

Balanced Scorecard Strategy Maps

Union, Society and Association Examples

Strategy Maps are used by many social and public-sectors organizations to clearly communicate their strategic plan. A good strategy map should identify key “landmarks” such as financial constraints and customer expectations. Strategy maps can also highlight areas that, if neglected, may hinder mission success. Using this map, a leadership team can explain how they expect to achieve success.

In a Harvard Business Review article titled, “Having Trouble with Your Strategy? Then Map It,” Drs. Kaplan and Norton say this about strategy maps:

“The key to executing your strategy is to have people understand it – including the crucial but perplexing processes by which intangible assets will be converted into tangible outcomes. Strategy maps can help chart this difficult terrain.”

Strategy maps are first and foremost a communication tool, so they should never be overly complicated or perplexing. While this article is not an exhaustive study, it does include a few strategy map best practices as well as a number of useful examples.

Strategic Perspectives

Typically, a strategy map starts with a few broad perspectives. Using the Balanced Scorecard Methodology, broad areas may include the customer’s perspective of success, a financial perspective of success, an internal process perspective, and a final perspective, learning and growth, which describes culture and capacity. Each of these perspectives serves as a frame of reference for tangible objective statements.



Figure 1: Perspectives in a Nonprofit Organization

Objective Statements

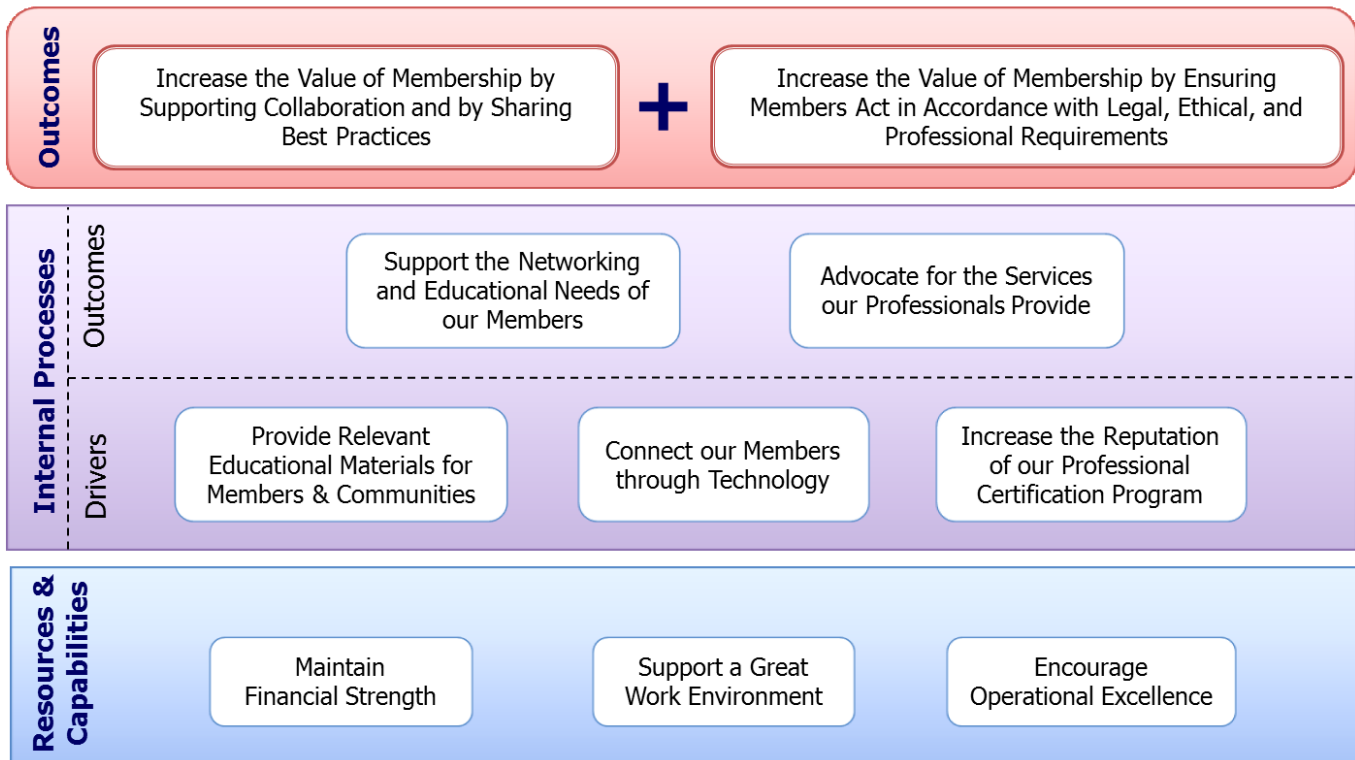
The next step to building a strategy map is to begin identifying the most critical objectives in each perspective. Objectives are short statements that define what an organization must continually do to achieve its mission. Objective statements can be phrases or complete sentences. They can be written as declarative statements (“We must develop new technology”) or in the voice of the customer (“My family received the best care”).

