

# Certificate in Management Development for Organizational Effectiveness Workshop: Balanced Scorecard: Linking Strategy to Results

Thursday, January 5, 2006 - 8:15 a.m. to 4:15 p.m. at Location TBA (in Winnipeg)

## Balanced Scorecard: Linking Strategy to Results

The Balanced Scorecard has been called "The most powerful integrated performance measurement and management system ever developed." Introduced by Robert S. Kaplan and David P. Norton, the basic concept behind the approach is that "what gets measured, gets managed." While some organizations follow Kaplan and Norton's exact format, others have successfully altered the basic framework to reflect on their own strategic goals and vision. This workshop will introduce the Balanced Scorecard concept and an understanding of the process behind developing a customized scorecard.

### Upon completion of this workshop, participants will:

- Have an understanding of the concept of the Balanced Scorecard and recognize its growing use as a measurement tool in a wide variety of organizations
- Know how to link key performance indicators to an organization's mission, vision and strategy
- Have had an opportunity to practice developing a set of key performance indicators for realistic case studies
- Leave the session with a framework for developing a coherent set of key performance indicators for their own organizations

### Instructor: Scott Baldwin, QSM Quality Services Management

Scott Baldwin, CMC, is co-owner of QSM Quality Services Management, a certified management consultancy with services that include consulting to management, facilitation and training. QSM's focus is organization development in three areas - change management, board governance assessment, and strategic planning linked to the balanced scorecard.

This workshop is eligible for credit as an optional course in the:  
**Certificate in Management Development for Organizational Effectiveness**

The Certificate program consists of 70 credit hours:

- 7 Core one day courses (49 credit hours)
- 21 Credit hours of optional courses

### The 7 Core/Required Courses are:

- Introduction to Management: The Basics
- Personality in the Workplace
- Leadership and Management
- Vision to Action: Achieve Business Goals & Objectives
- Coaching, Mentoring and Motivating
- Principles of Human Resource Management
- Building a Resilient Organizational Culture

**CAM:OE**—This workshop is also eligible for credit in the Certificate in Applied Management: Organizational Effectiveness (CAM:OE) in partnership with the University of Manitoba, Continuing Education.

Presented by:



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NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_ CITY \_\_\_\_\_

PH \_\_\_\_\_ FAX \_\_\_\_\_ EMAIL \_\_\_\_\_

FEES:  \$225 + GST for QNET/MRA/MFPA/MHA Members  \$265 + GST for Non-Members

I am a member of:  QNET  MRA  MFPA  MHA

PAYMENT METHOD:  Please Invoice  Cheque Enclosed  VISA  AMEX  MasterCard

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Cardholders Name \_\_\_\_\_ Signature \_\_\_\_\_

An event confirmation will be sent one week prior to the workshop. Cancellations must be received in writing no later than Dec 21/05. After that time, the full registration fee will apply and only replacement participants will be accepted. Invoices will be sent for non-attendance. (G.S.T. Reg # 899755334RT)



### Partners:

Manitoba Food Processors Association (MFPA) / Manitoba Hotel Association (MHA) Manitoba Restaurant Association (MRA) / Canada Manitoba Business Service Centre  
Industry Training Partnerships, Manitoba Advanced Education & Training