Brought to you by:

IIR MIDDLE EAST
CONFERENCES ■ EXHIBITIONS ■ TRAINING
an **informa** business

An Affiliate of:

BALANCED SCORECARD INSTITUTE
Strategy Management Group

In Association with:

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON DC

Balanced Scorecard Professional (BSP) Certification Boot Camp

15 - 19 September 2012 • Radisson Blu, Riyadh, KSA
23 – 27 September 2012 • Le Royal Meridien, Abu Dhabi, UAE **SOLD OUT**
18 – 22 November 2012 • Dusit Thani Hotel, Dubai, UAE

> The Balanced Scorecard Institute has trained over **5000 practitioners** and consulted for hundreds of organizations from over **40 countries** since **1997**.
>
> IIRME has been #1 in the GCC market for nearly **20 years**, producing over **2300 training courses** for around **35,000 participants**.
>
> IIRME brought the Balanced Scorecard to the GCC in 1998 and since then **over 1000 people** have completed our courses and conferences.

Meet Your Speaker

Alan Fell
Director
Alan Fell Consultancy Ltd., UK
Senior Consultant
Balanced Scorecard Institute, USA

www.twitter.com/iirmiddleeast
www.facebook.com/iirmiddleeast
www.youtube.com/iirmiddleeast

OFFICIAL REGIONAL
RECRUITMENT PARTNER

bayt
The Middle East's #1 Job Site

Course Benefits

• Understand the key concepts of the Balanced Scorecard, and why it is gaining so much attention in corporate, nonprofit, and governmental organizations

• Learn a systematic, nine-step methodology for building and implementing the Balanced Scorecard, based on the performance management theory developed at Harvard University and the Institute's international Balanced Scorecard consulting experience

• Receive a Performance Scorecard Toolkit™ with worksheets for each step of the methodology, and a CD with course and reference material

• Is there a large group of you? Contact us to find out about our tailored 1 – 2 day executive workshops, certified public or in-house training through to highly customised implementation

Course Overview

The Institute's Nine Steps to Success™ a framework is the basis of the course, where the emphasis is on shared participant experiences, lessons learned, and best practice. Small-group exercises are used for each step in the framework to reinforce the lectures, and YOU are encouraged to bring your organization's strategic planning material to share with the class and receive instructor feedback offline as time permits. Topics covered by the course include:

- Basic concepts of the Balanced Scorecard and how it can be used to improve your organization's performance
- How the Balanced Scorecard applies to different types of organizations
- How to build and implement a Balanced Scorecard using the Institute's award-winning nine-step methodology
- How to develop meaningful performance measures and targets
- How a scorecard system can drive your performance-informed budget and accountability
- How to get performance information throughout the organization to better informed decision making through scorecard automation
- How to cascade the scorecard to all levels of an organization
- How to design and implement a scorecard where other frameworks have already been introduced
- How to revise poorly designed scorecard elements
- How to overcome obstacles and real world challenges
- How to evaluate planning documents and processes

Course Methodology

Through case studies and a series of interactive small-group workshops, you will apply the Balanced Scorecard concepts to meet the challenges facing a typical organization. Exercises performed throughout this course include:

- Launching a BSC program and establishing work teams
- Incorporating communications planning and change management into the scorecard development process
- Use an organizational assessment to set vision, mission, and strategy
- Understand who your customers and stakeholders are and what they need from your organization
- Develop an organization's strategic themes, strategic results and perspectives
- Develop and refine strategic objectives and strategy maps
- Develop and refine performance measures and targets, aligned to strategy
- Develop and prioritize new initiatives to execute strategy
- Sustain the scorecard with a Strategy Management Office
- Define enterprise performance information requirements and select software

About The Balanced Scorecard Institute

An Affiliate of:

BALANCED SCORECARD INSTITUTE

Strategy Management Group

The Balanced Scorecard Institute, a Strategy Management Group company provides training, certification and consulting services to commercial, government, and non-profit organizations in applying best practice in Balanced Scorecard, strategic performance management and measurement, and transformation and change management.

Products and services include public and on-site courses, facilitation and consulting services, and information and tools used by executives, managers and analysts to transform their organizations into "performance excellence" organizations.

The Institute also provides, through the **balancedscorecard.org** website, a resource to obtain information, ideas and best practice based on lessons learned from extensive experience in building strategic management and performance measurement systems using the award-winning Nine Steps to Success® Balanced Scorecard methodology.

