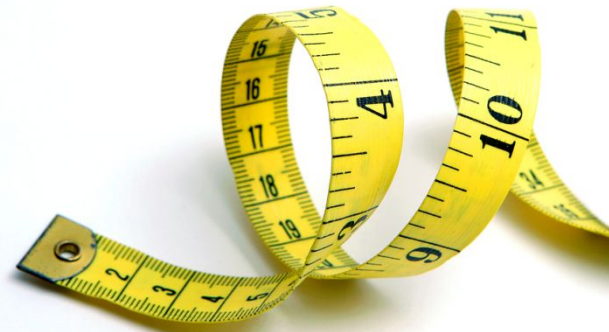




Российские
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2012



Сбалансированная система показателей в Agile: KPI с человеческим лицом

Вольфсон Борис

Борис Вольфсон



@borisvolfson

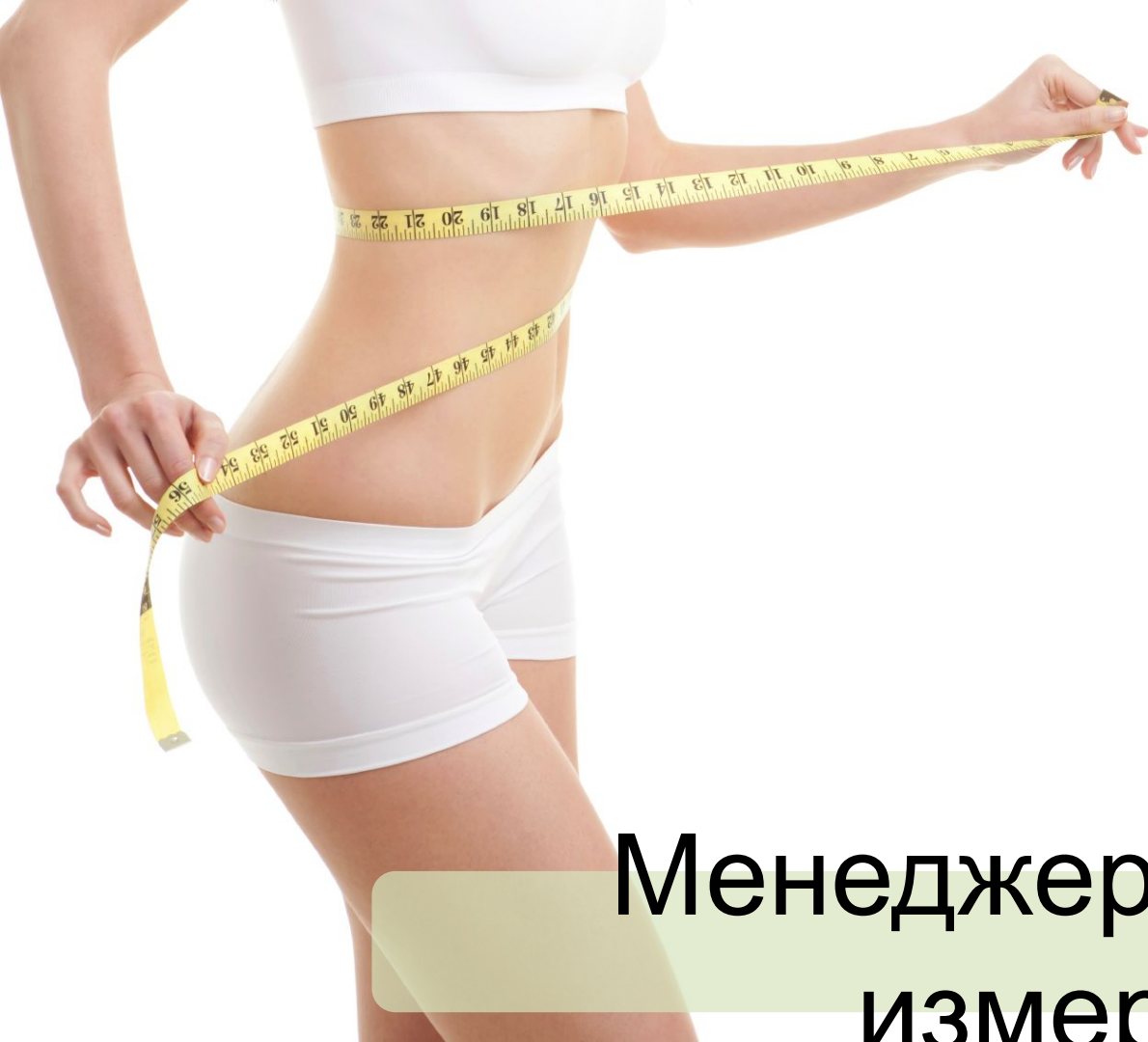
- Программист / тимлид
- Руководитель отдела разработки (40 человек)
- Руководитель департамента разработки / техдир (100 человек)
- Коуч
- Спикер



