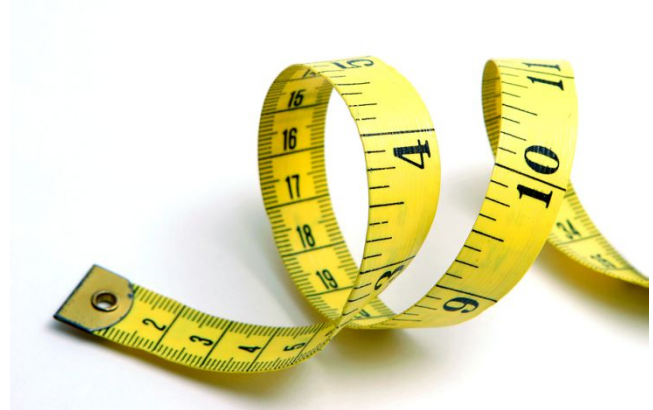




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# Сбалансированная система показателей в Agile: KPI с человеческим лицом

Вольфсон Борис

# Борис Вольфсон



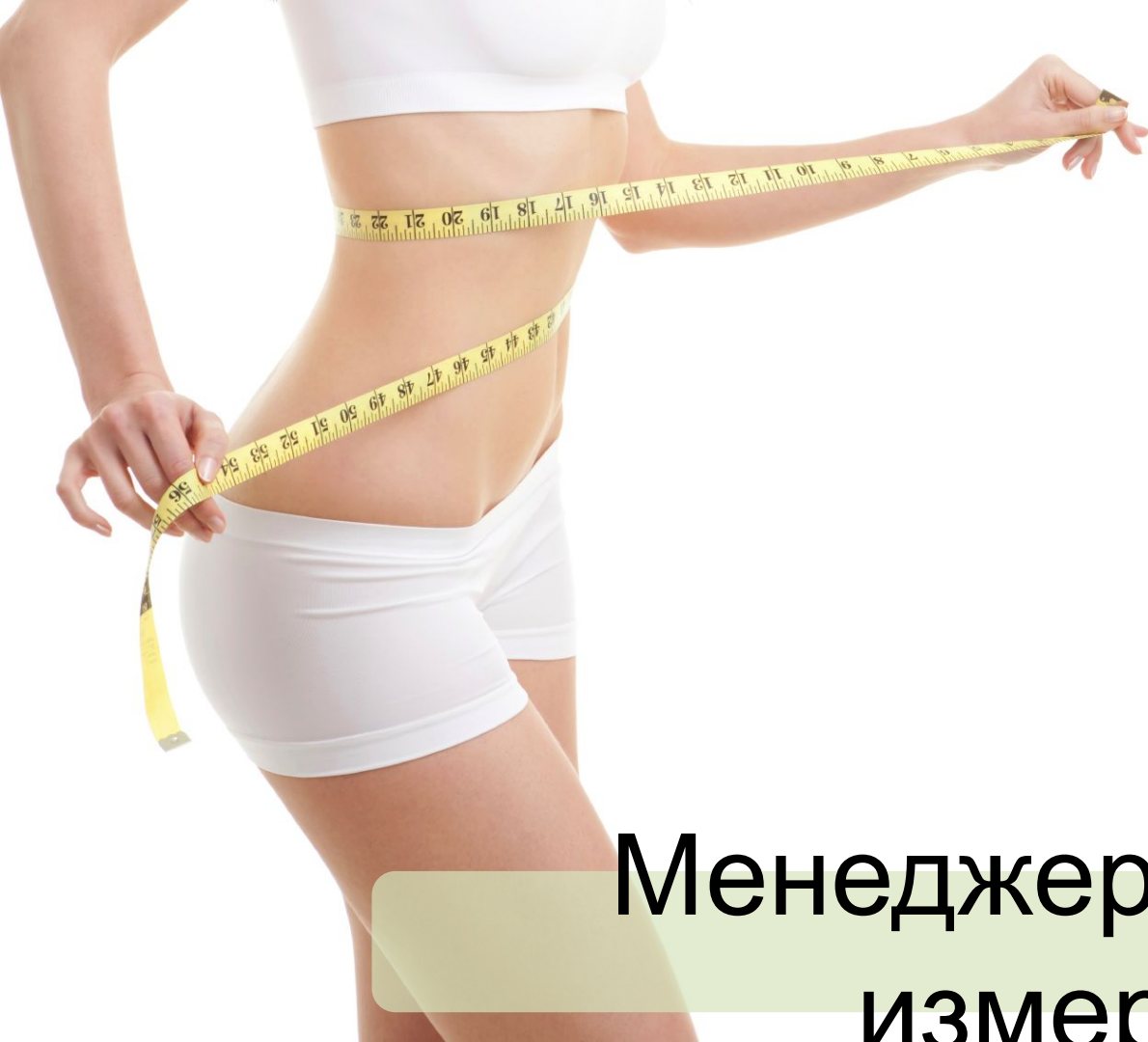
@boriswolfson

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



# Функции менеджмента





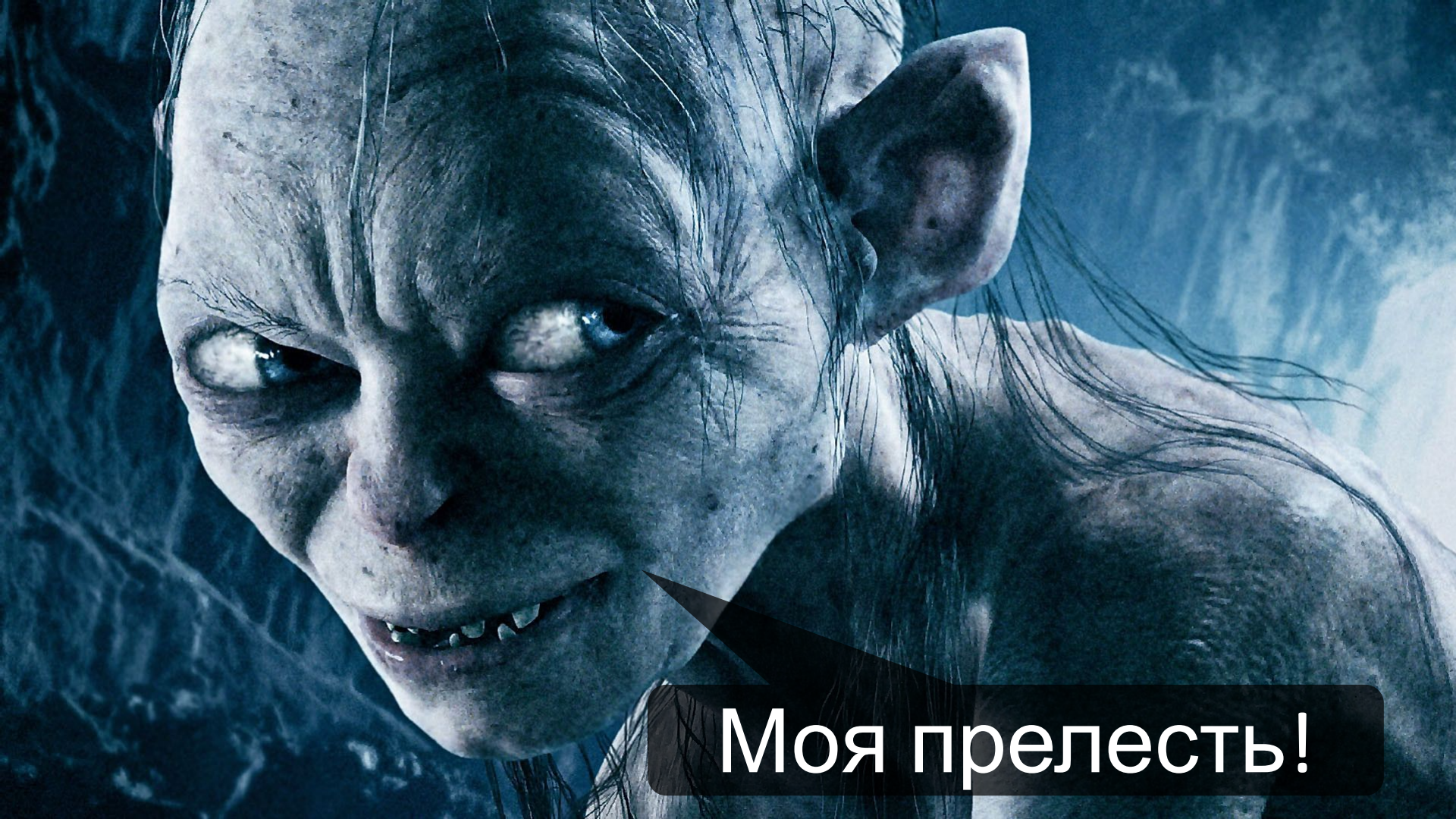