Building Consensus

Building a strategy map is a team effort that requires real time and discussion, especially at the highest levels of leadership. Each of the example strategy maps below illustrates a strategic plan designed for an organization in a particular situation. Certain maps may have elements that resonate with your team; however, it is recommended that a leadership team only adopt a strategy map after thorough discussion of the situation and selection of the few critical pieces that will contribute to mission success.

Professional Society with a Certification Program

Strategy Map is Modified for Educational Purposes

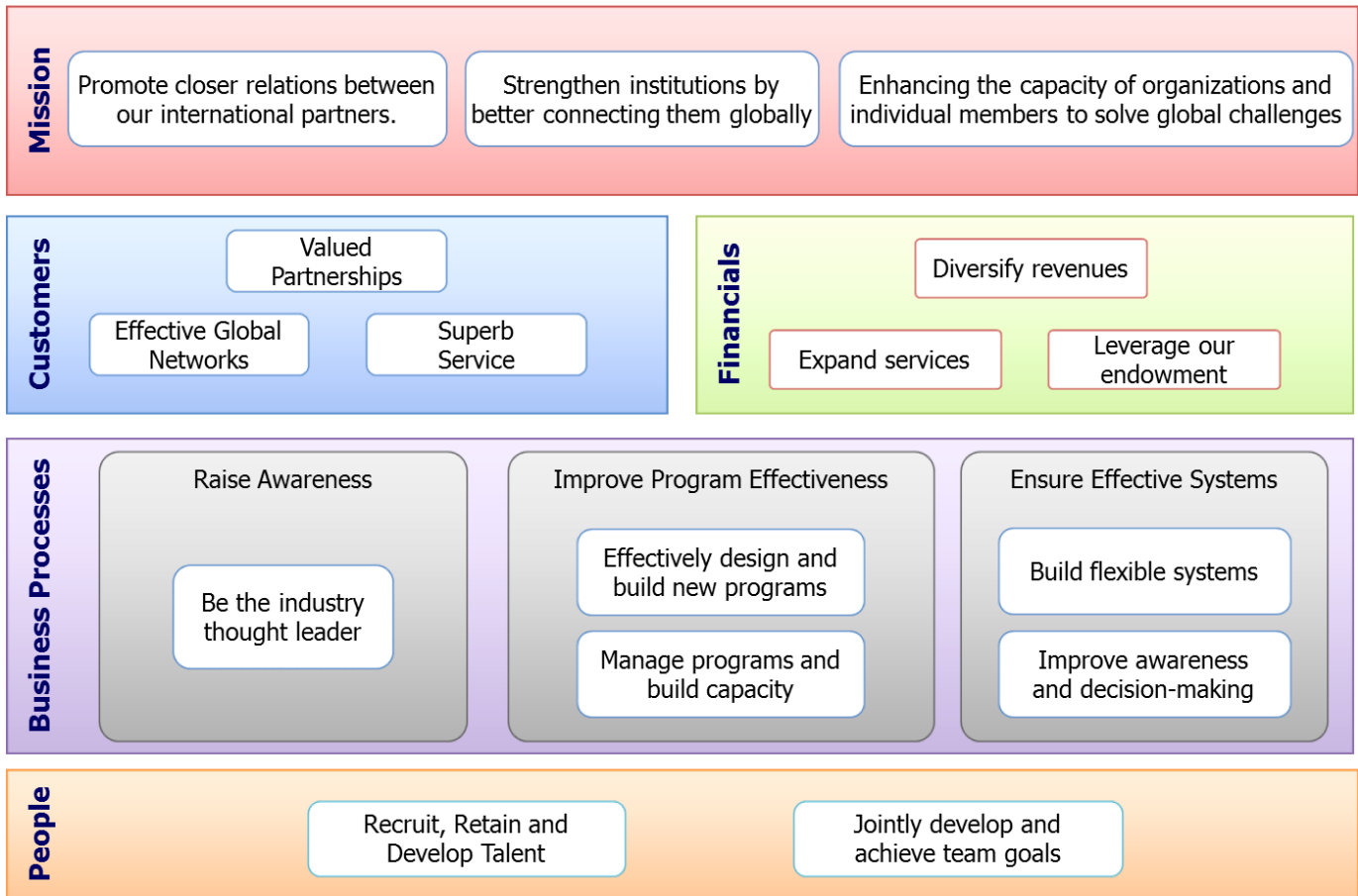


Example Strategy Map Template for a Professional Association or an Institute with Certification

Numerous organizations provide professionals with membership and certification options. The difference in the value to these members depends on the actions of the association in supporting the profession and the members it represents. By building and then maintaining a reputation for excellence and selectivity, members who pass certification and examination will stand out in the minds of potential customers and the general public. As an association defines its strategic plan, a strategy map can be a great method of summarizing key business requirements while also focusing on the needs of members and greater society. This strategy map will concisely capture key objectives and will become a basis for communication with potential and existing members, as well as with the general public regarding the benefits of certification and continued membership in this particular organization.