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2012

Функции менеджмента





Менеджеры любят
измерять

xerox



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2012

1906 

1938 

1948 

1949 

1958 

XEROX
CORPORATION

1961

XEROX

1968

THE DOCUMENT COMPANY

XEROX

1994

THE DOCUMENT COMPANY

XEROX

2002

XEROX

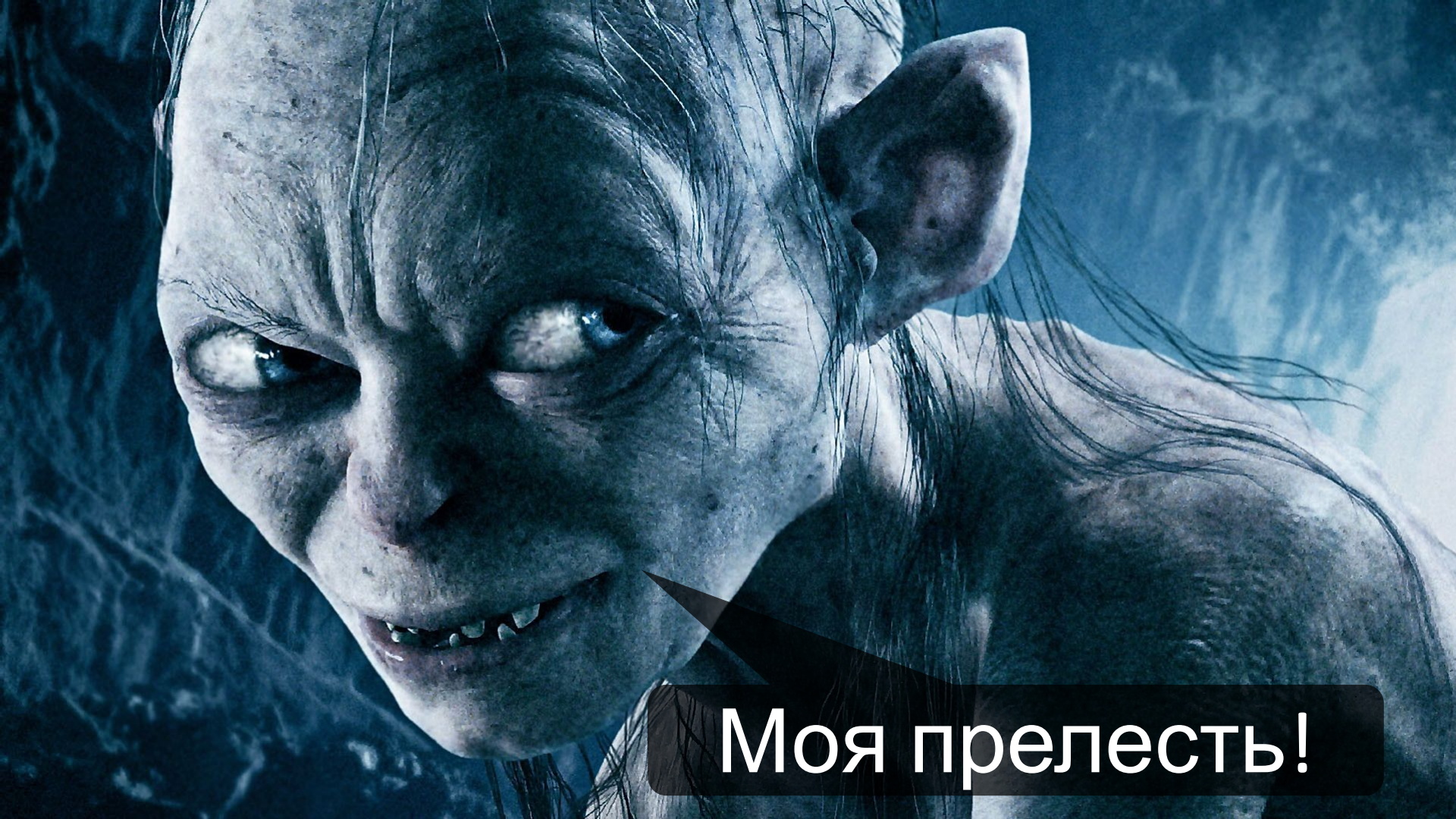
2004

xerox 

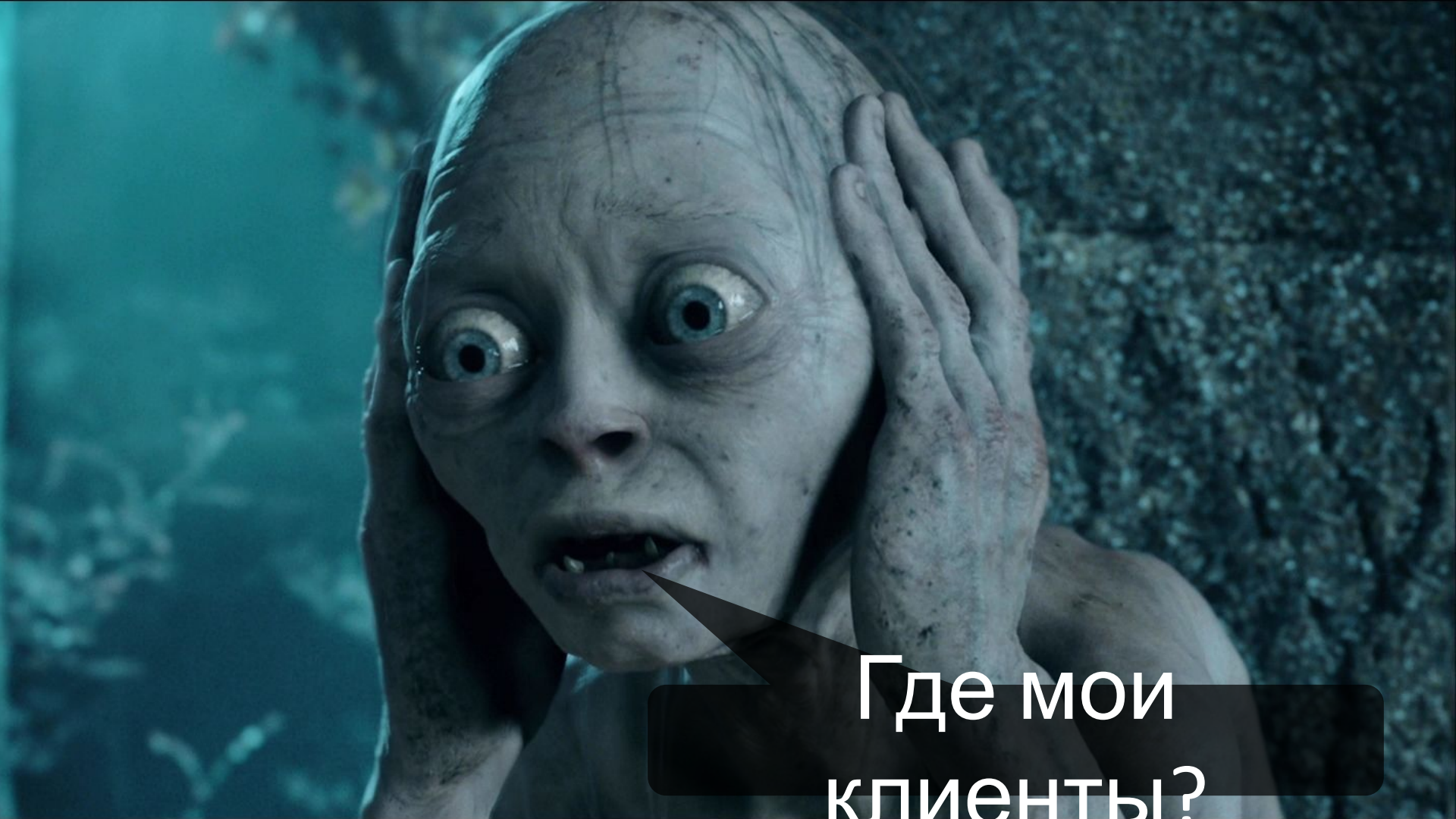
2008



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2012



Моя прелесть!



