

Survey of Performance Management Tools & Techniques: Balanced Scorecard 2010



This is our second annual survey through which 2GC seeks to examine in more detail how organisations are using the Balanced Scorecard. The annual survey into the use of management tools and techniques by Bain & Company has found that the performance management framework **Balanced Scorecard** has been consistently in the top 20 tools since it first appeared in the early 1990s (www.bain.com/management_tools/home.asp).

Strategic Performance Management using Balanced Scorecard is the prime area of interest for 2GC. Results of this survey will contribute to understanding of its detailed effectiveness - for a copy of the 2009 Survey Report and more details of these, and to download Balanced Scorecard research outputs 2GC has generated in the past, visit the 2GC web site at www.2gc.co.uk.

We would be very grateful for a few minutes of your time (approx. 10 minutes) in completing the questionnaire below. Should you wish to leave us an email address in the space provided at the end of the survey, we will send you a copy of the final report. Thank you.

A. You & your Organisation

A1. How many people does your organisation employ?

- Below 1,000
- 1,000 - 5,000
- 5,001 - 10,000
- More than 10,000

A2. What Sector is your Organisation in?

A3. What is your job title?

A4. Where do you work? Please tick all that apply

- Head Office.....
- Function.....
- Geographic Division.....
- Product/Service Division.....
- Other (Please specify)

A5. How knowledgeable are you about the Balanced Scorecard?

- Extremely
- Very
- Slightly
- Minimally
- Not at all

Survey of Performance Management Tools & Techniques: Balanced Scorecard 2010



B. About the use of Balanced Scorecard in your Organisation

B1. What type(s) of Balanced Scorecard does your organisation use?

Reporting - For assessing the performance of units and projects.....

Incentive Payments - Rewards that are linked to Balanced Scorecard results.....

Operational Management - reporting on day-to-day performance.....

Strategic Management - reporting on organisational change and development.....

**B2. Where is Balanced Scorecard used?
Please tick all that apply**

Board including non-executives

Executive/Senior Management

Division - geographic.....

Division - product/service

Functions

Departments.....

B3. Does the organisation have more than one Balanced Scorecard?

Yes. No.

B4. If the answer to B3 is yes, were they designed in a sequential format (known as a "cascade")?

Yes. No.

B5. Do you know how your Balanced Scorecard(s) was created?

Yes. No.

B6. If you answered yes to B5, was it / were they...?

Designed by a team elsewhere in your company.....

Designed by consultants

Designed by management teams for their own use

Other (please specify).....

B7. Have you ever updated ("refreshed") your Balanced Scorecard?

Yes. No.

B8. If you answered yes to B6, when was the last time this was done?

In the last 12 months.....

12 - 24 months ago.....

Don't know

B9. If you answered yes to B6, was this in line with changes to your Strategic Plan?

Yes. No.

Don't Know.....

B10. If you answered yes to B6, what was changed?

Just Targets.....

Targets & Metrics.....

Objectives, Metrics & Targets.....

Survey of Performance Management Tools & Techniques: Balanced Scorecard 2010



C. About the design of the Balanced Scorecard used in your organisation

C1. What components does your Balanced Scorecard include? Please tick all that apply

Vision Statement.....

Destination Statement - agreed picture of future success for organisation.....

Strategy Map(s)

Initiatives with full project plans

List of metrics and targets in four perspectives.....

Reporting tool - excel type MS based or specific software

Other (please specify).....

C2 Does your Balanced Scorecard include multiple perspectives?

Yes. No.

C3. Please enter the names of your Balanced Scorecard perspectives

Perspective 1:

Perspective 2:

Perspective 3:

Perspective 4:

Perspective 5:

Perspective 6:

Perspective 7:

C4. In total, approximately how many objectives, measures, targets and initiatives does your Balanced Scorecard contain?

Number of Objectives

Number of Measures

Number of Targets

Number of Initiatives.

Survey of Performance Management Tools & Techniques: Balanced Scorecard 2010



D. About how your organisation uses Balanced Scorecard

D1. What does your Balanced Scorecard influence?
(Please tick all that apply)

- Business Actions
- Behaviours
- Appraisals
- Rewards - Team
- Rewards - Individual
- Has no influence.....
- Other (please specify).....

D2. Do you use a colour coded / traffic light system to indicate the status of the measures on your Balanced Scorecard relative to the targets set?

Yes. No.

D3. If you answered **No** to **D2**, how is performance against the targets set communicated?

D4. Are there consequences for failing to achieve Balanced Scorecard goals and targets?

Yes. No.

Don't Know.....

D5. If you answered **Yes** to **D4**, describe what happens if a Balanced Scorecard target is missed?

D6. How often is performance against your Balanced Scorecard assessed?

- Monthly/More Often
- Quarterly.....
- Six Monthly.....
- Annually.....

D7. Are the measures on your Balanced Scorecard(s) regularly reported?

Yes. No.

D8. If you answered **Yes** to **D7**, is production of these reports automated? If so, how?

- No, reporting is not automated
- Yes, using office software (e.g. MS Excel, Word, PPT etc)
- Yes, using a bespoke software system.....
- Yes, using commercial Balanced Scorecard software

D9. If you answered **Yes** to **D8**, is data collection and reporting web-enabled?

Yes. No.

Don't Know.....

Survey of Performance Management Tools & Techniques: Balanced Scorecard 2010



E. About your overall impressions of your Balanced Scorecard

E1. How would you rate the value of your Balanced Scorecard?

Extremely valuable Somewhat
Very Not at all

E2. Do you have any comments to add about your Balanced Scorecard, its value and usage?

F. Contact Details

F1. Finally, would you kindly provide contact details so that we can send you the collated results and possibly follow up with you if we have any questions about your responses?

Name:.

Company Name:

Email Address:

Please tick this box if you would like to receive 2GC's email newsletter

Phone:.

G. Please return your questionnaire to 2GC

Many thanks for your time in completing this survey.

Please now either mail or fax it to **William Barney** at 2GC Active Management:

Mail: 2GC Active Management, Albany House, Market Street, Maidenhead SL6 8BE

Fax: +44 (0)845 127 5039