(Certification and training related to the Nine Steps to Success™ methodology is for internal facilitation and personal use only. Any use of the Nine Steps to Success™ or other Institute intellectual property beyond internal facilitation use without a formal affiliate or associate agreement with the Institute is prohibited.)

Alan Fell
Director, **Alan Fell Consultancy Ltd.**, UK
Senior Consultant
Balanced Scorecard Institute, USA

Alan Fell is a leading internationally recognised and respected specialist in the Balanced Scorecard and the wider discipline of Strategy Execution.

After a successful career with a major UK commercial Bank, at which he led one of the very early BSC applications in 1993 - 96, Alan has been a consultant and trainer on the BSC and related disciplines for the last 15 years. His work spans a wide variety of business sectors and covers:

• Public training seminars
• Customised in-house training
• Management consulting in the BSC and strategy execution.

During these 16 years he has run well over 250 workshops across the UK, Europe, South Africa, Middle East and South East Asia. Alan has been a very frequent visitor to the GCC for many years and some 75% of his work is now undertaken across the GCC. During this long experience he has also been Chairman of many events with Drs Kaplan and Norton.

Alan brings a highly pragmatic, no-nonsense and robustly disciplined approach to the subject and a passionate belief that – provided it is designed and used properly – a BSC can indeed transform the performance of an organisation.

What past delegates said about Alan Fell's training courses

"Professionally and personally very useful"
Suraj Amrit, Senior Business Manager, **Oman Oil**

"It was very enlightening as it answered most of my questions"
Shaikha Khater Al Sulaiti, Project Manageent Specialist, **Supreme Council of Health**

"Excellent course, I would recommend it to all senior professionals"
Ayesha Masood, HR Business Analyst, **Qatar Foundation**

"It was very interesting and straight to the point, and it really makes one interested in implementing that knowledge"
Abeer Al Yaqoubi, Manager – HR & Administration, **Etisalat**

Balanced Scorecard Professional (BSP) Certification Boot Camp

Course Timings: Registration and coffee will be at 07:30 on Day One. The course will commence at 08:00 and conclude at 14:30 with lunch. There will be refreshment breaks at approximately 10:30 and 12:30.

Course Outline

BSP Certification Part 1: Introduction To The Balanced Scorecard
Course Outline

DAY ONE

Module I. Introduction
Learning Objectives: Explain the concept and origin of the Balanced Scorecard; outline course modules; introduce the case studies; introduce participants; and discuss reference material.
- Introductions, expectations, and participant knowledge
- Workshop objectives
- Balanced Scorecard concept and origin
- Agenda, schedule and logistics
- References
- Introduction to the examples, case study, small-group exercises, performance measurement software, and the performance scorecard toolkit

Module II. Overview Of The Balanced Scorecard (BSC)
Learning Objectives: Explain the evolution of measurement and strategic management systems; define terms; list reasons for adopting a Balanced Scorecard system; identify the six steps needed to build a scorecard system and the three steps needed to implement these systems; identify challenges that need to be overcome; discuss indicators of successful systems; discuss time periods for a scorecard project; contrast the differences and similarities in scorecard systems for different organizations; discuss a typical BSC cycle.
- Introduction to performance management and measurement
- Balanced Scorecard history
- Reasons for undertaking a Balanced Scorecard project
- Similarities and differences among BSC and other performance systems
- Advantages of using BSC performance systems
- Contrast private sector and public agency use of scorecards
- Key questions the BSC seeks to answer
- Sample BSC performance measures
- The Nine-Step Methodology for building and implementing a Balanced Scorecard project
- Meeting the challenges of scorecard systems
- Indicators of successful projects

Module III. Building The Balanced Scorecard
Learning Objectives: Identify the six building steps - Using an organization assessment to set vision, mission and strategy, defining strategic themes, choosing perspectives and developing objectives, developing a Strategy Map, defining performance measures, developing initiatives.

Case studies and examples will be selected from among several commercial, public sector and not-for-profit organizations that use the Balanced Scorecard for strategic management.

- Using an organizational assessment to set vision, mission, and strategy
- Identify customer groups and develop the Customer Value Proposition

DAY TWO

Module III. Building The Balanced Scorecard (Continued)
- Develop strategic themes and strategic results
- Develop strategic objectives and strategic success drivers
- Strategy mapping – develop cause-effect relationships among the objectives
- Derive strategic performance measures, targets and thresholds
- Develop strategic initiatives define criteria for selecting initiatives
- Define criteria for selecting new initiatives

DAY THREE

Module IV. Implementing The Balanced Scorecard
Learning Objectives: Identify and understand the three implementation steps – Using computers to communicate performance information, cascading the scorecard throughout the organization, and using scorecard information to improve performance.