Где мои
клиенты?



Как найти баланс?

1992

HBR
JANUARY-FEBRUARY 1992

The Balanced Scorecard—Measures that Drive Performance

Robert S. Kaplan and David P. Norton

What you measure is what you get. Senior executives understand that their organization's measurement system strongly affects the behavior of managers and employees. Executives also understand that traditional financial accounting measures like return-on-investment and earnings-per-share can give misleading signals for continuous improvement and innovation—activities today's competitive environment demands. The traditional financial performance measures worked well for the industrial era, but they are out of step with the skills and competencies companies are trying to master today.

As managers and academic researchers have tried to remedy the inadequacies of current performance measurement systems, some have focused on making financial measures more relevant. Others have said, "Forget the financial measures. Improve operational measures like cycle time and defect rates; the financial results will follow." But managers should not have to choose between financial and operational measures. In observing and working with many companies, we have found that senior executives do not rely on one set of measures to the exclusion of the

other. They realize that no single measure can provide a clear performance target or focus attention on the critical areas of the business. Managers want a balanced presentation of both financial and operational measures.

During a year-long research project with 12 companies at the leading edge of performance measurement, we devised a "balanced scorecard"—a set of measures that gives top managers a fast but comprehensive view of the business. The balanced scorecard includes financial measures that tell the results of actions already taken. And it complements the financial measures with operational measures on customer satisfaction, internal processes, and the organization's innovation and improvement activities—operational measures that are the drivers of future financial performance.

Think of the balanced scorecard as the dials and indicators in an airplane cockpit. For the complex task of navigating and flying an airplane, pilots need detailed information about many aspects of the flight. They need information on fuel, air speed, altitude, bearing, destination, and other indicators that summarize the current and predicted environment. Reliance on one instrument can be fatal. Similarly, the complexity of managing an organization today requires that managers be able to view performance in several areas simultaneously.

Robert S. Kaplan is the Arthur Lewis Dickinson Professor of Accounting at the Harvard Business School. David P. Norton is president of Nolan, Norton & Company, Inc., a Massachusetts-based information technology consulting firm he cofounded.



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интернет-технологии
2012

2002

Using the Balanced Scorecard as a Strategic Management System

Building a scorecard can help managers link today's actions with tomorrow's goals.

by Robert S. Kaplan and David P. Norton

As companies around the world transform themselves for competition that is based on information, their ability to exploit intangible assets has become far more decisive than their ability to invest in and manage physical assets. Several years ago, in

What do companies like Rockwater, Apple Computer and Advanced Micro Devices have in common? They've developed a scorecard to measure performance and set strategy.

Putting the Balanced Scorecard to Work

by Robert S. Kaplan and David P. Norton

Today's managers recognize the impact that measures have on performance. But they rarely think of measurement as an essential part of their strategy. They are more likely to see measurement as a tool for diagnosing and innovative operating processes intended to achieve breakthrough performance, then continue to use the same measures for years. In the process, they have used for decades, measures like return-on-investment, sales growth, and operating income. These managers fail not only to introduce new measures but also to question whether or not their old measures are relevant to the new initiatives.

Measurement, however, must be an integral part of the management process. The balanced scorecard, first proposed in the January/February 1992 issue of *Harvard Business Review* as "Measures that Drive Performance", provides executives with a comprehensive framework that translates a company's strategic objectives into a set of performance measures. More than just a mere measurement exercise, the balanced scorecard is a management system that can motivate

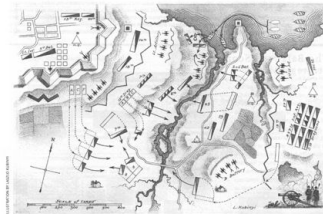
Robert S. Kaplan is the Arthur Louis Dickenson Professor of Management at the Harvard Business School. David P. Norton is founding president of Renaissance Strategy Group, a consulting firm located in Lincoln, Massachusetts.