International Association

Strategy Map is Modified for Educational Purposes

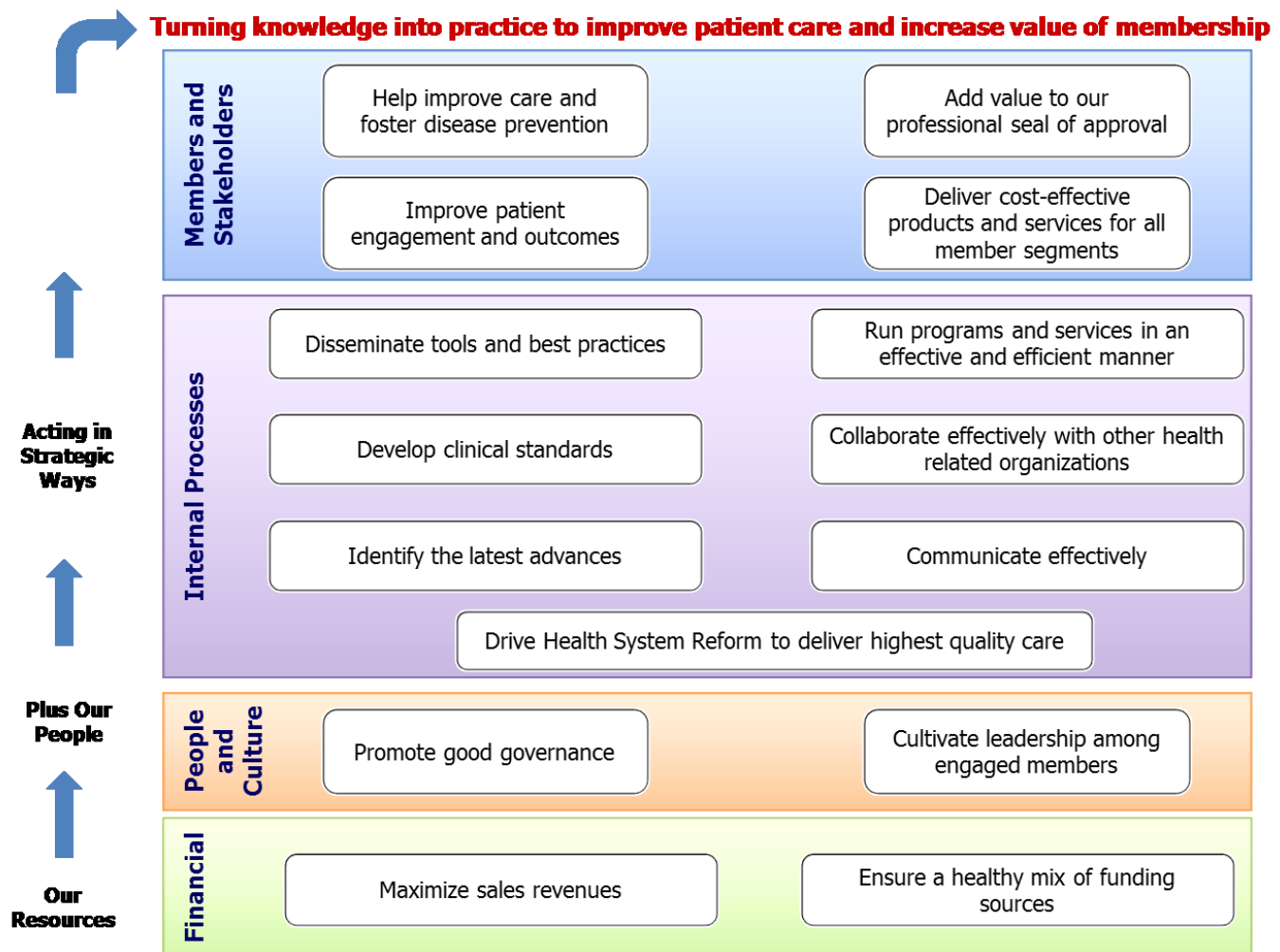


Example Strategy Map Template for a Multinational or International Organization

Distance and languages traditionally have been barriers to the flow of information and goods. However, with the internet and inexpensive transportation networks, bridging distances and language barriers now represents new opportunities for collaboration in everything from medicine, the