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~~create a strategy map +~~

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Improving Strategic

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articulate the five key

principles required for

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focused organizations: 1)

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translate the strategy into operational terms, 2) align the organization to the strategy, 3) make strategy everyone's everyday job, 4) make strategy a continual process, and 5) mobilize change through strong, effective leadership.

~~Amazon.com: The Strategy Focused Organization: How ...~~

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In *The Strategy-Focused Organization*, HBS professor Robert Kaplan and David Norton, president of the Balanced Scorecard Collaborative, share the results of ten years of research into companies that have implemented the Balanced Scorecard. Drawing on more than 20 in-depth case studies, they illustrate how

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major organizations have used the Scorecard to create an entirely new performance management framework that puts strategy at the center of a company's key management processes and systems.

~~The Strategy Focused  
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## FOCUSED

## ORGANIZATION

## THE SUMMARY IN

BRIEF In 1996, Robert

Kaplan and David

Norton introduced the

Balanced Scorecard

performance

measurement method,

which included not only

tradi- tional financial

measures but also such

qualitative measures as

employee sat- isfaction,

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Corporate mission and  
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Kaplan, Robert S;  
Norton, David P.  
Publication date 2001



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building Strategy-  
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Kaplan, Robert S., and  
D. P. Norton. The  
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Environment. Boston,  
MA: Harvard Business  
School Press, 2000 ...

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Balanced Scorecard ...~~

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The Strategy-Focused Organization How Balanced Scorecard Companies Thrive in the New Business Environment. By Robert S. Kaplan and David P. Norton; Harvard Business School Press, 2001. The ability to execute strategy can be more important than the strategy itself. Strategy

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Implementation is as important as the strategy itself.

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In *The Strategy-Focused Organization*, Robert Kaplan and David Norton share the results of ten years of learning and research into more than 200

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Companies that have.

The creators of the  
revolutionary  
performance

management tool called  
the Balanced Scorecard  
introduce a new  
approach that makes  
strategy a continuous  
process owned not just  
by top management, but  
by everyone.

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The strategy-focused organization Robert S. Kaplan and David P. Norton The Balanced Scorecard was originally proposed to overcome the limitations of managing with only financial measures, which report outcomes but do not communicate the drivers of future

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Organization

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organization | Emerald  
Insight~~

The simple idea behind  
the Balanced Score c a  
rd Concept (BSC),  
which we first  
introduced in a 1992  
Harvard Business  
Review article, is that an  
organization ' s strategy  
must be translated into



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terms that can be understood and acted upon (R. Kaplan and D. Norton, “ The Balanced Scorecard: Measures That Drive Performance, ” Harvard Business Review, January/February 1992). A BSC uses the language of measurement to more clearly define the

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meaning of strategic  
concepts like quality,  
customer ...

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## ~~BUILDING A STRAT EGY-FOCUSED ORGANIZATION~~

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articulate the five key  
principles required for  
building Strategy-  
Focused Organizations:  
(1) translate the strategy  
to operational terms, (2)

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align the organization to  
the...

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Organization: How  
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Kaplan and Norton  
define a strategy map as  
"a logical  
comprehensive  
architecture for  
describing strategy. It  
provides the foundation  
for designing a Balanced

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Scorecard that is the cornerstone of a strategic management system." (p. 10). Several strategy maps are illustrated below.

Chapter 2: How Mobil  
Became a Strategy-  
Focused Organization

~~The Strategy Focused  
Organization - MAAW~~  
This complete summary  
of the ideas from Robert

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S. Kaplan and David P. Norton 's book " The Strategy-Focused Organization " shows that highly productive organisations implement strategy exceptionally well. In their book, the authors explain that these organisations typically place more emphasis on execution, rather than strategy formation.

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stars. See Customer  
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