Clearly, many companies are not open to new perspectives and opportunities. But these local measures derived from ad hoc processes, measures, on the other hand, organization's strategic objectives and demands. And, by requiring a limited number of criteria, the four perspectives, this strategic vision.

In addition, while traditional report on what happened in the past, managers can use the next, the scorecard from a company's current and future.

Moreover, unlike conventional information from the four perspectives between external and

Having Trouble with Your Strategy? Then Map It



by Robert S. Kaplan and David P. Norton

The key to executing your strategy is to have people in your organization understand it – including the crucial but perplexing processes by which intangible assets will be converted into tangible outcomes. Strategy may now help about this difficult process.

HARVARD BUSINESS REVIEW September-October 2000

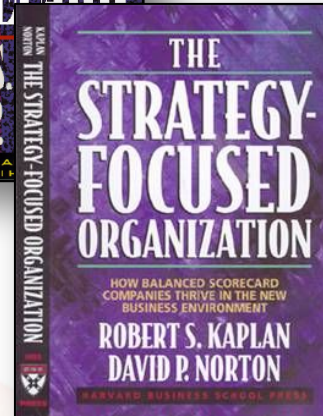
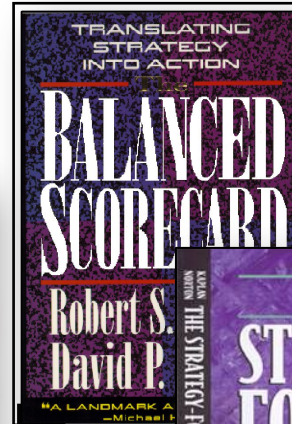
IMAGINE THAT YOU ARE A GENERAL taking your troops into foreign territory. Obviously, you would need detailed maps showing the important towns and villages, the surrounding landscape, key structures like bridges and tunnels, and the roads and highways that traverse the region. Without such information, you couldn't communicate your campaign strategy to your field officers and the rest of your troops.

Unfortunately, many top executives are trying to do just that. When attempting to implement their business strategies, they give employees only limited descriptions of what they should do and why those tasks are important. Without clearer and more detailed information, it's no wonder that many companies have failed in executing their strategies. After all, how can people carry out a plan that they don't fully understand?

