

# How the balanced scorecard complements the McKinsey 7-S model

Robert S. Kaplan

Robert S. Kaplan is the Marvin Bower Professor of Leadership Development at Harvard Business School (rkaplan@hbs.edu). His recent book, co-authored with David P. Norton, *Strategy Maps: Converting Intangible Assets in Tangible Outcomes* (Harvard Business School Press, 2004) is a sequel to their classic *The Balanced Scorecard: Translating Strategy into Action* (HBS Press, 1996).

In *A Search of Excellence*, the 1982 best-selling book by McKinsey partners Tom Peters and Robert Waterman, introduced the mass business audience to the firm's 7-S model. The model, also influenced by an earlier collaboration between McKinsey and management scholars Richard Pascale and Anthony Athos (*The Art of Japanese Management*, 1980), describes the seven factors critical for effective strategy execution[1]:

1. **Strategy.** The positioning and actions taken by an enterprise, in response to or anticipation of changes in the external environment, intended to achieve competitive advantage.
2. **Structure.** The way in which tasks and people are specialized and divided, and authority is distributed; how activities and reporting relationships are grouped; the mechanisms by which activities in the organization are coordinated.
3. **Systems.** The formal and informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, planning, budgeting and resource allocation systems, and management information systems.
4. **Staff.** The people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees.
5. **Skills.** The distinctive competencies of the organization; what it does best along dimensions such as people, management practices, processes, systems, technology, and customer relationships.
6. **Style/culture.** The leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees).
7. **Shared values.** The core or fundamental set of values that are widely shared in the organization and serve as guiding principles of what is important; vision, mission, and values statements that provide a broad sense of purpose for all employees.

After a search for the "perfect" organizational structure, the authors, and others, concluded that structure alone could not solve the problem of how to coordinate resource allocation, incentives, and actions across large organizations. The 7-S model posits that organizations are successful when they achieve an integrated harmony among three "hard" "S's" of strategy, structure, and systems, and four "soft" "S's" of skills, staff, style, and super-ordinate goals (now referred to as shared values). While not all the companies Peters and Waterman praised for "excellence" sustained their leadership performance

# How The Balanced Scorecard Complements The Mckinsey 7 S Model

**John Luiz**



## **How The Balanced Scorecard Complements The Mckinsey 7 S Model:**

Encyclopedia of Decision Making and Decision Support Technologies Adam, Frederic, Humphreys, Patrick, 2008-04-30 As effective organizational decision making is a major factor in a company's success a comprehensive account of current available research on the core concepts of the decision support agenda is in high demand by academicians and professionals Through 110 authoritative contributions by over 160 of the world's leading experts the Encyclopedia of Decision Making and Decision Support Technologies presents a critical mass of research on the most up to date research on human and computer support of managerial decision making including discussion on support of operational tactical and strategic decisions human vs computer system support structure individual and group decision making and multi criteria decision making

Perspectives in Business Informatics Research Ērika Nazaruka, Kurt Sandkuhl, Ulf Seigerroth, 2022-09-15 This book constitutes the proceedings of the 21st International Conference on Perspectives in Business Informatics Research BIR 2022 which took place in Rostock Germany in September 2022 The central theme of BIR 2022 was Business Informatics for Sustainable Innovation Achieving sustainability requires a multi perspective approach taking organizational economic and technical aspects into account In a world of cloud computing social networks and big data additional challenges for business informatics and the design of information systems architectures are introduced To deal with these challenges a close cooperation of researchers from different disciplines such as information systems business informatics and computer science is required The 14 papers presented in this volume were carefully reviewed and selected from 41 submissions They were organized in topical sections as follows Information system development modeling methods and assistance applications and technologies and digital business

*Handbook of Strategic Account Management* Diana Woodburn, Kevin Wilson, 2014-03-17 A compilation of the established knowledge in strategic account management While companies and academics expend tremendous effort on mass marketing they often overlook their immediate customers which are critical in both senses and hence the importance of strategic account management SAM This handbook is a compilation of papers that present researched knowledge of SAM across the academic community which fills a void in the existing academic literature Handbook of Strategic Account Management identifies drivers of the SAM approach key issues and success factors operational needs and areas still awaiting exploration Each paper includes an overall referenced summary of the tenets of SAM relevant to the area it reports and together with the combined list of references it creates an indispensable resource for academic readers students and researchers Handbook of Strategic Account Management is written by over 40 knowledgeable experts with substantial experience of SAM from teaching researching writing and advising companies on why and how it works spread widely across Europe and the US It represents the balanced researched body of knowledge in SAM and will be an invaluable resource to anyone exploring the approach whether for a student thesis for original research or for answers on how to approach SAM as a company initiative Today's strategic key and global account management

