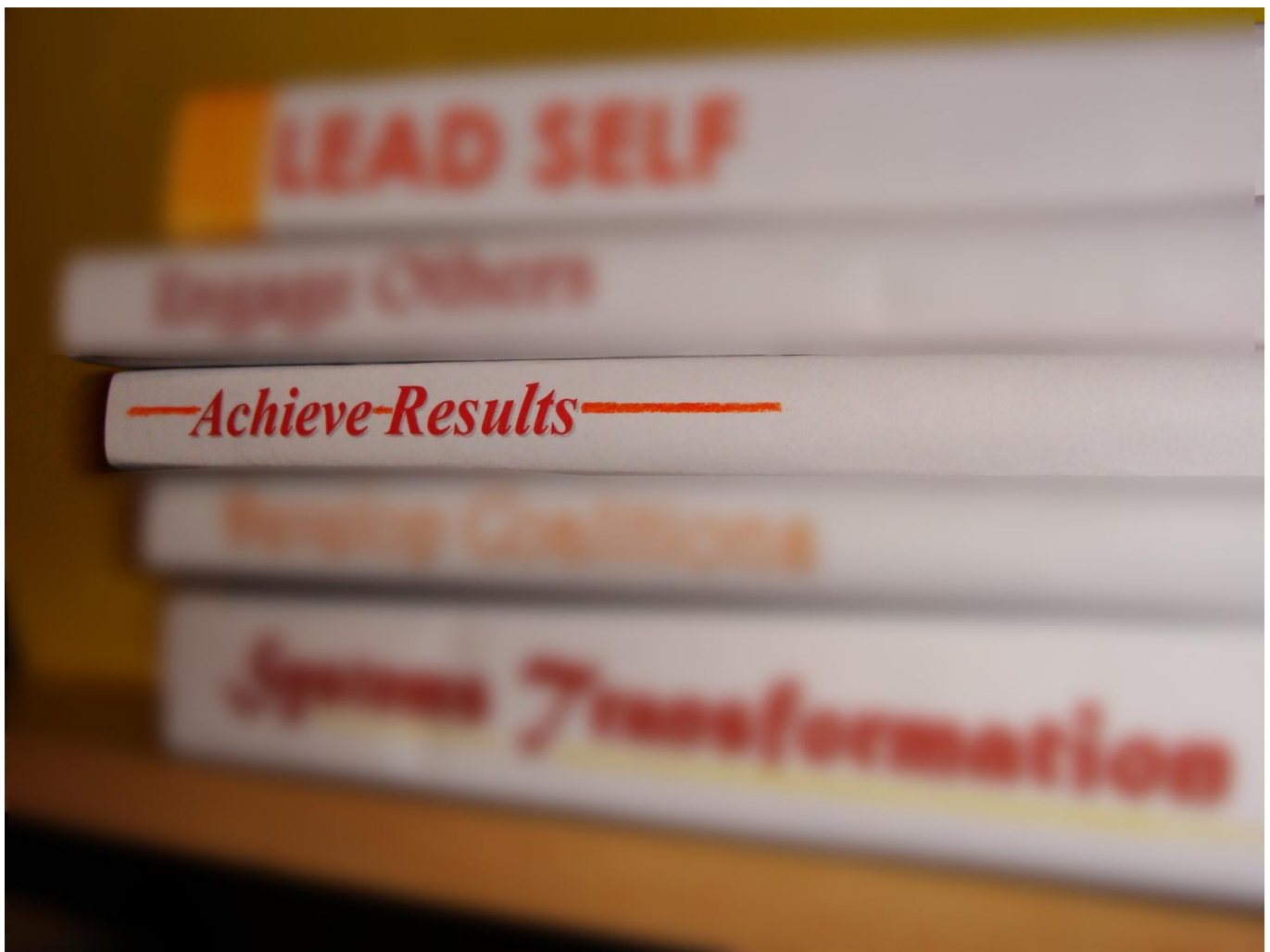


## *Achieve Results (Byte 12)*

### **Assess and Evaluate**

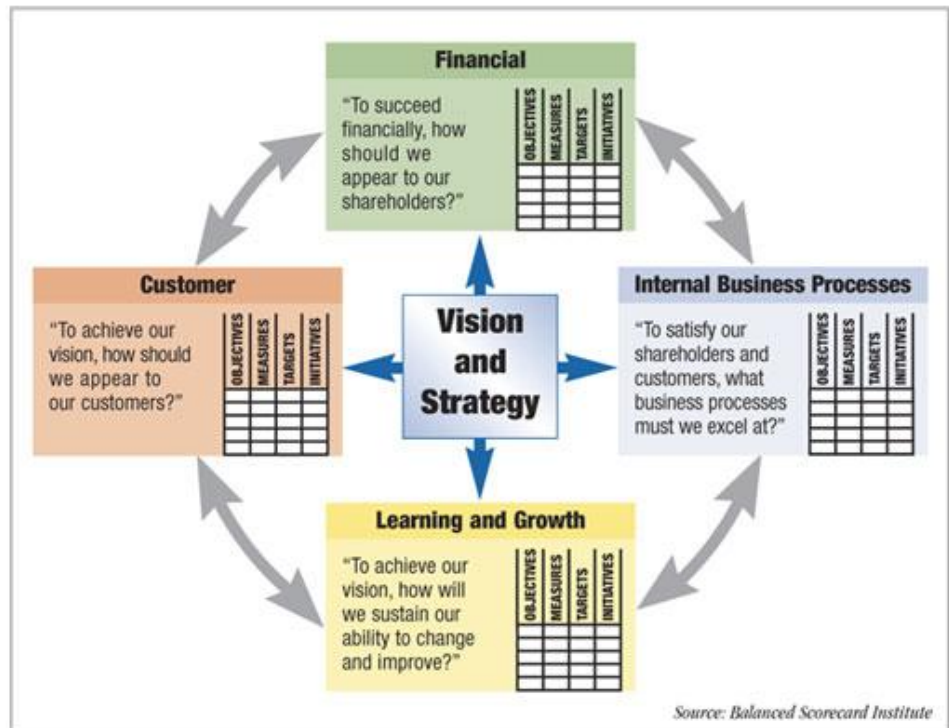
The ability to systematically appraise outcomes allows leadership to be accountable and to make important adjustments that benefit individual workers, the organization, and society.



# ACHIEVE RESULTS (Byte 12)

## E-mail Question: What about accountability to society?

To achieve a healthy and productive society and environment we need a unified and holistic measure that will guard and protect world well-being beyond funding levels and customer satisfaction. The attached article outlines an approach incorporating a strategic performance-management method known as the Balance Scorecard (BSC). The Aligned Scorecard (ASC) includes an addition of a Mega level or societal focus to the conventional BSC. Kaufman and Forbes (2005) contend that organizations need to take into account and include these measures and consider their impact on society. The article describes the organizational elements, chain of results and types of assessment needs and lists a number of stages involved in the implementation process. Defence Facilities in Australia, Refinor in Argentina, Florida Division of Blind Services and Conciencia in Latin America are a few of the organizations that have benefited from utilizing these ideas. Without societal focus, including concern about shared world well-being and the environment, what one delivers is open to question.



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**HOW TO MAKE THE BALANCED SCORECARD REALLY BALANCED**

**Roger Kaufman, Ronald Forbes, and Jeffrey Parks**  
 Roger Kaufman, CPT, PhD, is professor emerita and former director, Office for Travel Assessment and Planning at Florida State University, where she received a professional excellence award. He has served as research professor of engineering management at the Old Dominion University, Norfolk, Virginia. Kaufman received a medal from the U.S. Coast Guard Honorary Society for Maritime Public Service. She has consulted with many public and private sector organizations in the United States, Australia, New Zealand, Canada, Europe, and