**Менеджеры любят  
измерять**

**хегох**

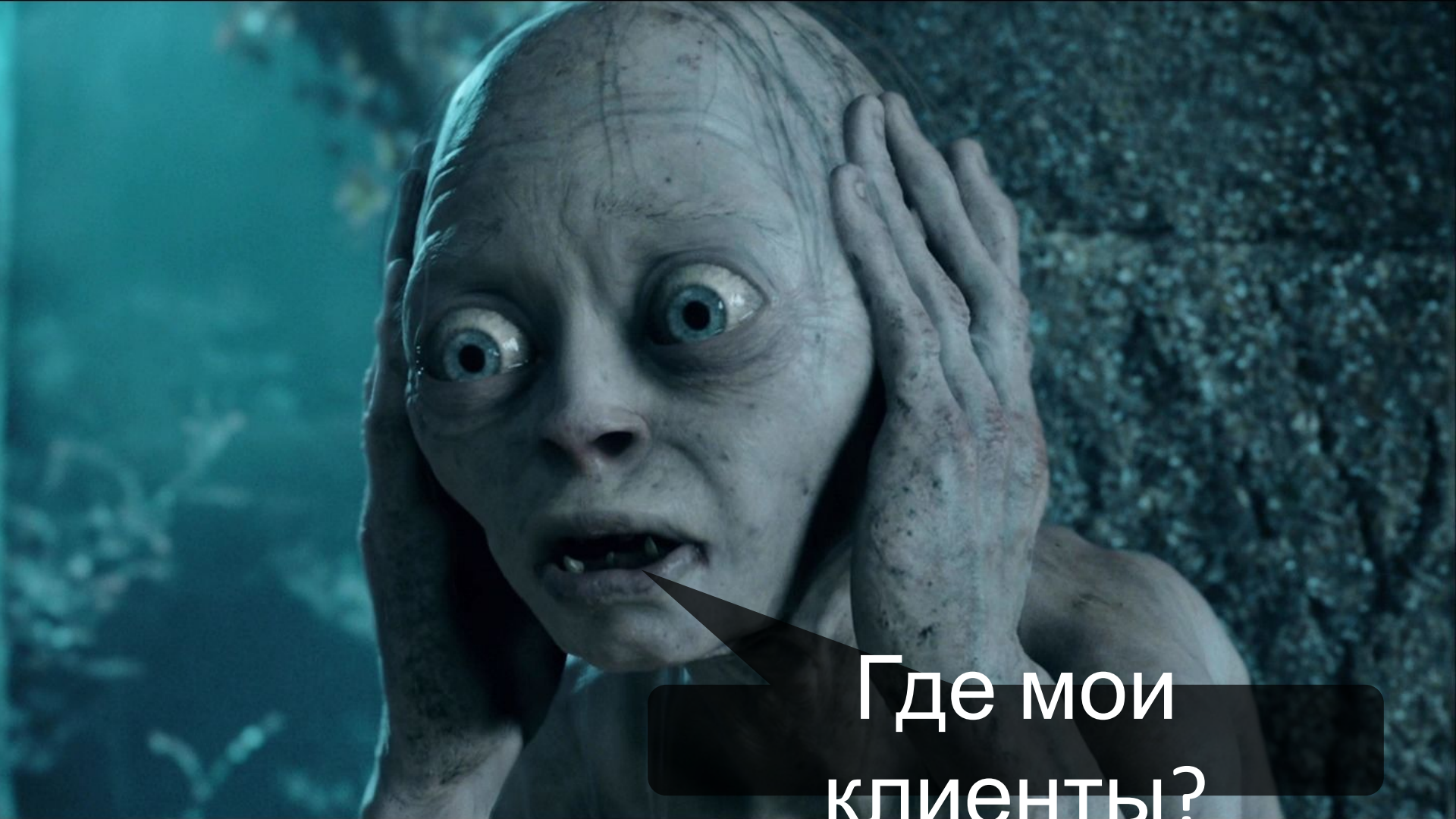


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Моя прелесть!



