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Kaplan and Norton articulate the five key principles required for building strategy-focused organizations:

- 1) translate the strategy into operational terms,
- 2) align the organization to the strategy,
- 3)

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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, Kaplan and Norton explain how companies like Mobil, CIGNA, and

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Chemical Retail Bank have effectively used this approach for nearly a decade, and in the process present a step-by-step implementation outline that other organizations could use to attain similar results.

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Robert Kaplan and
David Norton share the
results of ten years of
learning and research
into more than 200
companies that have
im. 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

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management, but by
everyone.

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SUMMARY IN BRIEF In
1996, Robert Kaplan
and David Norton
introduced the
Balanced Scorecard
performance

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measurement method, which included not only traditional financial measures but also such qualitative measures as employee satisfaction, corporate mission and customer loyalty.

The Strategy- Focused Organization

Kaplan and Norton articulate the five key principles required for building strategy-

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focused organizations:
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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

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In The Strategy-
Focused Organization,
Kaplan and Norton
delve into the
processes involved in

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implementing a balanced scorecard strategy and creating a strategy-focused organization. This book is a hands-on guide for managers and executives that picks up where their earlier book, *The Balanced Scorecard*, left off.

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The Strategy-Focused Organization by Robert

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S. Kaplan and David P. Norton In the ten years since it was introduced, Robert Kaplan's and David Norton's Balanced Scorecard has become not just a measurement tool but a means of putting strategy at the center of a company's key management processes and systems.

**The Strategy-
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**Organization -
Harvard Business ...**

The simple idea behind the Balanced Scorecard (BSC), which we first introduced in a 1992 Harvard Business Review article, is that an organization's strategy must be translated into terms that can be understood and acted upon (R. Kaplan and D. Norton, "The Balanced Scorecard: Measures

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That Drive
Performance," Harvard
Business Review,
Kaplan
January/February
1992). A BSC uses the
language of
measurement to more
clearly define the
meaning of strategic
concepts like quality,
customer ...

**BUILDING A
STRATEGY-FOCUSED
ORGANIZATION**

The Strategy-Focused
Organization Building

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on their Balanced Scorecard approach, Kaplan and Norton have developed an impressive framework in The Strategy-Focused Organization for the implementation of strategy. They have found that 90% of strategic initiatives fail due not to formulation but to implementation difficulties.

**The Strategy
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And like rowing,
company alignment is

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not that easy. A study in "The Strategy-Focused Organization" by Robert Kaplan at Harvard shows that as little as 7% of employees fully understand their company's business strategies and what's expected of them to achieve their company's goals. Makes you wonder what the other 93% are doing every day.

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articulate the five key
principles required for
building Strategy-
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strategy to operational
terms, (2) align the
organization to the...

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Kaplan & Norton's second book, The Strategy Focused Organization, explicitly refers to strategy maps and includes a chapter on how to build them. At this time, they said that "the relationship between the drivers and the desired outcomes constitute the hypotheses that define the strategy".

Strategy map -

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