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# Implementing the Balanced Scorecard when the CEO is too busy

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# The problem

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What we know?

“Experience has repeatedly shown that the single most important condition for success is the ownership and active involvement of the executive team”

**The Strategy Focused Organization (2001) Kaplan and Norton**

What we experience?



Is this a real problem?

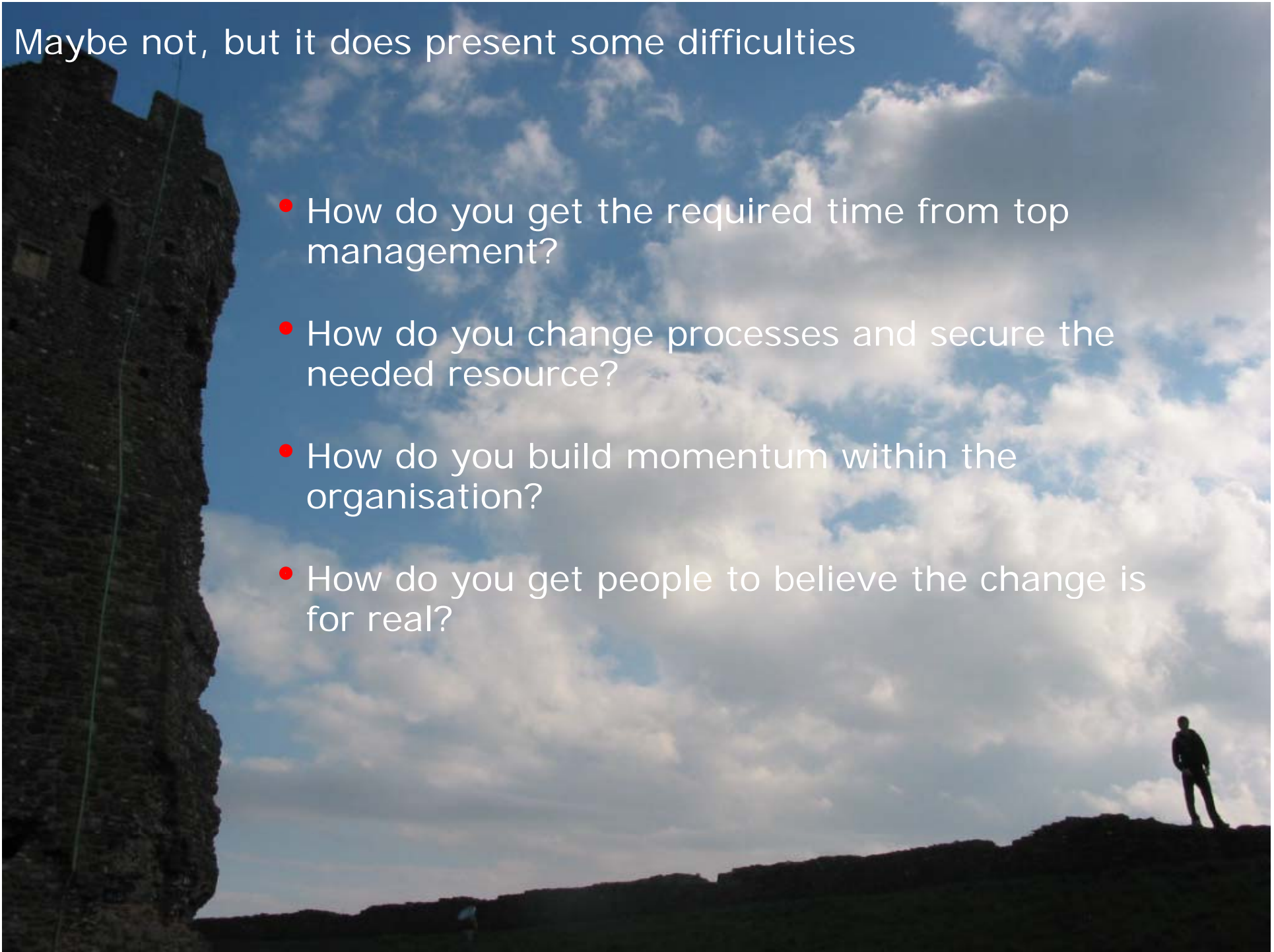
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“ No one individual, even a monarch-like CEO, is ever able to develop the right vision, communicate it to large numbers of people, eliminate all the key obstacles, generate short-term wins, lead and manage dozens of change projects, and anchor new approaches deep in the organization’s culture.”