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 Dickmann Professor of Accounting at the Harvard Business School. David P. Norton is president of Nolan Chart & Company, Inc., a Massachusetts-based information technology consulting firm he cofounded.



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# 2002

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

## Using the Balanced Scorecard as a Strategic Management System

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

company's go objectives place on between the generation

What do companies like Rockwater, Apple Computer and Advanced Micro Devices have in common? They use 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 strategy. For example, executives may introduce new strategic and innovative operating processes intended to achieve breakthrough performance, then continue to use the same short-term financial indicators they have used for decades, measures like return on investment, sales growth, and operating costs. These managers fail not only to introduce new measures to monitor new goals and processes but also to question whether or not their old measures are relevant to the new measurement process. The balanced scorecard, first proposed in the January-February 1992 issue of HBR ("The Balanced Scorecard—Measures that Drive Performance"), provides executives with a comprehensive framework that translates a company's strategic objectives into a coherent set of performance measures. Much more than a measurement exercise, the balanced scorecard is a management system that can meet

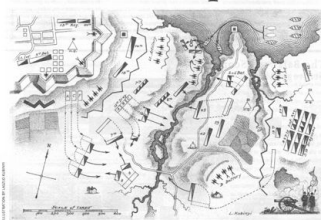
use breakthrough innovation areas as product, process, and service development.

The scorecard perspective is a new way of looking at a company's performance from which comprehensive traditional measures of performance, process, and innovation are derived. These measures are used by companies in a few key areas. Clearly, many companies use operational and physical measures, but these have been derived from all five perspectives. And, by equipping organizations with a limited number of critical measures from all four perspectives, this strategic vision.

In addition, while traditionally used to report on what happened, the scorecard can be used to report on what is happening in the near, the scorecard functions as the cornerstone of a company's current and future success.

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

## 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 maps can help chart this difficult terrain.

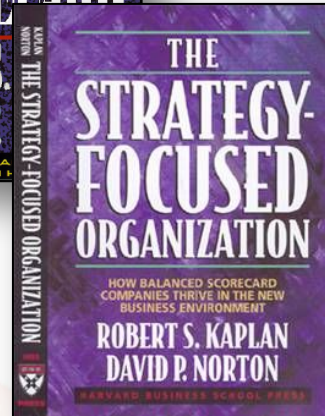
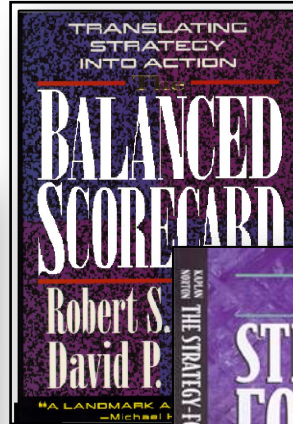
IMAGINE THAT YOU ARE A GENERAL leading your troops into foreign territory. Obviously you would need detailed maps showing the strategic terrain and villages, the surrounding landscape, key structures like bridges and tunnels, the roads and highways that traverse the region, without such information, you could not 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 portions of what they should do and why those goals are important. Without context and more detailed information, it's no wonder that many strategists have failed in meeting their strategies. After all, how can people carry out a plan that they don't fully understand?