professionals owe thanks to a small community of academic researchers who over the past three decades have been pioneers in identifying cataloguing and analyzing the selling and business management practices of an emerging profession we now call strategic account management This Handbook is an important milestone to mark SAM's still evolving impact on corporate business strategies and its ever increasing relevance as a proven engine for growth in business to business strategic customer relationships Bernard Quancard President CEO of SAMA US based Strategic Account Management Association with over 3 000 members worldwide Yana Atanasova Bjorn Ivens Toni Mikkola Ivan Snehota Audrey Bink Ove Jensen Stefanos Mouzas Kaj Storbacka Per Olof Brehmer Robert Krapfel Peter Naud Olavi Uusitalo Noel Capon Antonella La Rocca Jukka Ojasalo Tom Vanderbiesen Simon Croom Sylvie Lacoste Catherine Pardo Stefan Wengler Osman G k Nikala Lane Nigel Piercy Kevin Wilson Paolo Guenzi R gis Lemmens Michael Pusateri Diana Woodburn Stephan Henneburg Tommi Mahlamäki Jakob Rehme John Workman Sue Holt Malcolm McDonald Sanjiv Sengupta George Yip Christian Homburg Florin Mihoc Christoph Senn Judy Zolkiewski

**Human Resource Management in the Sport and Leisure Industry** Chris Wolsey, Sue Minten, Jeffrey Abrams, 2011-09-02 The sport and leisure sectors possess unique characteristics that pose particular challenges for managers and human resource professionals The age profile of workers seasonality the pressure to achieve short term results media intrusion wide differences in pay between elite and community levels and the importance of competition and consumer fan behaviour all combine to set sport and leisure apart from mainstream business and management Human Resource Management in the Sport and Leisure Industry is a comprehensive and accessible introduction to HRM in sport and leisure that examines these challenges in the context of organisational structure systems and individual and group behaviour encouraging the reader to develop a strategic approach to HRM and emphasising the importance of reflective professional practice The book explores the full range of key issues themes and concepts in contemporary HRM including the labour market in sport and leisure personal skills in HRM recruitment and selection learning training and development evaluation and performance appraisal change management coaching and mentorship Covering private public and voluntary contexts the book includes a wide range of examples and cases from the real world of sport and leisure management Each chapter also includes highlighted definitions of key concepts review questions summaries and learning objectives to guide student learning and help managers develop their professional skills Effective human resource management and development is essential for business success and this book is therefore important reading for any student or professional working in sport and leisure management

Encyclopedia of Information Science and Technology, Fourth Edition Khosrow-Pour, D.B.A., Mehdi, 2017-06-20 In recent years our world has experienced a profound shift and progression in available computing and knowledge sharing innovations These emerging advancements have developed at a rapid pace disseminating into and affecting numerous aspects of contemporary society This has created a pivotal need for an innovative compendium encompassing the latest trends concepts and issues surrounding this relevant

discipline area During the past 15 years the Encyclopedia of Information Science and Technology has become recognized as one of the landmark sources of the latest knowledge and discoveries in this discipline The Encyclopedia of Information Science and Technology Fourth Edition is a 10 volume set which includes 705 original and previously unpublished research articles covering a full range of perspectives applications and techniques contributed by thousands of experts and researchers from around the globe This authoritative encyclopedia is an all encompassing well established reference source that is ideally designed to disseminate the most forward thinking and diverse research findings With critical perspectives on the impact of information science management and new technologies in modern settings including but not limited to computer science education healthcare government engineering business and natural and physical sciences it is a pivotal and relevant source of knowledge that will benefit every professional within the field of information science and technology and is an invaluable addition to every academic and corporate library Principles of Marketology, Volume 1 H.

Aghazadeh,2016-04-29 In Principles of Marketology Volume 1 Theory Aghazadeh explores the definition origins and framework of a new methodology for helping organizations better understand their market and competition **Becoming a Master Manager** Robert E. Quinn,2007 Practical strategies for building strong managerial skills With the new Fourth Edition of Becoming a Master Manager A Competency Framework you can build practical skills in every area of managerial competency skills you ll need to thrive in the diverse situations and challenges of the new millennium The text guides you through eight interactive learning modules covering different leadership roles including director producer mentor facilitator coordinator monitor innovator and broker Features designed to help you become a master manager The text s Competing Values Framework helps you develop new ways of thinking about the competing tensions and demands that are placed on managers The authors unique skills based approach prepares you for today s management challenges A highly effective five step learning model assessment learning analysis practice and application helps you develop core leadership competencies Real world managerial examples illustrate key concepts and offer insight into the roles that managers play in real companies Coverage of timely topics such as emotional intelligence mentoring coaching and life balance will help you keep pace with today s rapidly changing workplace **Managing Business in Africa** John Luiz,2006 Doing business in African countries or emerging economies requires a different set of management skills than doing business with developed nations or nations in other parts of the developing world This new title meets the growing requirements of business schools and senior students to apply and adapt generic management principles to real African circumstances to assess the risks and returns confidently so that as practitioners they can do business effectively The purpose of the book is to cover management principles which are addressed in any MBA or Executive Education or Management course with reference to Africa **Business Periodicals Index** ,2005 Balanced scorecard strategy management super guidewins Gold partner as a Intellectual skill for theworking woman TOMOHISA FUJII,2014-02-14 Balanced scorecard to keep dazzling beauty I initiate you into the strategic