Latin America. He is past president of the International Society for Performance and Improvement and has been awarded that organization's highest honor: Membership by and Thomas Gilbert Outstanding Achievement Award. He is a certified performance technologist. He has published 20 books and more than 225 articles on strategic planning, performance improvement, quality management, continuous improvement, total employee management, and evaluation. Kaufman is also a frequent contributor to the *Stackoverflow*.

**Ronald Forbes, Ph.D.**, has led projects ranging from scientific and educational research in systems and system modeling in Australia, the United States, and Latin America. He has degrees in geology and geophysics from London, Paris, and U.S.A. and is an associate fellow of the Australian Institute of Management, Institute and Associate Fellow of the Australian Institute of Management. As managing director of the Leadership Group, he has facilitated the company in the development of people and organizational strategies through strategic thinking, communication skills training and feedback, and various conflict resolution. Programs have been presented throughout Australia and Asia as well as Beijing, while Leadership's 500 Facilitator process on the internet reaches the United Kingdom, Canada, the United States, Saudi Arabia, and South Africa.

**Jeffrey Parks** specializes in building high-performance organizations and high-performance teams. He has facilitated the build of Balanced Scorecards (BSC) for Motorola, GE, and the U.S. Coast Guard. He is a certified performance technologist and a certified change management.

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Kaufman, R., Forbes, R., & Parks, J. (2005). How to Make the Balanced Scorecard Really Balanced. In Silberman, M. & Philips, P. (Eds.). *The 2005 ASTD Team & Organization Development Sourcebook*. Alexandria, VA: ASTD Press.

[www.360facilitated.com/pdfs/BSCbalanced.pdf](http://www.360facilitated.com/pdfs/BSCbalanced.pdf)

Description of original Balanced Scorecard:

[www.12manage.com/methods\\_balancedscorecard.html](http://www.12manage.com/methods_balancedscorecard.html)