Collaboration

Topic 2.11:
How to measure impact

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How to measure impact

This unit covers how to measure impact using a scorecard.

Aims:

• Explain what a scorecard is and how to use it, and some examples of scorecards

Learning Outcomes:

• The learner will understand what a scorecard is

• The learner will be able to use the scorecard to measure the collaboration impact in his/her organisation

• The learner will be able to interpret the results and create an improvement plan.

Source: https://www.freepik.com/

Evaluation

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Innovation Management

Topic 1 Creativity

- **1.1** Creativity Management
- **1.2** We are all creative
- **1.3** Innovation types and levels
- **1.4** How to create a strategy on creative management in workplace
- **1.5** How to develop a process for Individual creativity
- **1.6** How to develop a process for organisational creativity
- **1.7** Tools for developing a process for organisational creativity
- **1.8** How to manage the creativity process: Critical Success Factors
- **1.9** How to measure impact

Topic 2 Collaboration

- **2.1** Collaboration Management
- **2.2** How & Why to collaborate
- **2.3** Collaboration types
- **2.4** How to create a strategy on collaboration management in workplace
- **2.5** How to plan collaboration management in workplace
- **2.6** How to collaborate successfully
- **2.7** How to find the right partners
- **2.8** How to develop a process for collaboration
- **2.9** How a process for Collaboration will make my organisation innovative
- **2.10** How to manage the collaboration process: Critical Success Factors
- **2.11** How to measure impact

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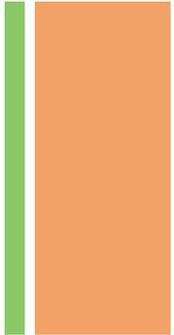
How do I manage collaboration?

Five steps of collaboration
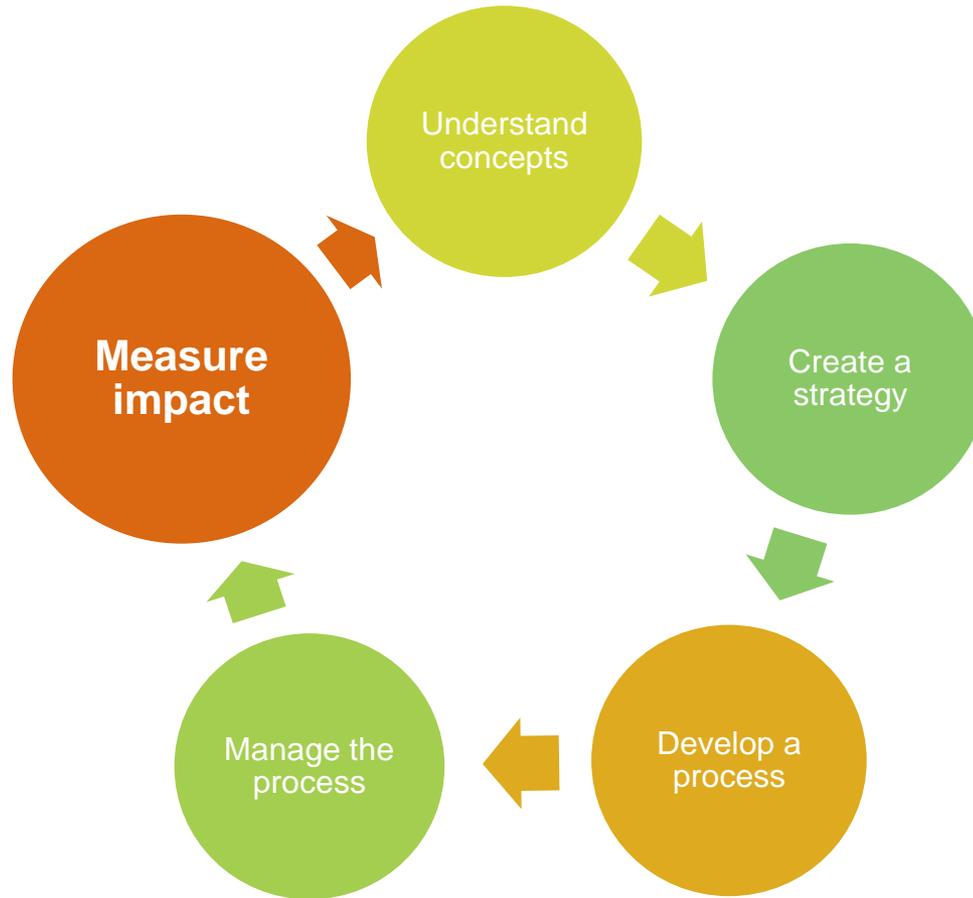
+ Scorecard

A scorecard is a common tool used to evaluate certain processes or actions

USE:

