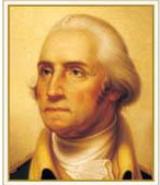


Balanced Scorecard Institute Professional Certification Program



THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON D.C.

Offered in association
with the **George
Washington University
College of Professional
Studies**

**“Upgrade” your public
workshop certificate of
participation to professional
certification!**

The Balanced Scorecard Institute, the original certifying body for balanced scorecard practitioners, is proud to announce an expansion of its heralded Certification Program to now include two levels of certification: *Balanced Scorecard Master Professional (BSMP)* and *Balanced Scorecard Professional (BSP)*, both of which are now achievable through public workshop participation.



Program Overview

The Balanced Scorecard Professional Certification Program, offered in association with the George Washington University College of Professional Studies, is a comprehensive program on leading a balanced scorecard planning and management system implementation. The program is ideal for participants charged with building, implementing, managing, and sustaining balanced scorecard planning and management systems. It was developed by the Balanced Scorecard Institute for members of internal balanced scorecard teams who want to learn how to build, deploy, and sustain scorecard systems, and for anyone who wants to incorporate lessons learned and best practices into the development of a strategic management system.

The program provides participants with background and resources in all areas that are important to lead or participate on a team to build, implement, and sustain a balanced scorecard planning and management system in their organization. It includes in-depth study of strategic thinking, strategic planning, organization assessment, strategy mapping, performance measures and target setting, strategic initiatives, automation, cascading and strategic management.

This program is based on the Institute's Nine Steps to Success™ balanced scorecard framework, and expands on other training workshops with additional process substance in each step, more advanced exercises, one-on-one interaction with senior staff, and additional resource material, software tools and templates.

You Will Learn:

- Comprehensive approaches to strategic planning, strategic management, performance measurement and target setting, initiative prioritization, performance information systems, and program evaluation
- The Institute's Nine Step methodology for building and implementing balanced scorecard planning and management systems
- Organization development practices, such as SWOT analysis, employee assessment planning, customer and stakeholder identification, and balanced scorecard program planning
- Modern approaches to strategic thinking and strategy mapping
- Communications strategy development and change management aspects of the balanced scorecard journey
- Facilitation and coaching skills necessary to lead team workshops in the development of a balanced scorecard system for your organization
- How to select appropriate software to collect and report performance information throughout the organization
- How to cascade the enterprise scorecard throughout the organization



Feedback from past participants:

"I loved the case study exercises!"

"...went much deeper into the subject of organization assessment than I ever thought it would; this was really very good."

"...the methodologies in this presentation are a powerful medium for achievement of the right strategic objectives."

"...good information on what we need to do at our respective workplaces to effectively cascade the balanced scorecard."

"HOME RUN... I would recommend that this educational opportunity be required for all public and nonprofit organizations."



Why Get Certified?

There has never been a better time to accelerate your career in strategic planning and balanced scorecard facilitation, and earning a certification is a great way to do just that. Even if you have been working with balanced scorecards for 15 years, certifications are an excellent way to market yourself and stand out from the crowd. Earning certifications shows a potential employer (and your current one) that you are willing to go the extra mile.

Program Benefits

This program is made up of hands-on workshops taught by the most senior Institute facilitating consultants, and is designed to enable anyone involved with developing a balanced scorecard system to act as a coordinating change agent/internal consultant to lead and develop a scorecard system. Instructors will work closely with each participant. Participants will learn how to develop balanced scorecards and apply them in their own organizations. Software for planning and performance measurement will be demonstrated to show how information technology can be used to help develop the scorecard system, collect, report, and visualize performance information, and cascade an enterprise scorecard to business and support units, and to teams and individuals. Past participants have raved about the value they received from working side-by-side with other participants, who come from all over the world and various organization types. This sharing of practical experience occurs through classroom discussions, through meet-and-greet receptions scheduled during the week, and in some cases through electronic correspondence long after the course has ended.

Who Should Attend

This course is recommended for executives, managers, planners and analysts who are seeking the best practical ideas in improving organizational performance.

Hands-On Training

For each step of the course, experienced instructors will use case studies and exercises in small groups to allow each participant to practice facilitation techniques and receive feedback from the instructor. You will work with your colleagues from a wide variety of organizations with different perspectives. You come to the program with an application example from your organization or from a personal interest area, and you build your scorecard during the class, with expert instructor feedback at each step of the process.

