<table>
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<th>X</th>
<th>Do I need a Balanced Score card? ‘gut check’</th>
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1) **Is your team achieving planned results?** Do you have a plan or record or projections at the beginning of the year and your organization knows what they need to do to ensure they hit the target?

2) **Are you encouraging the behavior that generates the results your business needs?** Do you have metrics in place that serve your customers the way you planned? Or drive innovation at the levels you want to see? Etc...

3) **Have you thought through what specifically you want each level of your organization to accomplish?** Do individuals in the organization understand how their day to day actions drive the organization to top performance?

4) **Is your personal compensation tied to your performance results?** Often Executives perks and pay are tied to organizational performance. Are you getting the results you want?

5) **At the end of the quarter/FY are you surprised by your results?** Are you able to randomly check your performance measure to know how you are doing OR are you getting your performance report at the end of the reporting cycle and you are just waiting to hear how you did?

6) **Are you benchmarking the best in your industry/business?** Are you learning from the ‘best in your business’ are you out performing them? Are you setting goals to be the best and differentiate your organization?

7) **Is your vision for your organization understood by all?** Do you have a well-articulated vision that is easy for individual to remember and use as a guide for the daily tradeoff decisions that they need to make?
Strategy 1

Statement of Vision
1) Definition of SBU:
2) Vision Statement:

If my vision succeeds how will I differ?
To my Shareholders
To my Customers
Financial Perspective
Customer Perspective
With my internal Management Processes
Internal Perspective
With my ability to innovate & Grow
Innovation & Learning

What are my critical success factors?

What are the critical measurements?

How will these be connected to feedback and rewards?
Effective Vision Statements

- Does is provide a **significant purpose**?
  - What business are you in?

- Does is provide a **picture of the future**
  - What the future will look like if the vision is successful?

- Does is provide **clear values**?
  - Does it provides guidance for daily decisions and behaviors?
You vision statement: 

Figure 2: The Hospice Unit's Performance Measure Chain

- Patient Census (Profitability) → Patient Retention Rate → Patient Satisfaction → Number of Weekly Patient Complaints
- Feeder Unit Referral Rate → Funds Raised for Facility Improvements
- Employee Turnover → Employee Satisfaction
- Training Hours Per Caregiver + Patient Loads