arts, education, history, religion, inventive ideas, and even new natural resources that may someday be the cure to cancer. This strategy map represents an organization focused on developing bonds between different regions and cultures by developing successful linking programs that are flexible to user needs.

Medical Association Strategy Map

Strategy Map is Modified for Educational Purposes



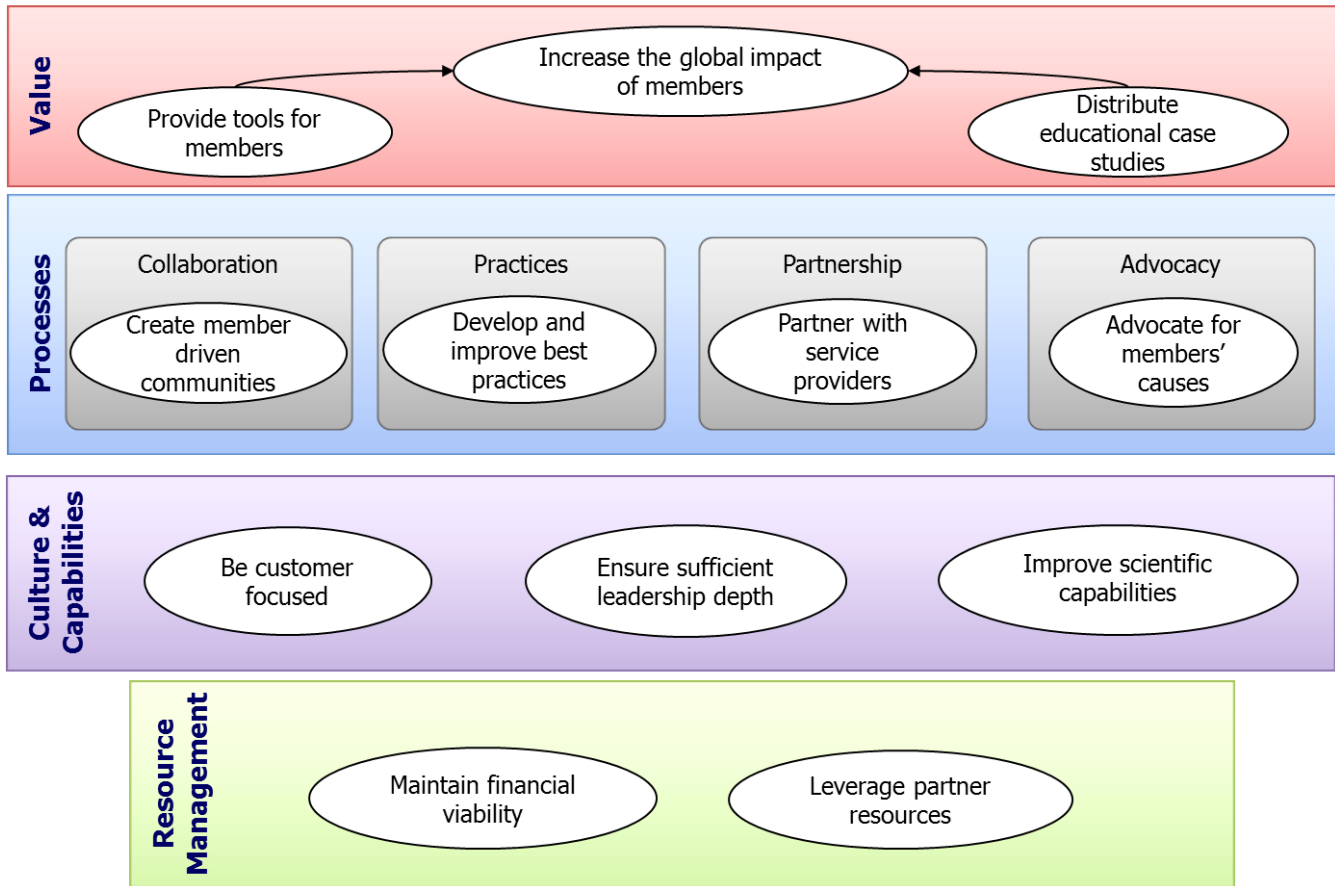
Example Strategy Map Template for a Medical or Healthcare Association