Instructors

The course will be taught by Senior Associates of the Balanced Scorecard Institute. All program instructors have specialized expertise in balanced scorecard training, facilitation and consulting in public, nonprofit, and private-sector organizations.

"I have already taken an Institute public workshop"

Not a problem! The Institute welcomes **all** of its previous Introduction, Advanced and Bootcamp course participants to upgrade their certificate of participation to a full fledged certification by meeting the additional requirements for the level of certification of interest. Please contact the Institute to verify that you qualify.

Certification Overview

The Institute's new Professional Certification program (see Figure 1 below) is based on a student successfully learning how to build and implement a scorecard system, and applying the learning in a practical way. Successfully passing a final exam completes the certification process. There are two levels of certification: the Balanced Scorecard Master Professional (BSMP) and the Balanced Scorecard Professional (BSP).

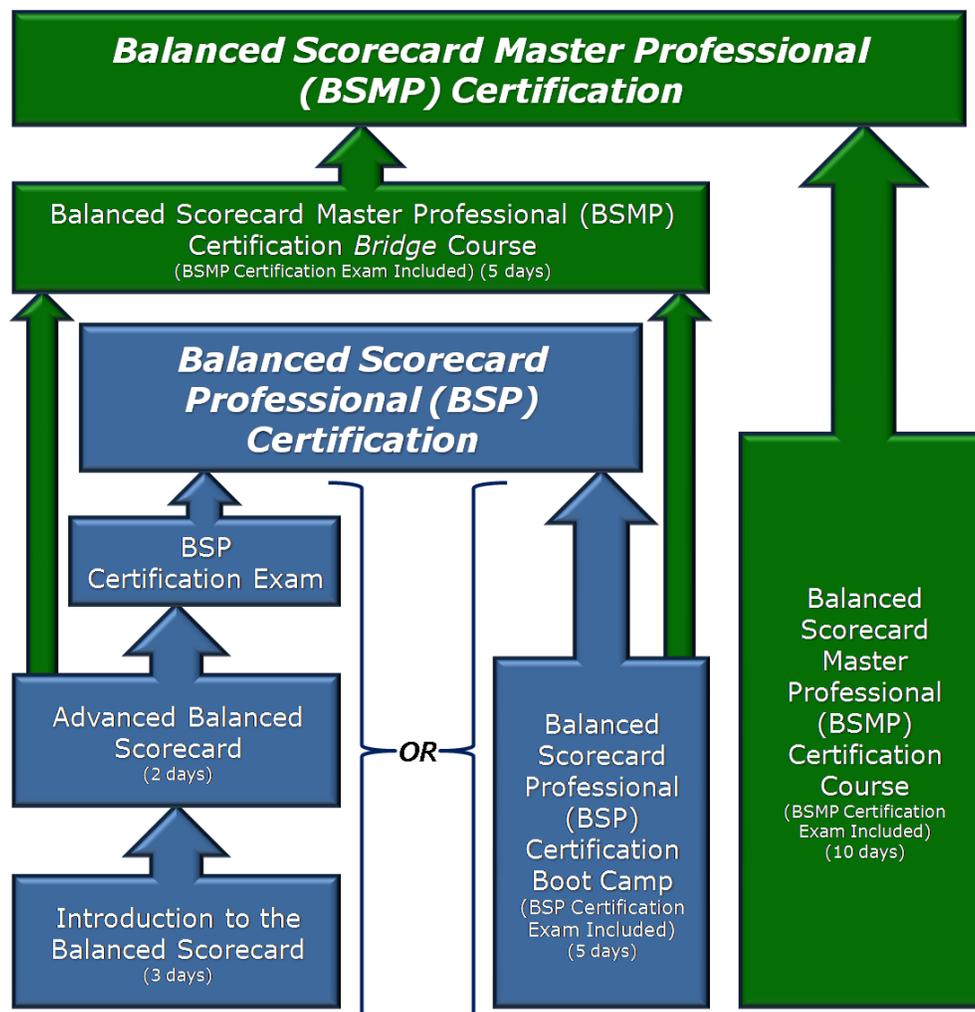
Certification Levels

The *Balanced Scorecard Master Professional (BSMP)* status is the highest certification level, and is based on 1) a basic program of study, 2) a practical application development and presentation, 3) advanced balanced scorecard topics, and 4) a certification exam.

The *Balanced Scorecard Professional (BSP)* certification is based on 1) a basic program of study, and 2) an online certification exam. This program is designed for students who do not want to achieve the higher level certification or would prefer to get BSMP certification at a later date.



