




# Skillsseek

## **OUR MISSION**

Enhancing people's potential using frameworks/ tools  
& methodologies

## **OUR GUIDING PRINCIPLES**

Integrity, Empathy, Simplicity,  
Individualization, Collaboration,  
Human Potential





SkillSeek

# Balanced Scorecard

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December 2017



**SkillSeek**

**Why us?**

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**And what is a machine?**

Robert & Kaplan – “ The formulation of strategy is an art. The description of strategy, however, should not be an art. If we can describe strategy in a more disciplined way, we increase likelihood of successful implementation. With a Balance Scorecard that tells the story of the strategy, we now have a reliable foundation.”

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**STRATEGY AND BSC - A CRITICAL LINK**



**BALANCED SCORECARD**

**MISSION**

Why we exist?

Guiding Principles

**VALUES**

**VISION**

Word Picture of the  
Future

Differentiating Activities

**STRATEGY**

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**BALANCED SCORECARD PILLAR**





# mission



**yavan artha udapane  
sarvatah samplutodake  
tavan sarvesu vedesu  
brahmanasya vijanatah**



**Bhagavad  
Gita 2.46**

All purposes that are served by a small pond can at once be served by a great reservoir of water.

Similarly, all the purposes of the Vedas can be served to one who knows the purpose behind them.



# mission statement developing methods

## 5 Why's by Collins & Porras

**"We make X products to deliver Y services"**

**Why it this important? ask 5 times**



# some mission statements

**"To solve unsolved problems innovatively" - 3M**

**"Give ordinary folks the chance to buy the same things as rich people" - Walmart**

**"We create the technology to connect the world." - Nokia**



# mission statement - check effectiveness

**1) Does it inspire change?**



**2) Is it long term in nature?**



**3) Can it be easily understood &  
communicated?**



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# values

**The way things are done at the organization**

**Timeless principles that guide an organization**

**Represent deeply held beliefs within the  
organization - demonstrated through the day-  
to-day behavior of the employees**

**Organization's values make an open  
proclamation about how everyone is expected  
to behave**



# values examples

**Walt Disney - Imagination & Wholesomeness**

**South West Airlines - Sense of humor and having fun at job**

**The Body Shop - use their voice for social and environmental change Against animal testing, support community fair trade, activate self esteem, defend human rights, protect our planet**



# values example - general electric

## **General Electric:**

- **Having a passion for excellence and hating bureaucracy**
- **Being open to ideas from anywhere & committed to working things out**
- **Living quality and driving cost & speed for competitive advantage**
- **Having the self-confidence to involve everyone and behaving in boundless fashion**



# values - effectiveness check

**1) Core Values - bring to work whether rewarded or not.**



**2) Values not driven by money**



**3) Envision for 100 years**



**4) Hold even if competitive disadvantage?**



**5) Core Values Scalable?**



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# vision

- **Statement define where we want to go in future. Word picture of what the organization intends ultimately to become - which may 5, 10, 15 years in future**
- **Should provide basis for formulating strategies , objectives**
- **Vision always follows mission**
- **Includes desired scope of business activities, how the corporation will be viewed by its stakeholders , areas of leadership or distinctive competence and strongly held values**



# developing vision statement

- **Interviewing CEO & other Sr. Executives:** Gather data, prepare draft, finalization - Like what are our competencies; Where after certain years; What is expectation of customers
- **Back to the future visioning:** Group presentation of seeing oneself after 3 years; What happened to organization; What markets you are serving; What goals you have achieved i.e. developing vision individually



# vision statement - effectiveness check

- 1) **Concise** (simple, memorable)
- 2) **Appeals to all stakeholders** (employee, shareholders, consumers, community)
- 3) **Consistent with mission & values**
- 4) **Verifiable** (We should be able to know when we achieve it, written for a finite period)
- 5) **Feasible** (grounded in solidarity)
- 6) **Inspirational** (Able to arouse collective passion)



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# strategy - key principles

**Understanding - at all levels of organization**

**Differentiating activities - than rival, pursuit to which leads to unique and valuable position in market, if everyone pursue same activities than differentiation would be operational effectiveness**

**Trade offs - Choose what to do , what not to do**

**Fit - the activities chosen must be integrated**

**Continuity - Not be constantly re-invented, changes may bring about new opportunities can be assimilated into current strategy**



