stakeholders**
- 2) Identify 2+ top level **Objectives** in the following areas
 - Customers: Providing customer value
 - Internal Processes: Delivering program impact
 - Learning/Growth: Building capacity and resources
 - Financial: Sustaining a financial foundation
- 3) Create a 1-page visual or **Strategy Map**



3 Parts/3 Steps to Simplify Strategic Planning

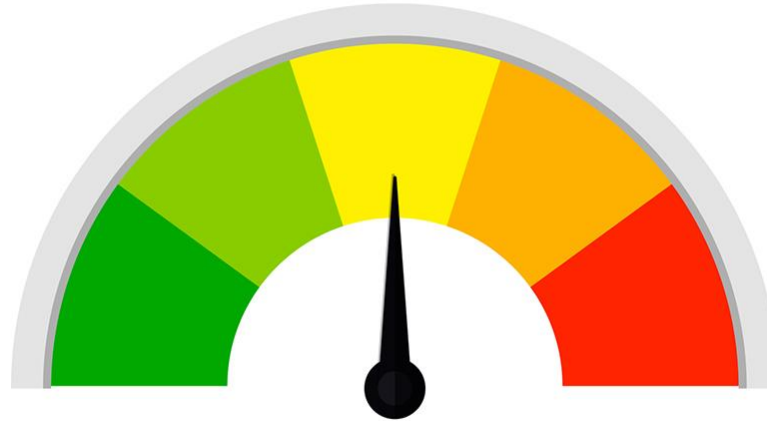
Part II: THE DASHBOARD

- 1) Identify 5-10 Key **Objectives** and assign a **Goal** to each
- 2) Assign a **Metric** (or more than one) to each goal that will symbolize success
 - % change or increase/decrease
 - Numerical benchmarks (#'s, \$)
 - Dates: Launch of a pilot or initiative; completion of a phase
 - Renewals vs. new; in-kind vs. cash, survey responses (Survey Monkey), etc.
- 3) Create a 1-page **Dashboard** (word table, excel, chart)



3 Parts/3 Steps to Simplify Strategic Planning

Part III: EVALUATION



- 1) **Review** Dashboard 2-4x/year with color codes (red, green, yellow, blue)
- 2) Annually **evaluate** success/challenges/changes and think about context; what impacted outcomes?
- 3) **Update** Dashboard
 - Change/update/repeat goals
 - Change/update /repeat metrics
 - Begin to implement

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With special thanks to the Boch Center for the use of their 2006 strategy map.

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