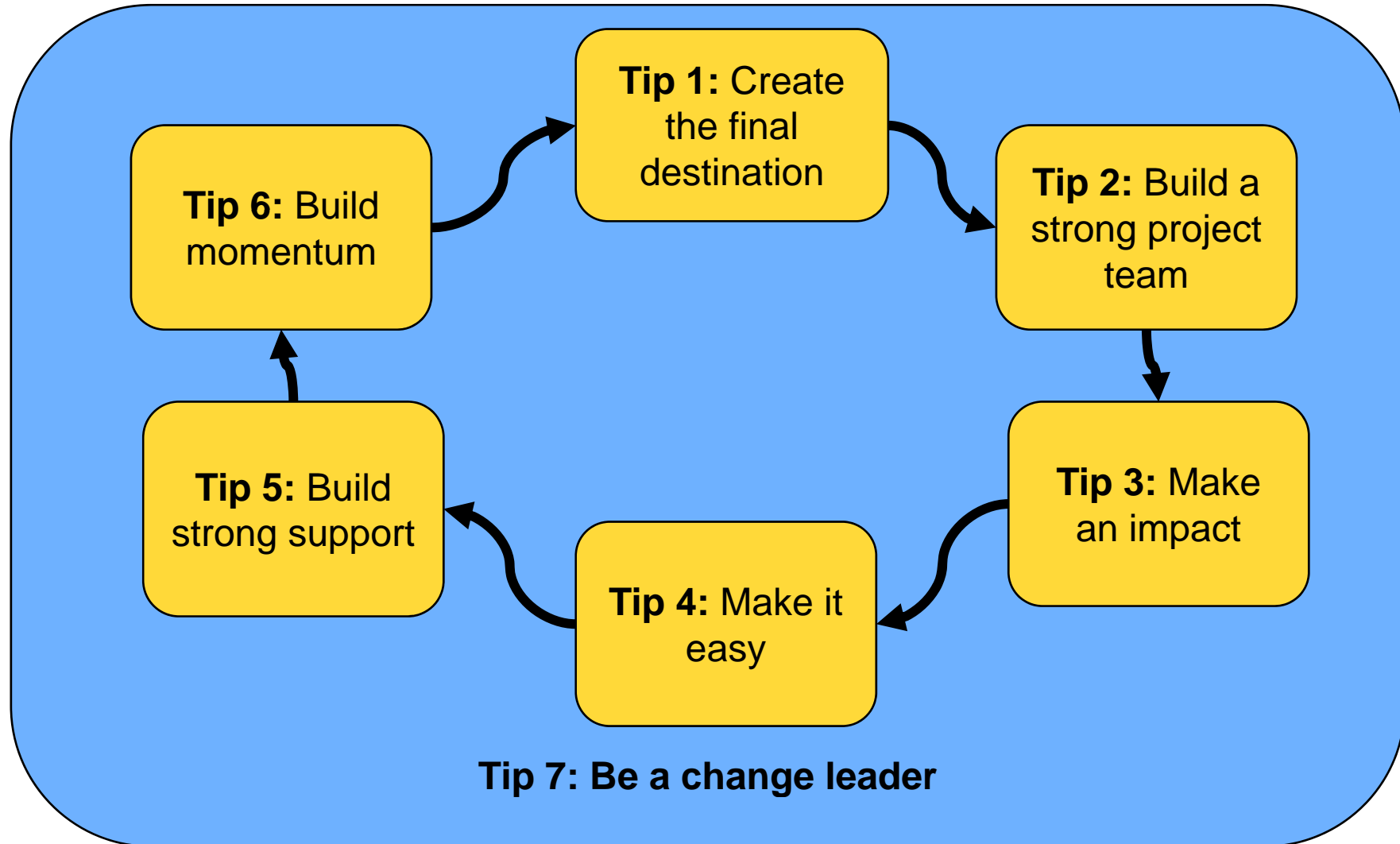
John Kotter (1996) Leading Change

Maybe not, but it does present some difficulties

- How do you get the required time from top management?
- How do you change processes and secure the needed resource?
- How do you build momentum within the organisation?
- How do you get people to believe the change is for real?