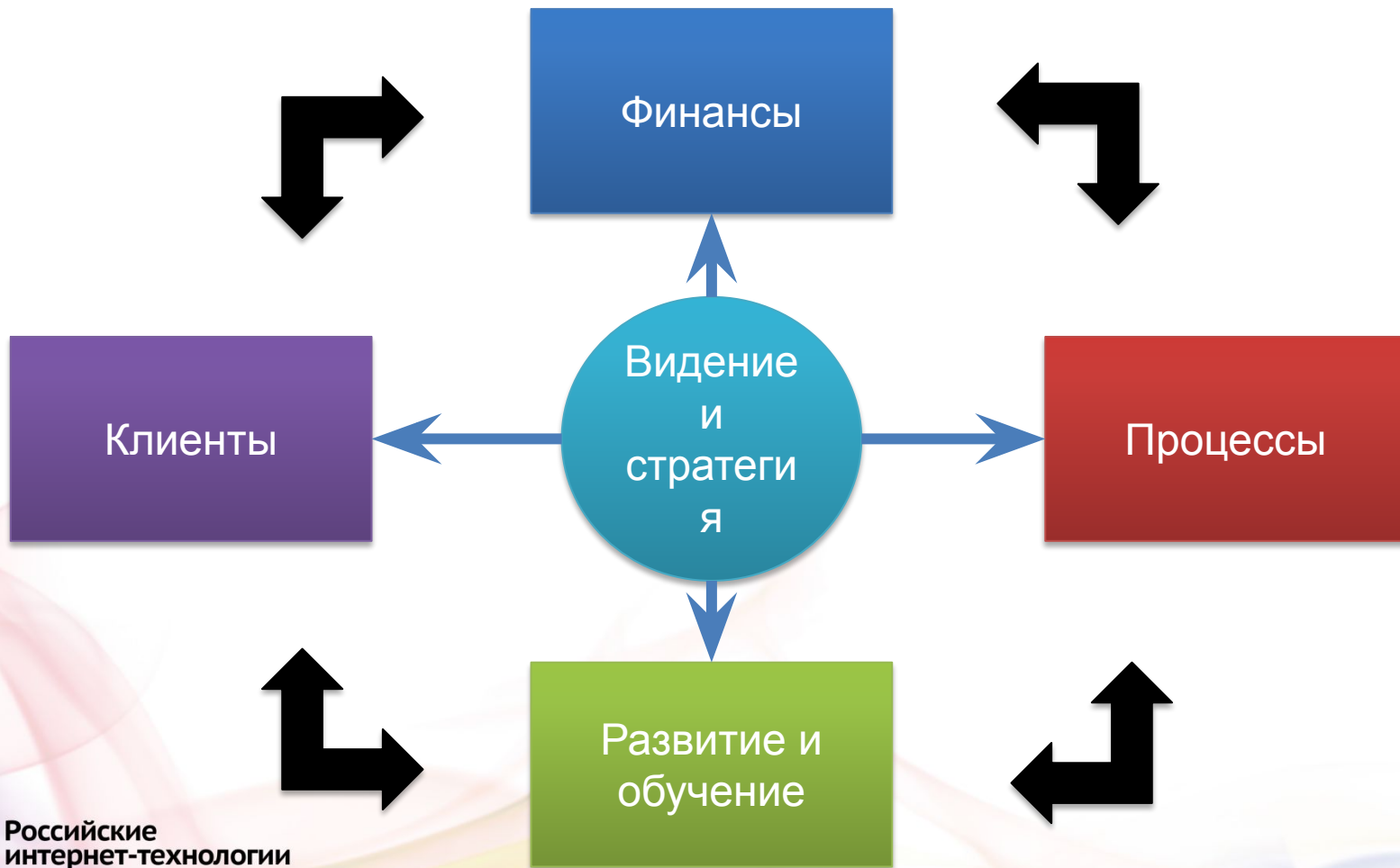
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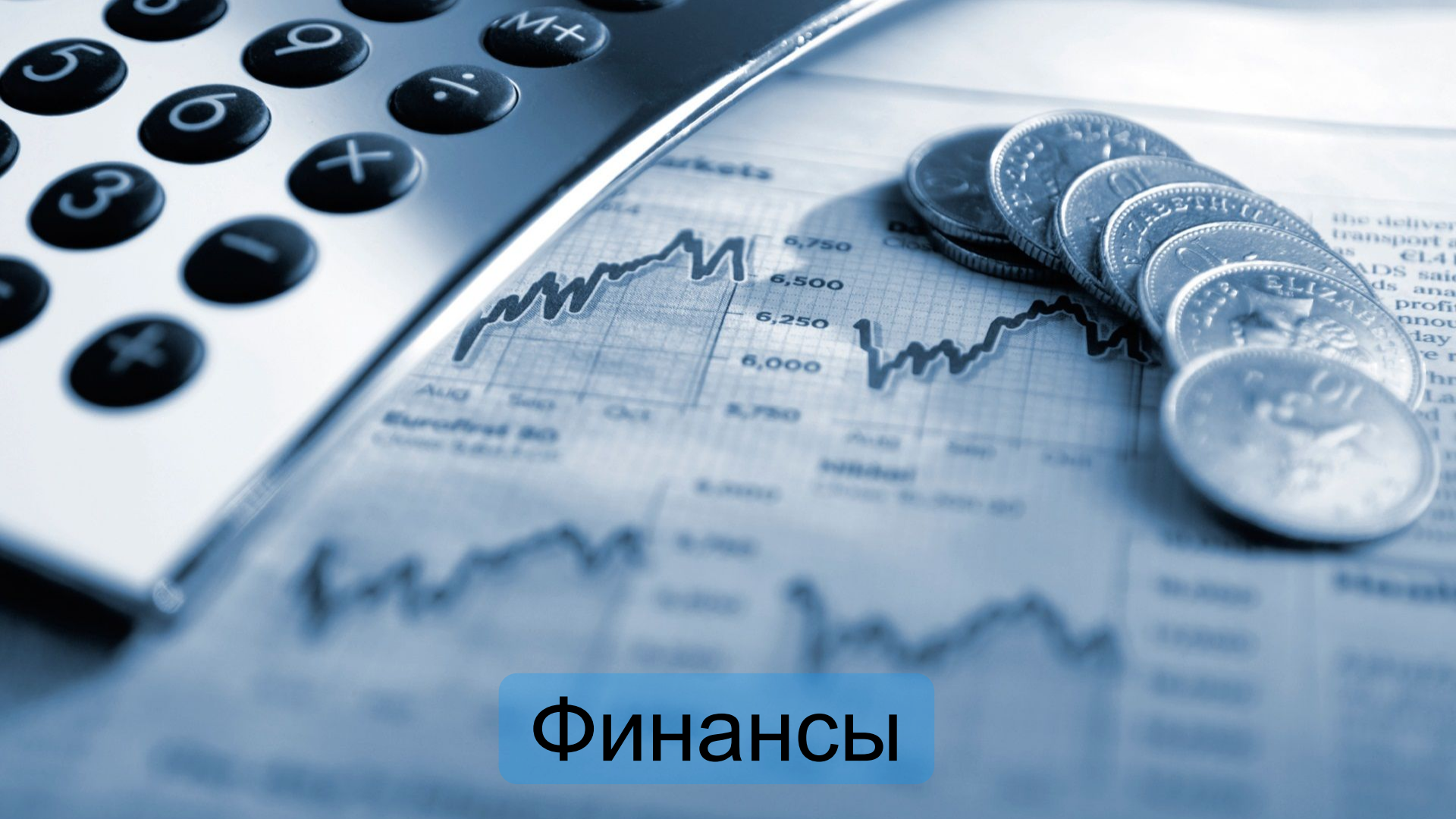
Robert S. Kaplan is the Arthur Lewis Dickenson Professor of Accounting at the Harvard Business School. David P. Norton is founder and president of Performance Strategy Group, a consulting firm located in Lincoln, Massachusetts.