➡ The scorecard can help you to align specific parts of your plan and to have a view performance of your business in several areas simultaneously

➡ Use the Balanced Scorecard to translate your business mission and strategy into tangible objectives and measures

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Scorecard

- By analysing the performances of certain aspects of the company, you can made well informed decisions, based on data obtained from surveys and interviews

- The information on scorecard comes from investigations by management, company employees, and clients, detailing comments on the performance of a project, or team

- The balanced scorecard allows you to look at the business from four important perspectives providing answers to the following questions:

Scorecard

- How do customers see us?
- What must we Excel at?
- Can we continue to improve and create value?
- How do we look to shareholders?

Customer perspective

Internal perspective

Innovation and learning perspective

Financial perspective
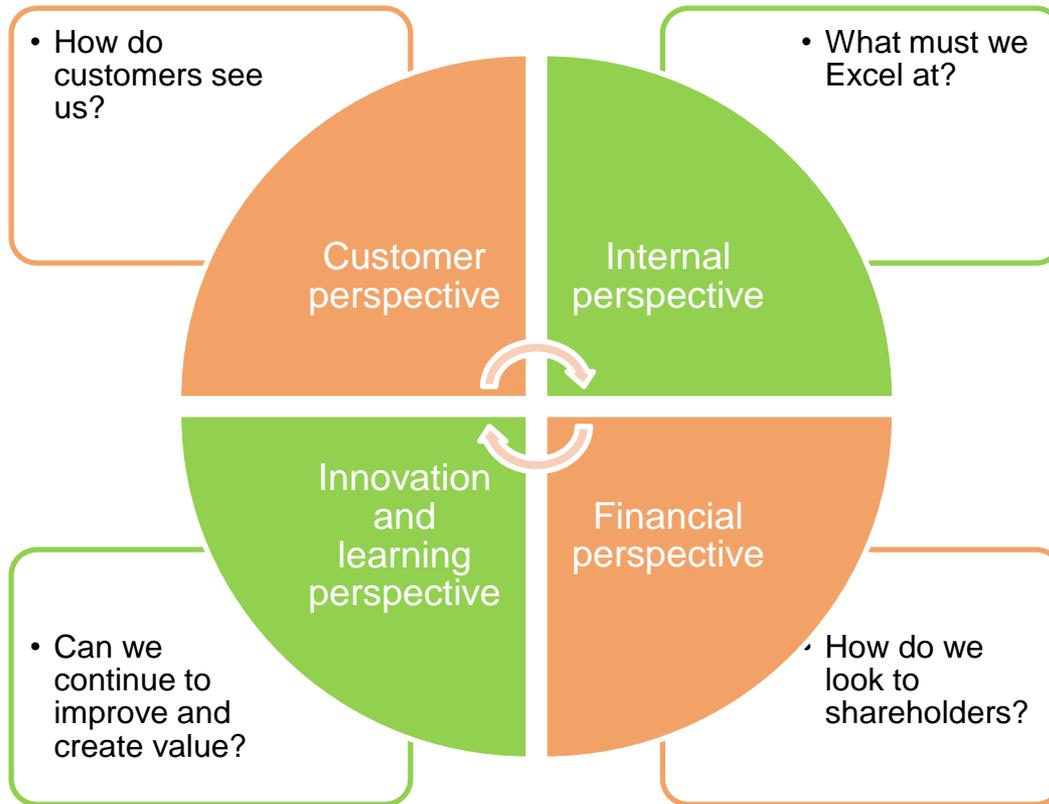
Scorecard

- There are 5 steps of how to create a Balanced Scorecard

Launch Some Initiatives

Create Great Measures

Make a Map

Design Your Change Agenda

Build Your Purpose Statement
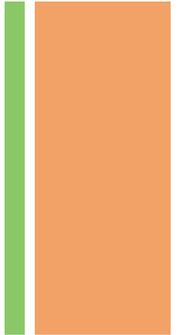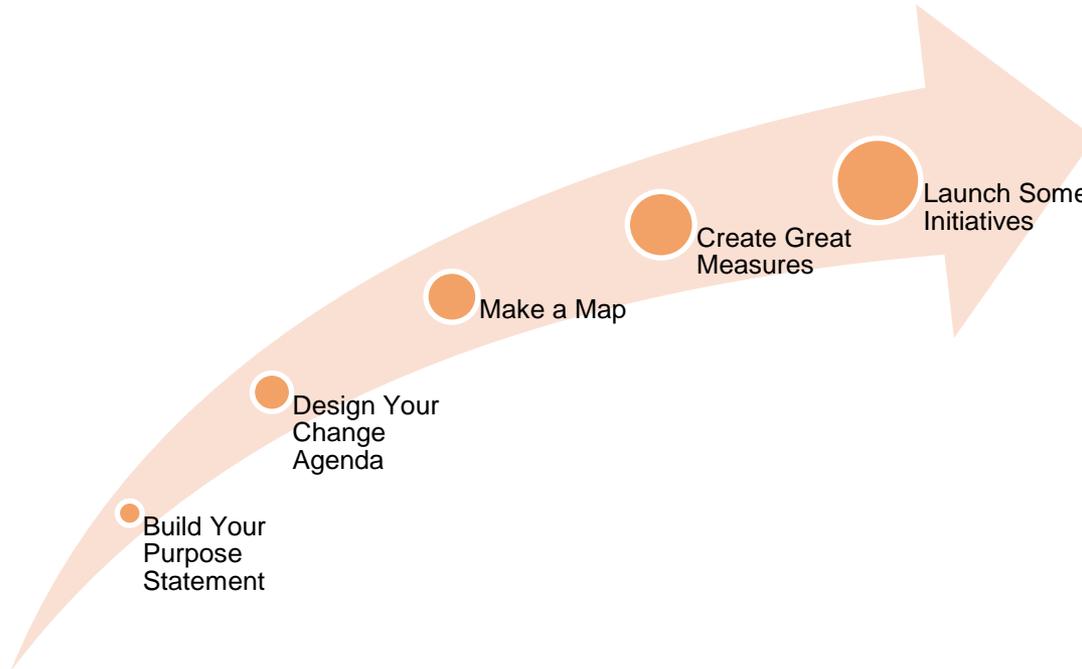
+ Scorecard

1. Build your purpose statement

A purpose statement clearly communicates how you'll be different to your competitors

Objective