Examples will be selected from among several commercial, public sector and not-for-profit organizations that use the Balanced Scorecard for strategic management.

Software Demonstration: Performance Management Information Software options

- Implementation issues
- Aligning strategy and work throughout the organization
- Collect, verify and validate performance data
- Transforming data into information
- Software options for managing performance information
- Developing an internal and external communication plan
- Cascading the scorecard throughout the organization
- Employee motivation
- Linking strategy to resource decisions
- Linking performance to rewards
- Scorecard roll out, training, and change management
- Using performance information to improve organization performance

Module V. Next Steps
Learning Objectives: Understand the challenges of integrating Balanced Scorecard systems with other enterprise-wide systems; overcoming challenges to implementation.

Exercise: Examine strategic change readiness in your organization.

- Integrating the scorecard with other enterprise management systems
- Integrating the scorecard with other enterprise information systems
- Best practices

Module VI. Getting Your Scorecard On Track
Learning Objectives: Applying the BSC to your organization's needs; discuss company-specific issues

Exercise: Develop a scorecard action plan for your organization.

- Overcoming obstacles and challenges within your organization
- Integrating the scorecard with other enterprise management and information systems
- The role of consultants
- Time and schedule estimates
- Develop an action plan based on your organization's readiness

BSP Certification Part 2: Advanced Balanced Scorecard Course Outline

DAY FOUR

Introduction
- Course overview and logistics
- Learning objectives

Module VII : Evaluation To Assessment
- Best practice and terminology review related to Steps One and Nine of the Nine Steps to Success ™
- Common evaluation and assessment challenges
- Small group facilitation primer

Case Study Exercise: Use various small group facilitation techniques to identify case study scorecard development issues and problems

Module VIII: Advanced Strategic Foundations Development
- Short review of Steps One – Assessment, and Two – Strategy, of the Nine Steps to Success
- Analyzing, identifying and correcting poor strategic foundation design
- Migrating from other planning models to the Balanced Scorecard
- Various pitfalls associated with poorly designed strategic themes and perspectives

Case Study Exercise: Revise poorly designed strategic foundation elements

Module IX: Advanced Objective And Strategy Map Development
- Strategic objective and strategy map best practices
- How to facilitate the correction of poorly designed objectives and strategy maps

Case Study Exercise: Revise poor strategic objective, and strategy map design and development facilitation

Module X: Advanced Performance Management – Measure What Matters
- How to use several frameworks, such as the Logic Model, Process Flow Analysis, the Decision Model and the Critical Question Model, to develop a family of potential measurements for each objective
- Identification and correction of problems associated with poorly selected measurements

Exercise: Practice using a process flow analysis to develop meaningful measurements for various objectives

DAY FIVE

Module XI: Measurement Definition, Implementation And Visualization
- Advanced measurement definition: ratios, frequency and accuracy requirements
- How to develop "roll up" measurements and indexes
- How to set targets and normalize data
- How to improve data visualization

Case Study Exercise: Identification and correction of poor measurement definition and visualization

Module XII: Strategic Initiative Prioritization And Management
- Advanced strategic initiative prioritization techniques
- Project management primer

Case Study Exercise: Practice using a common initiative prioritization technique

Module XIII: Advanced Scorecard Alignment And Cascading
- How to build organizational alignment through advanced cascading techniques
- Advanced Tier Two scorecard development
- How to build a pilot program at the Tier Two level without a Tier One level scorecard
- How to develop a Tier Three scorecard and align with an appraisal system

Case Study Exercises: Refine Tier Two scorecards and develop Tier Three scorecards

Module XIV: Managing And Sustaining A Balanced Scorecard
- Day-to-day management with a Balanced Scorecard
- Performance-based budgeting
- Sustaining a scorecard
- Strategy Management Office (SMO) roles and responsibilities

Who Should Attend?
This course is recommended for executives, managers, planners and analysts who are part of a Balanced Scorecard development team, and are seeking the best practical ideas for improving organizational performance.