Medical associations provide important services to the providers, hospital, and the greater communities in which they exist. Services such as information sharing about new tools and methods of care, the latest news on regulatory changes, training, providing a forum for discussing relevant challenges, and even serving as a quality advocate all serve as to increase the effectiveness of medical services providers. This medical association uses their Balanced Scorecard and Strategy map to ensure they are balancing their efforts across each major perspective to ensure maximal impact for both providers and the surrounding community who relies on quality healthcare services.

Professional Society

Strategy Map is Modified for Educational Purposes

Individuals and Businesses will benefit from our Society



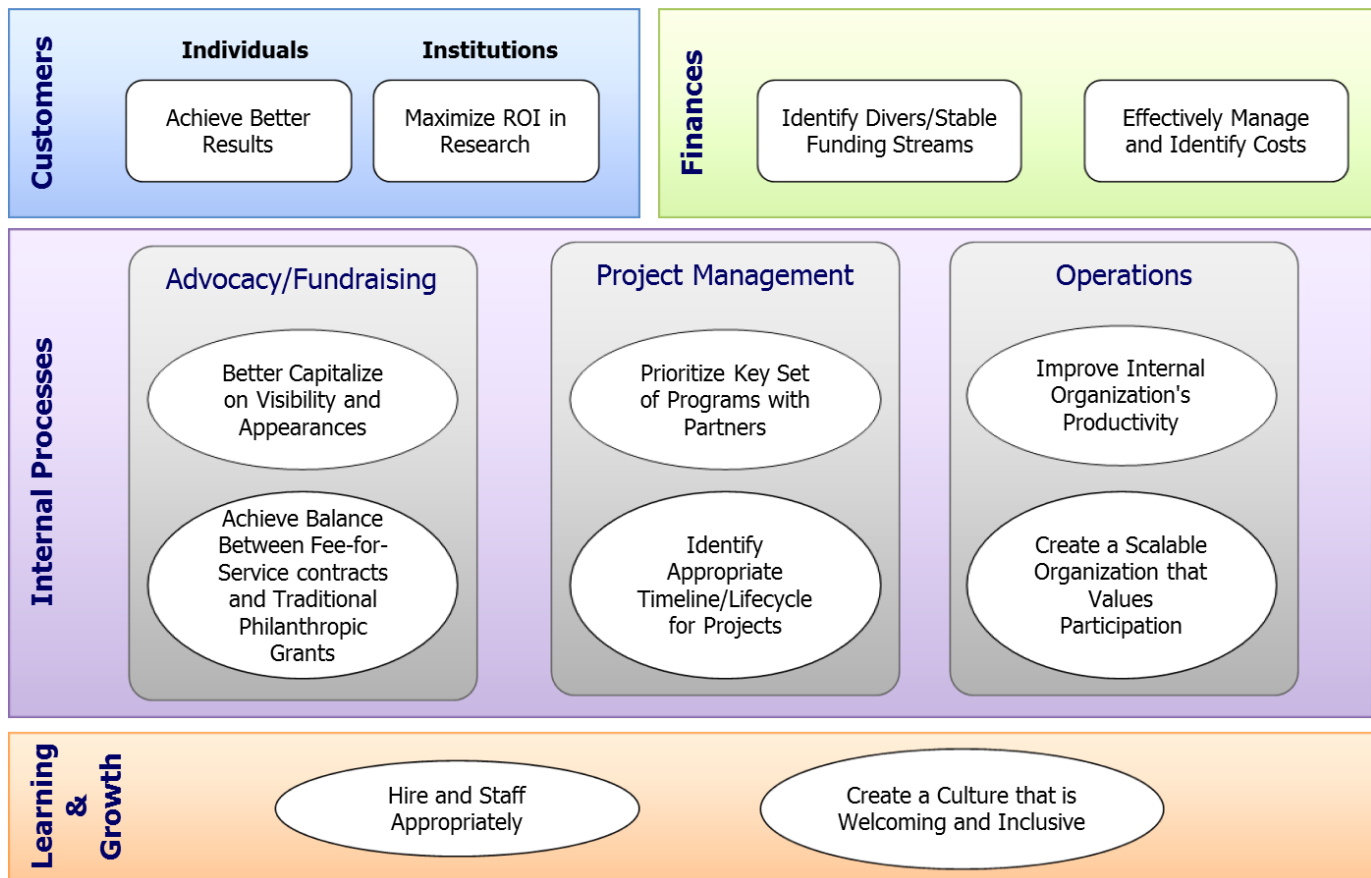
Example Strategy Map Template for a Professional Association or Society