- *Tells the world what you're going to do*

Advantage
- *How you're going to win*

Scope
- *Where you're going to do it*

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Scorecard

2. Design your change agenda

Your change agenda is a simple representation of the changes that will occur in your organization as you execute your strategy

What do you need to make better in your organization to achieve your purpose statement?

What levers can you pull to drive change?

If the purpose statement looks outward, the change agenda looks inward

Scorecard

It is a simple one page visual representation of your strategic objectives, with cause and effect linkages.
It paints of your strategy, so everyone can understand it
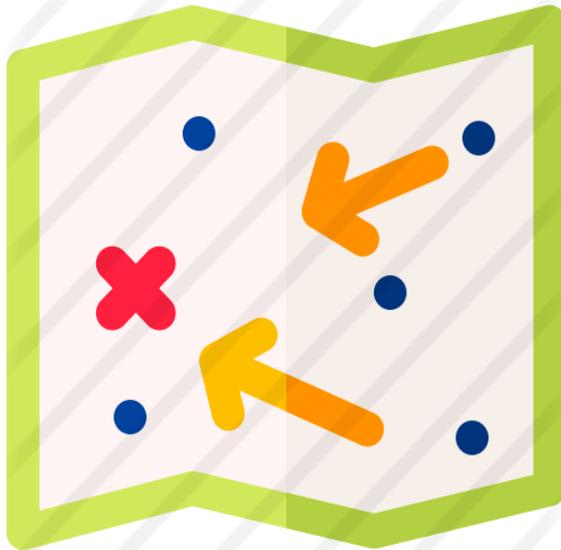
⚠️ *Without a map to guide you to your destination, it's very easy to make lots of wrong turns on your way to strategy execution*

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Scorecard

4. Create Great Measures

What do measures?

Help you manage	• Understand what's not working
Help you motivate	• People respond to what's being measured, even if there's not compensation tied to it

⚠️ *Choose measures that help you drive your strategy*

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Scorecard

Initiatives (or porjects) are where strategy comes to life

+ What project/s do you need to kick off in order to execute this strategy?

— What things are you going to stop doing in order to focus on your strategy?