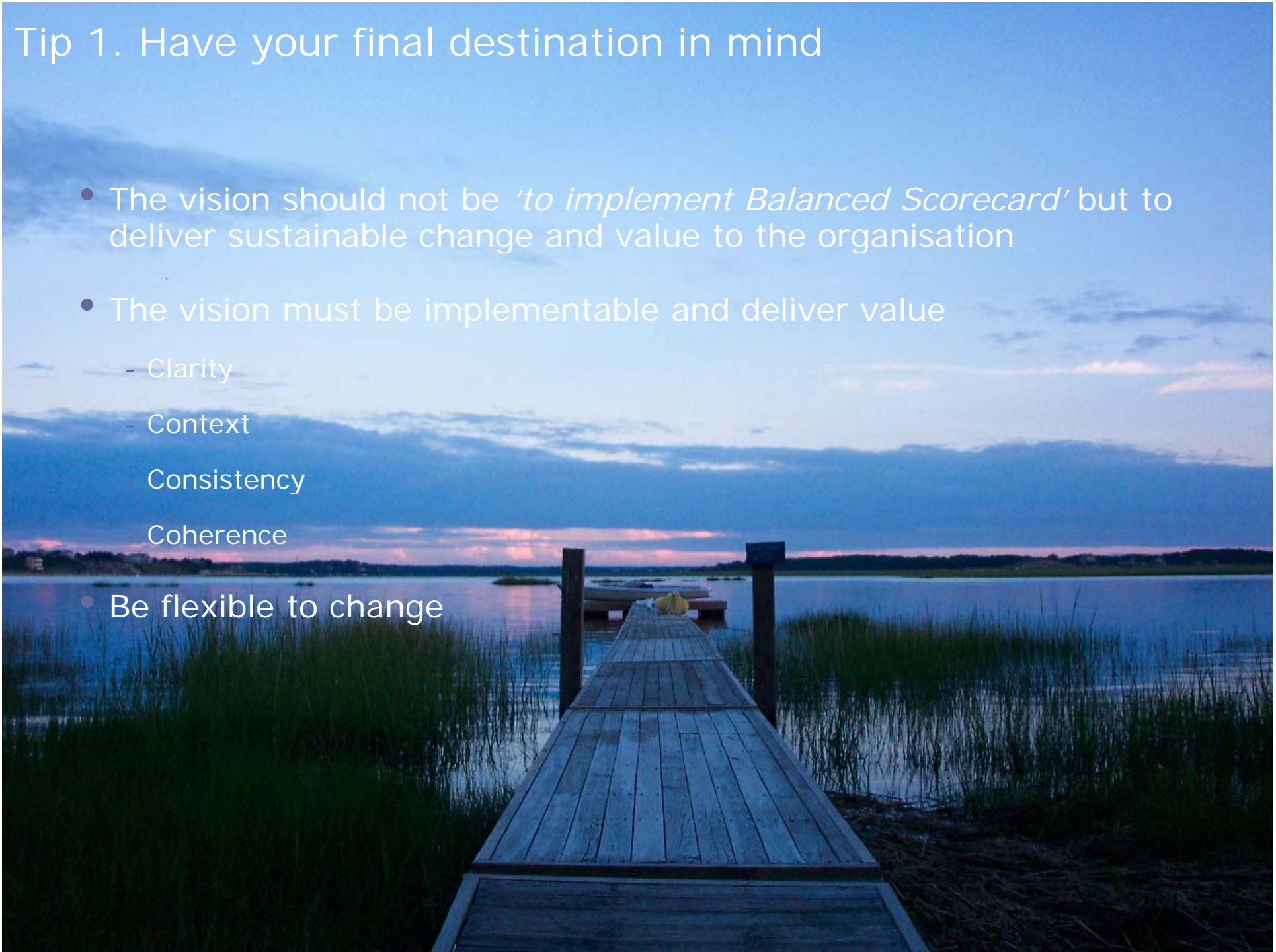


# Tips from the front



## Tip 1. Have your final destination in mind

- The vision should not be *'to implement Balanced Scorecard'* but to deliver sustainable change and value to the organisation
- The vision must be implementable and deliver value
  - Clarity
  - Context
  - Consistency
  - Coherence
- Be flexible to change





## Tip 2: Build a strong project team

- Small enough in number
- Adequate levels of complementary skills
- Truly meaningful purpose
- Specific goals
- Clear working approach
- Sense of mutual accountability

### Tip 3. Start where you know you can make an impact

- Provides evidence of the approach
- Rewards the change team
- Helps refine the approach
- Gets bosses interest
- Builds momentum



## Tip 4. Make it easy for people

- Be professional
- Think technically and politically
- Designing processes and systems



## Tip 5. Build a strong influential team reinforcing commitment

- Power – other members of the board and main line managers
- Expertise
- Credibility
- Leadership