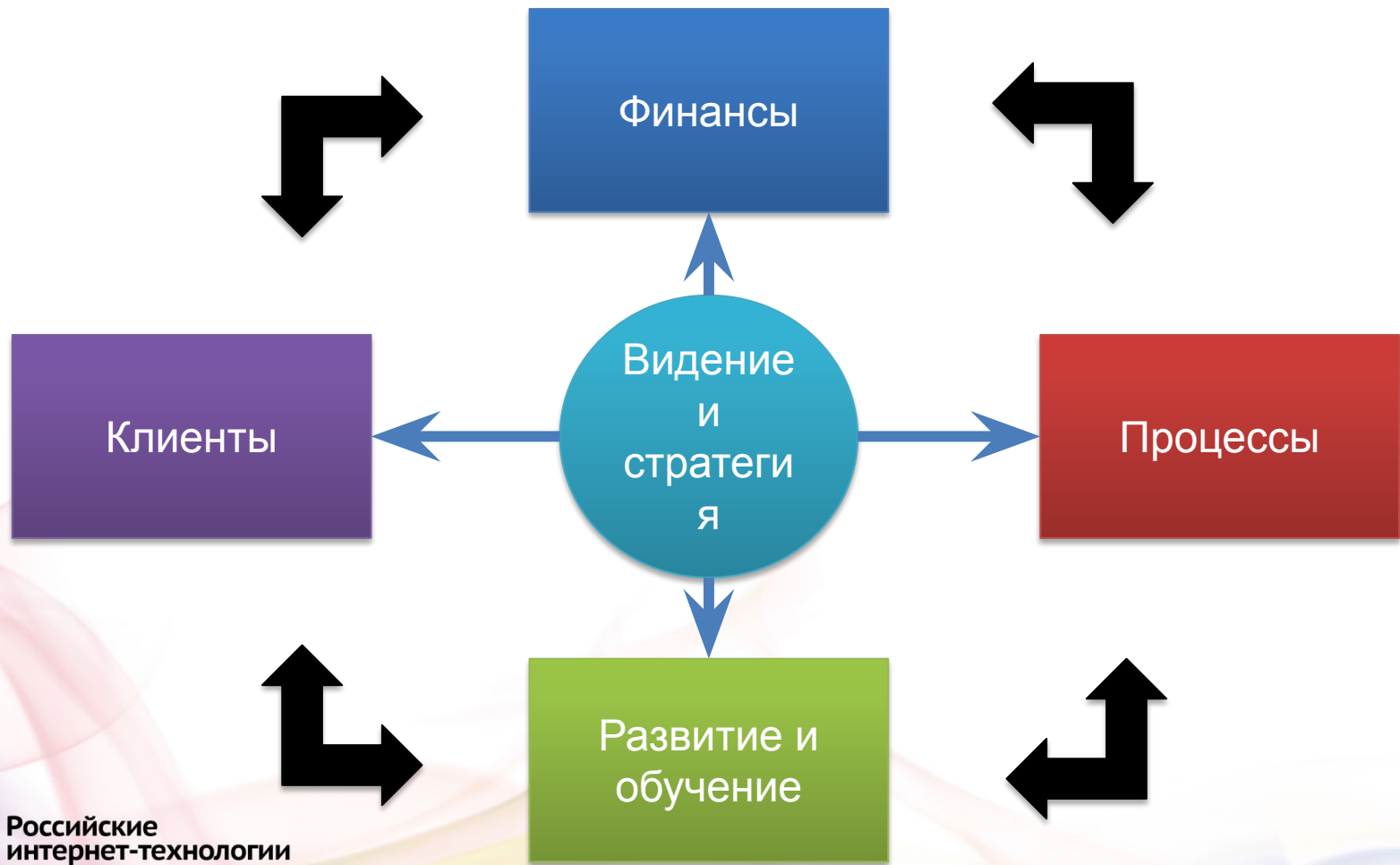
Moreover, unlike conventional metrics, the information from the four perspectives provides balance between external measures like operating

Robert S. Kaplan is the Arthur L. Lowes Dickinson Professor of Accounting at the Harvard Business School. David P. Norton is founder and president of Renaissance Strategy Group, a consulting firm located in Lincoln, Massachusetts.

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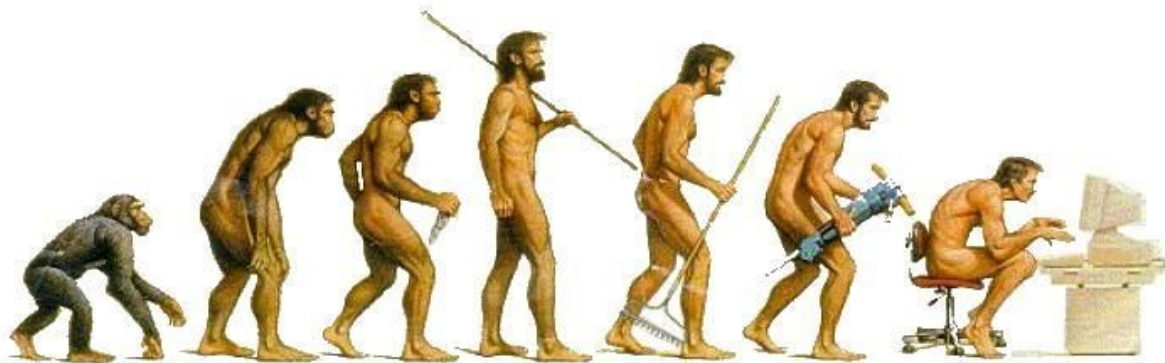


Финансы

Процессы



Обучение и развитие



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2012



Клиенты

Стратегия и ССП



Наши войска атакованы!

Jelven

Наказания на основе КРІ?



Факторы успеха внедрения ССП

- Поддержка руководства
- Поддержка сотрудников
- Релевантные цели
- Связь стратегии и KPI
- Квалифицированные специалисты



Вопросы?



Контакты



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[borisvolfsen](https://skype.com/borisvolfsen)