Would you like to run this course in-house?

customised training solutions

The in-house training division of IIR Middle East

Tel: +971 4 407 2624 • Email: CTS@iirme.com
www.iirme.com/cts

Balanced Scorecard Professional (BSP) Certification Boot Camp

15 - 19 September 2012 • Radisson Blu, Riyadh, KSA
23 – 27 September 2012 • Le Royal Meridien, Abu Dhabi, UAE — **SOLD OUT**
18 – 22 November 2012 • Dusit Thani Hotel, Dubai, UAE

FIVE WAYS TO REGISTER

☎ +971 4 335 2437

🖨 +971 4 335 2438

✉ IIR Holdings Ltd.
P.O Box 21743
Dubai, UAE

📧 register@iirme.com

🌐 www.iirme.com/balancedscorecard

DISCOUNTS AVAILABLE FOR 2 OR MORE PEOPLE

CALL – +971 4 335 2483
E-MAIL – a.watts@iirme.com

Event	Course Fee Before 30 June 2012	Course Fee Before 21 July 2012	Final Fee
(BSP) Certification Boot Camp 15 – 19 September 2012 (BC4626)	US$ 4,200	US$ 4,700	US$ 5,000

Event	Course Fee Before 15 July 2012	Course Fee Before 12 August 2012	Final Fee
(BSP) Certification Boot Camp 23 – 27 September 2012 (BC4396)	US$ 4,200	US$ 4,700	US$ 5,000

Event	Course Fee Before 2 September 2012	Course Fee Before 23 September 2012	Final Fee
(BSP) Certification Boot Camp 18 – 22 November 2012 (BC4495)	US$ 4,200	US$ 4,700	US$ 5,000

Course fees include documentation, lunch and refreshments. Delegates who attend all sessions will receive a Certificate of Attendance.

DELEGATE DETAILS

Name: ....

Job Title: .... Email: ....

Tel: .... Fax: .... Mobile: ....

Name: ....

Job Title: .... Email: ....

Tel: .... Fax: .... Mobile: ....

COMPANY DETAILS

Company: ....

Address: ....

Postcode: .... Country: ....

Tel: .... Fax: ....

No. of employees on your site:
1000+ ❑ 500-999 ❑ 250-499 ❑ 50-249 ❑ 0-49 ❑

Nature of your company's business: ....

❑ YES, I would like to receive information about future events & services via e-mail ....

To assist us with future correspondence, please supply the following details:

Name of the Department Head: ....

Department: .... Mobile: .... Email: ....

Training Manager: ....

Department: .... Mobile: .... Email: ....

Booking Contact: ....

Department: .... Mobile: .... Email: ....

BC4626/BC4396/BC4495

customised training solutions
The in-house training division of IIR Middle East

WOULD YOU LIKE TO RUN THIS COURSE IN-HOUSE?

Save training $$ and create learning experiences relevant to your business. To customise this course and increase value and impact, contact **Leigh Kendall** on **+971 4 407 2624** or email the team at cts@iirme.com

All registrations are subject to our terms and conditions which are available at www.iirme.com/terms. Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.

Payments

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event. You can pay by company cheques or bankers draft in Dirhams or US$. Please note that all US$ cheques and drafts should be drawn on a New York bank and an extra amount of US$ 6 per payment should be added to cover bank clearing charges. In any event payment must be received not later than 48 hours before the Event. Entry to the Event may be refused if payment in full is not received.

Credit card payment

❑ If you would like to pay by credit card, please tick here and a member of our team will contact you to take the details

Cancellation

If you are unable to attend, a substitute delegate will be welcome in your place. Registrations cancelled more than 7 days before the Event are subject to a $200 administration charge. Registration fees for registrations cancelled 7 days or less before the Event must be paid in full. Substitutions are welcome at any time.

Avoid Visa Delays - Book Now

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible.
Visas for non-GCC nationals may take several weeks to process.

All registrations are subject to acceptance by IIR which will be confirmed to you in writing.

Due to unforeseen circumstances, the programme may change and IIR reserves the right to alter the venue and/or speakers.

Event Venue:

Le Royal Meridien, Abu Dhabi, UAE
Tel: +971 2 674 2020
Radisson Blu, Riyadh, KSA
Tel: +966 1 479 1234
Dusit Thani Hotel, Dubai, UAE
Tel: +971 4 343 3333

Accommodation Details
We highly recommend you secure your room reservation at the earliest to avoid last minute inconvenience. You can contact the IIR Hospitality Desk for assistance on:
Tel: +971 4 407 2693
Fax: +971 4 407 2517
Email: hospitality@iirme.com