This society is focused on improving the impact of members by providing useful tools and educational materials. This combination of resources and member communities will increase the speed at which good ideas can go from one member's "drawing board" to the field through the hands of hundreds or thousands of collaborators in the same space. This example is clearly a generic template but by adding the specifics of the field, profession, or interest area, this strategy map can be a very concise summary of how the organization will take human, financial, and intellectual capital and multiply its impact across a broad base of members.

Collaboration Association

Strategy Map is Modified for Educational Purposes

To be the leaders in collaboration and create an environment where ideas are shared openly



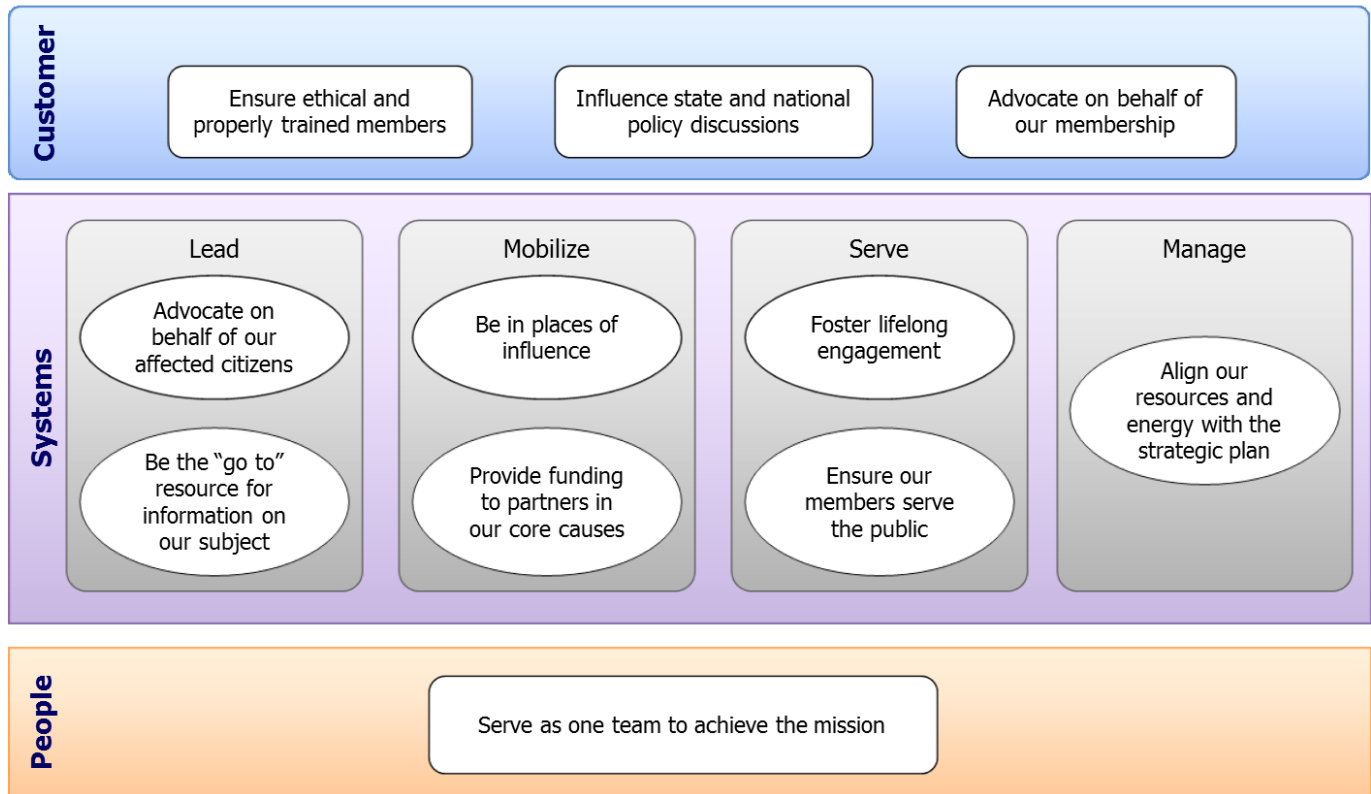
Example Strategy Map Template for a Collaborative Association