The Balanced Scorecard Institute was the original certifying body for balanced scorecard practitioners. The first program was delivered in January 2006. Since then, balanced scorecard certificate programs have been delivered four to five times a year at George Washington University and at other locations.



The paths to certification: Balanced Scorecard Master Professional (BSMP) is shown in green and Balanced Scorecard Professional (BSP) in blue.

Balanced Scorecard Master Professional (BSMP)

Balanced Scorecard Master Professional status is the highest certification level by the Balanced Scorecard Institute. This certification can be earned by students by taking one of two tracks (see below). Both tracks include the same course of study:

- 1) A basic program of study made up of lecture, case studies, small-group exercises and software demonstrations
- 2) Practical application development and presentation, with each student or team presenting an application example to the class and instructors
- 3) Advanced balanced scorecard topics
- 4) A certification exam.

This program allows students to learn, practice, and develop their practical application in a step-by-step fashion under the guidance of a senior Institute certifying instructor. Following an interactive lecture on each step in the Nine Steps to Success™ framework, students practice with case study and exercise designed to reinforce the learning objectives of the step. Each day, students are given time to work on their practical application, in a “build it as you learn” approach. Advanced balanced scorecard topics (e.g., surveys, facilitation, communication



Following student presentations on the last day of class, a certification exam is administered. Successful students are awarded formal certification at the rank of Balanced Scorecard Master Professional. Certification is valid for three years, after which recertification can be earned.

Approximate course delivery times are:

- Basic Program of Study – 5 or 6 course days (depending on which Track and option chosen)
- Certification Preparation – 5 days, including Practical Application Development and Presentation, Advanced Topics training, and Certification Review and Exam

Track One

This track is a continuous program held over 10 days (2 calendar weeks) and taught at George Washington University and various locations worldwide. It combines all elements of certification in one program, with the added benefit of having 10 full continuous days of work on the practical application program.

Required Courses:

Balanced Scorecard Master Professional Certification Course (10 days)

Track Two

The material taught in Track Two is the same as that taught in Track One, only Track Two uses 2-3 shorter classes (3 to 5 days each) administered over a longer period of time. Track Two is the ideal answer for students who want Master Professional certification, but cannot commit to the full two week schedule of Track One. In Track Two, the Practical Application Development and Presentation, Advanced Topics, and BSMP Certification Exam are concentrated in the 5-day Certification *Bridge* course.

Required Courses (in top-to-bottom sequence):

Option One:

Introduction to the Balanced Scorecard (3 days)

Advanced Balanced Scorecard (3 days)

Balanced Scorecard Master Professional Certification Bridge Course (5 days)

OR Option Two:

Balanced Scorecard Bootcamp (5 days)

Balanced Scorecard Master Professional Certification Bridge Course (5 days)



Balanced Scorecard Professional (BSP)

Balanced Scorecard Professional certification is awarded after the completion of a basic program of study and an online Certification Exam. This program is designed for students who do not want to achieve the higher level BSMP certification or would prefer to achieve BSP certification first and BSMP certification at a later date.

The course of study includes:

- 1) A basic program of study made up of lecture, case studies, small-group exercises and software demonstrations
- 2) A certification exam.

Total class time for this level of certification is 5 or 6 days. Following completion of course work, students can sit for a web-based certification exam.

Required Courses (in top-to-bottom sequence):

Option One:

301: Introduction to the Balanced Scorecard (3 days)
401 Advanced Balanced Scorecard (3 days)
Certification Exam (administered online)

OR Option Two:

370: Balanced Scorecard Bootcamp (online exam included) (5 days)

Location

The Institute Certificate Program Continuous Course is offered at the George Washington University Graduate Center in Alexandria, VA (Washington, DC region) as well as in Atlanta, Los Angeles and other locations around the world. Institute public workshops are offered in Washington, DC, Atlanta, Los Angeles and other locations. Please visit www.balancedscorecard.org for details.

Recertification

Certification is valid for three years commencing January 1 of the calendar year following the date of certification. Re-certification is based on credits earned while engaged in balanced scorecard related activities, including: successful completion of advanced Balanced Scorecard Institute short courses, practical experience, successful completion of related professional education courses from other institutions, authoring papers and books, and attending performance conferences. Please visit www.balancedscorecard.org for details.

Dates, Registration & Pricing

Please visit www.balancedscorecard.org or call 919-460-8180 for course schedule, course outline, registration, pricing, or other details.