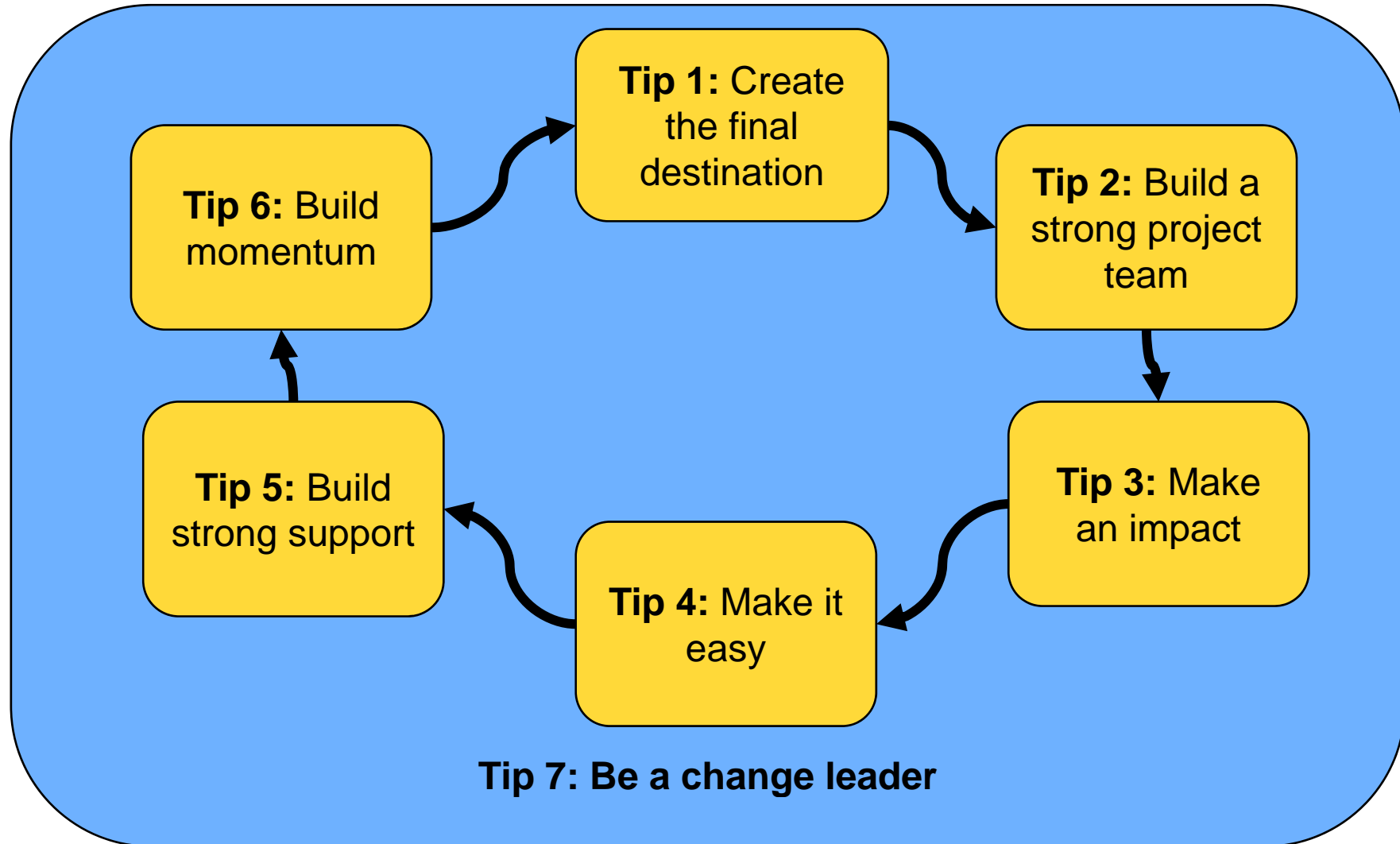


## Tip 7. Be a change leader

- Show a great sense of mission and passion to make it happen – wholeheartedly committed
- Be authentically 'yourself'
- Understand your impact on others – warts and all
- Be insightful about others
- Be resilient under pressure – and able to use others' support
- Be a listener – genuinely respectful and valuing of everyone's contribution



# Tips from the front



# Sarah Wicks

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Sarah Wicks is Director and Founder of New Road Consulting Ltd., a consulting firm which specialises in strategy execution. Sarah is an experienced management consultant who has helped a variety of organisations successfully combine the management of strategy, change and business performance to build long term competitive capability.

Previously, Sarah was with the Balanced Scorecard Collaborative (BSCoI) helping several European clients to deliver their strategic objectives. In addition to client delivery, she was a key member of the Strategic Management Officer Research Group working closely with David Norton and Robert Kaplan. Sarah has also worked at KPMG consulting building their Value Based Management capabilities

Sarah has spoken at several conferences in the UK and across Europe and has contributed articles to a number of publications.

A Chartered Accountant, Sarah has been educated in the UK at the Universities of Exeter and Surrey. She is currently studying for a masters degree in Change Agents Skills and Strategies.