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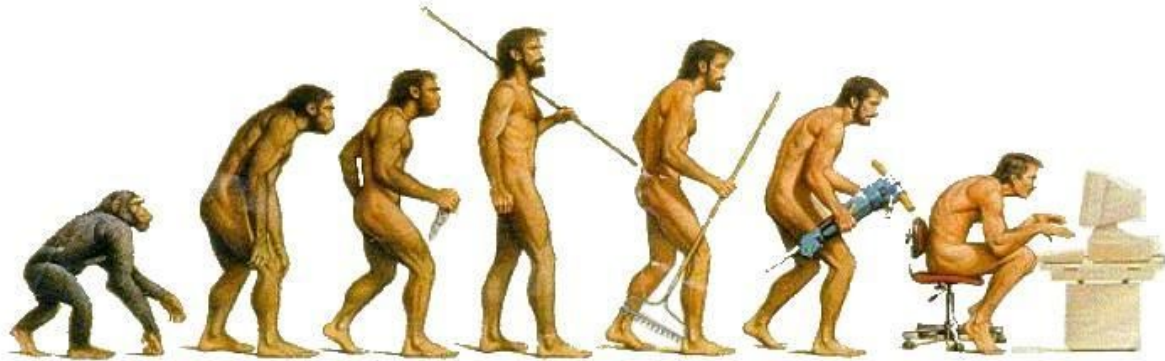


Финансы

# Процессы



# Обучение и развитие





Клиенты



# Стратегия и ССП



Наши войска атакованы!



Jelven

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2

# Наказания на основе КРІ?



# Факторы успеха внедрения ССП

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



Вопросы?



# КОНТАКТЫ



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