# strategy - swot analysis

**Leveraging  
Strength**

**Overcome  
Threats**

**Overcome  
Weaknesses**

**Leveraging  
Opportunities**

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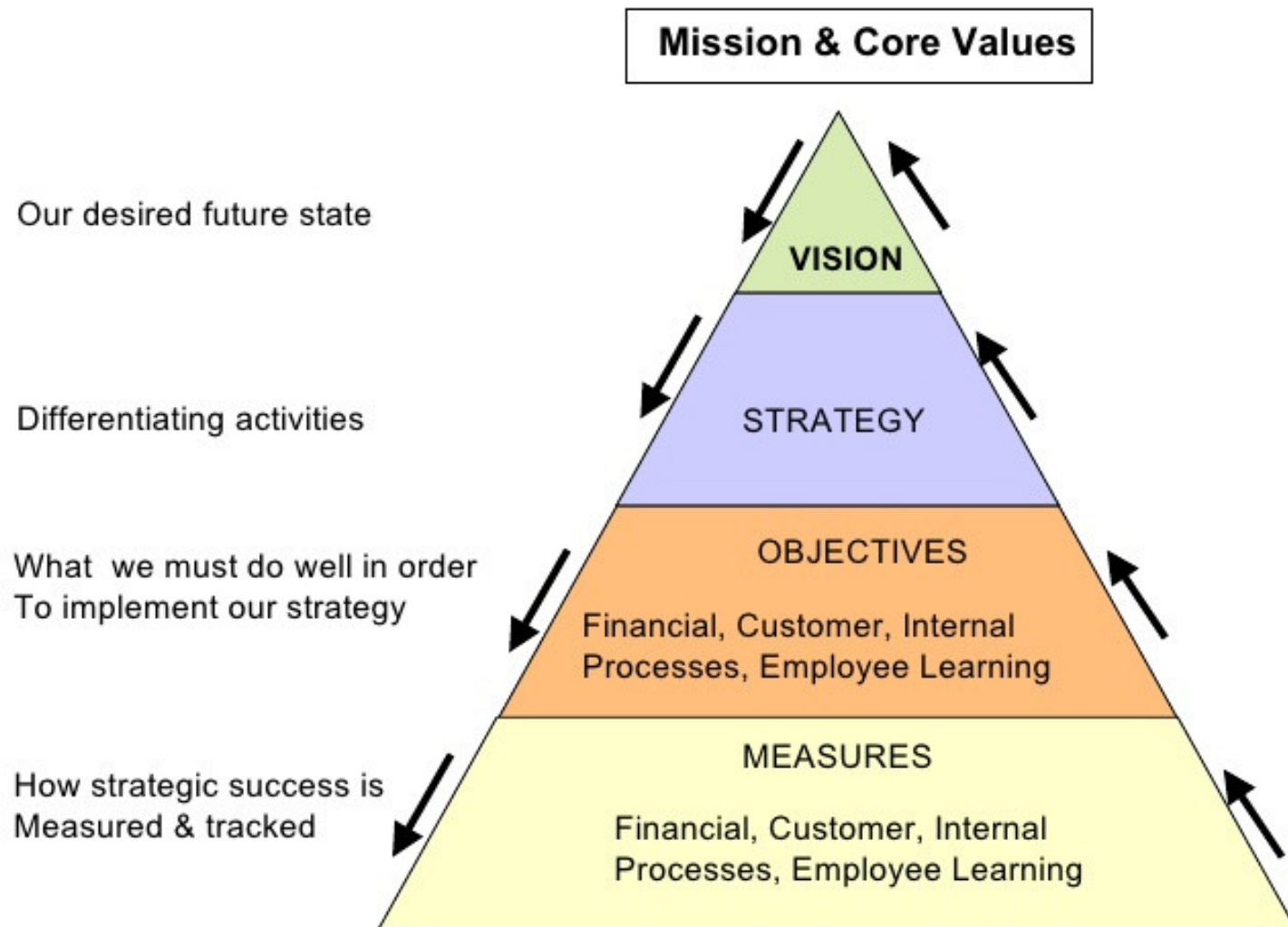
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**BALANCED SCORECARD PILLAR**





# translating to bsc





# balanced scorecard

Putting Mission, Values, Vision & Strategy into  
perspective

Perspective	Objectives	Measures	Target	Initiatives
Financial				
Customer				
Processes				
Learning				

THANK YOU FOR  

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LISTENING!



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