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# + Scorecard

As a graphical sum up of what a scorecard is...

https://www.youtube.com/watch?v=6AwStmfS2HY

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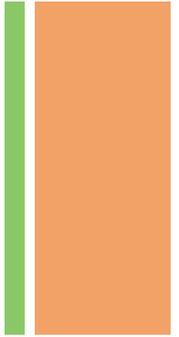
Scorecard examples

- Example 1: for employee evaluations and company reports

Scorecard Slide Design
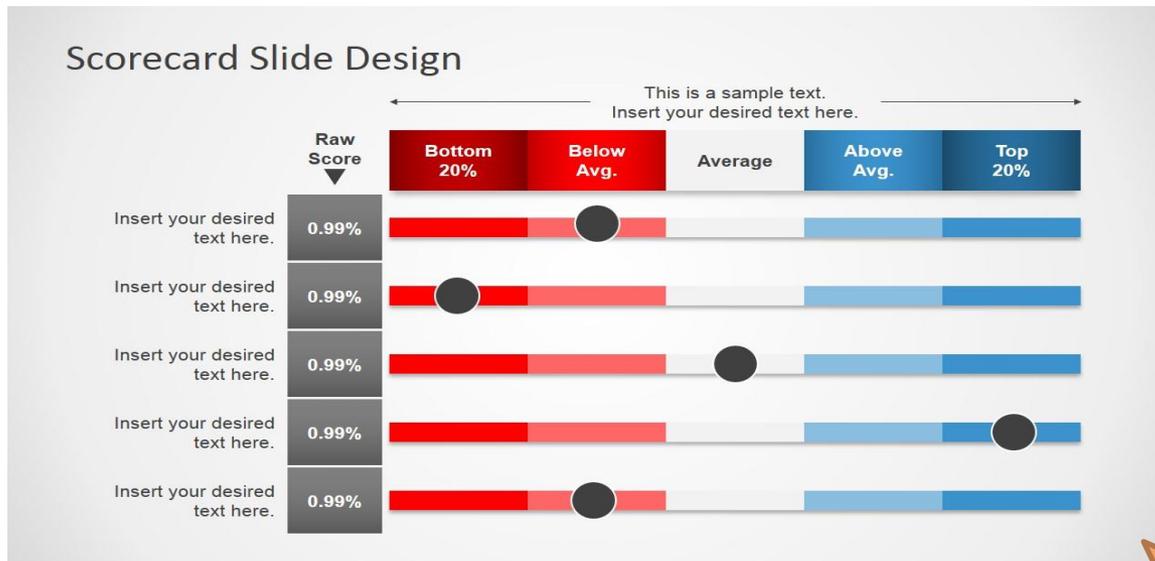
To use it you should define goals for time, quality, and performance and service and then trnalate these goals into specific measures

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Scorecard examples

- Example 2: To stablish the general goals for customer performance

ECI's Balanced Business Scorecard

Financial Perspective	
GOALS	**MEASURES**
Survive	Cash flow
Succeed	Quarterly sales growth and operating income by division
Prosper	Increased market share and ROE

Customer Perspective	
GOALS	**MEASURES**
New products	Percent of sales from new products
	Percent of sales from proprietary products
Responsive supply	On-time delivery (defined by customer)
Preferred supplier	Share of key accounts' purchases
	Ranking by key accounts
Customer partnership	Number of cooperative engineering efforts

Internal Business Perspective	
GOALS	**MEASURES**
Technology capability	Manufacturing geometry vs. competition
Manufacturing excellence	Cycle time Unit cost Yield
Design productivity	Silicon efficiency Engineering efficiency
New product introduction	Actual introduction schedule vs. plan

Innovation and Learning Perspective	
GOALS	**MEASURES**
Technology leadership	Time to develop next generation
Manufacturing learning	Process time to maturity
Product focus	Percent of products that equal 80% sales
Time to market	New product introduction vs. competition

The managers translated these general goals into four specific goals and identified and appropiate measure for each

➕ Learning Aids

Definition of scorecard

https://www.balancedscorecard.org/BSC-Basics/About-the-balanced-scorecard

An animation describing a Balanced Scorecard: origin, uses and stages

https://www.youtube.com/watch?v=6AwStmfS2HY

How to measure the Business Impact of Employee Collaboration

https://www.forbes.com/sites/sap/2018/03/07/how-to-measure-the-business-impact-of-employee-collaboration/#730a2825bd62

Unit Review

This unit provides information about what a scorecard is and how to design and use this tool.

It explains the different phases to create a balanced scorecard with their objectives, elements, data, requirements and scope.

It also provides a couple of examples of scorecards.

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