This example strategy map summarizes how an association of members with similar interests can encourage joint effort, better leverage shared knowledge, and generally increase the effectiveness of an entire field of activists by better coordinating the activities of those supporting, and those actually delivering, the breakthroughs. By replacing the sector-neutral terminology in this map, an association can explain how collaboration between a diverse set of contributors can create synergies, improve each individual's effectiveness, and ultimately move the entire field forward more quickly than if each member was acting independently and solely in his/her own best interest versus the good of the greater organization.

Professional Association

Strategy Map is Modified for Educational Purposes

To better serve our communities by enabling and our professionals with the necessary tools and practices



Example Strategy Map Template for a Co-Op, Union, Institute, or Professional Association

Doctors, lawyers, financiers, architects, engineers, farmers, manufacturers, artists, and almost every other professional faces challenges that are beyond their control or expertise. By being members of professional organizations, they are able to band together and collectively solve these challenges. In this organization's strategy map, there is a clear focus on supporting the membership. By protecting the profession's reputation, advocating for issues that support the entire profession, and by building a library of useful information on a variety of related topics, this organization supports members in all the areas they cannot control on an individual basis. Instead the organization acts in the best interests of all members so they can focus on their own profession or interest area.

Conclusion

Successful strategy maps come in a number of shapes, styles, structures, and complexities. Aside from sector-by-sector differences, varying formats can be found across many languages, cultures, and strategic environments. The one unifying goal is to make a communication tool that engages the entire team and community behind a shared plan of action to achieve the mission at hand.

To Learn More

The Balanced Scorecard has been the subject of four articles in the Harvard Business Review (HBR); two best-selling business books that have been translated into 19 languages; and numerous case studies and public conferences worldwide. The editors of HBR identified the Balanced Scorecard as one of the most significant management ideas of the past 75 years.

Learn more about the Balanced Scorecard and join the global Balanced Scorecard community at www.bscwiki.com and www.bsccommunity.com.

Ascendant Strategy Management Group

Ascendant Strategy Management Group is a professional services firm dedicated to helping associations, foundations, government agencies, and charities drive breakthrough results with the Balanced Scorecard. Founded by professionals with more than 30 years of combined work experience with Drs. Kaplan and Norton, originators of the Balanced Scorecard, Ascendant is uniquely qualified to help organizations manage strategy.

Ascendant offers training, consulting, facilitation, and technology services to clients directly or via a Collaborative Network that encourages group knowledge sharing, learning, and networking. With a singular focus on strategy management, Ascendant's goal is to transfer knowledge and capabilities to improve the management capacity of the not-for-profit sector.

Please visit our website and regularly updated blog at www.ascendantsmg.com to learn more about developing effective strategy maps and implementing successful strategy management systems.