idea method to lead the life to the good luck The strategic management technique to help a life design manage it and introduce one kindly For the skill up of the working woman fitted for the globalization era For you who are looking for a gold partner of knowledge Preface It is the strategic management technique called the balanced scorecard to want to recommend as one of intellectual skills that a woman expecting career up wants to wear by all means What is a balanced scorecard The balance scorecards were produced by Robert S Kaplan Professor of Harvard Business School and David P Norton of a consultant company It becomes required management technique in practicing the strategic management in many companies Including a major company of the whole world it is introduced into a medium and small sized business a public organization and a government office a hospital and shows a remarkable management effect I love the balanced scorecard as a gold partner of smart knowledge deeply You may be troubled every day in business society and have a hard time with working women looking for a breakthrough there is the thought that I want to spread the ring of the balanced scorecard With this book I manage it with the basic structure as strategic management technique to help the skill up of the life design of the working woman and it is kind and introduces I devise it to utilize a balanced scorecard by many case studies by the illustration practically With this book I extract a part of previously published my book and correct it Furthermore I introduce a representative thing of the world well known strategic management technique and let balanced scorecard and these cooperate and constitute it so that a more strategic management can catch a hint to develop it I can learn the strategic idea method systematically and in this way aim at what this book helps as a guidebook brightening your life as a valuable thing with many crops I pray for having you wear the strategic idea method of the balanced scorecard eagerly to get on the wave of the globalization well and to grow up as a working woman used in global society and to build the life to glitter December 25 2013 author Table of contents Chapter 1 The gold partner that you are slender as for the balanced scorecard 5 the real nature of the balance scorecard 6 mysterious cycle of the chain 9 It is smart and powerful like David Beckham for that is four viewpoint With the strategic map of 11 the key player of balanced scorecard 14 Strategy Map of balanced scorecard 16 The visualization by balanced scorecard 18 the performance power of balanced scorecard in the strategic map KPI factor with the monitoring 20 Monitoring function of balanced scorecard 22 Brush up by review of KGI KPI CSF factor 24 Chapter 2 Try to be filled with deep emotion with the strategic idea method in the world of the logic of the SWOT analysis 27 Classify SWOT factors into a strength and weakness an opportunity and a menace 28 Try to experience the magic of the cross analysis 31 Try to realize the power of the strategic map in SWOT analysis 36 Self analysis and try to understand SWOT analysis 42 Investigate a hint to transform itself into in own cross analysis 46 Let s tries to design a shining strategic map 50 Chapter 3 Management tool of the magic that balanced scorecard brightens you 53 Balanced scorecard to make survival by penniless life in the United States 54 Balanced scorecard to challenge a barrier qualification 63 Balanced scorecard to become the business person of the foreign company 73 Balanced scorecard to keep dazzling beauty 89 Balanced scorecard for

breakthroughs 97 To make a balanced scorecard of the company 119 The balanced scorecard which realizes a dream of your own 134 Practice step of the project of the balanced scorecard 140 Project practice example of the balance scorecard 143 Chapter Strategic management technique to be good in global days of competition when intellect profits 149 Competitive strategy of the Michael E Porter 150 Five force model of the Michael E Porter 153 Value chain of Michael E Porter 156 4P 4C of the strategic marketing 159 Competition marketing strategy of Philip Kotler 162 PPM of the Boston consulting group 165 7S of McKinsey 168 A product a market matrix and diversification strategy of H Igor Ansoff 170 Knowledge Management 173 Core Competence 176 Bench Marking 179 Product life Cycle 182      *Balanced Scorecard* Nils-Göran Olve,Anna Sjöstrand,2006-04-24 The fast track route to understanding and implementing the balanced scorecard in your business It covers the key aspects of the balanced scorecard from using it to develop the company s strategy and relating it to existing control systems to setting goals and monitoring progress It gives examples and lessons from some of the worlds most successful businesses including Ricoh Xerox and Ericsson Enterprise and ideas from the smartest thinkers including Robert S Kaplan and David P Norton It includes and glossary of key concepts and a comprehensive resources guide      *Balanced Scorecard Success: The Kaplan-Norton Collection (4 Books)* Robert S. Kaplan,David P. Norton,2015-12-22 This collection highlights the most important ideas and concepts from Robert S Kaplan and David P Norton authors of The Balanced Scorecard a revolutionary performance measurement system that allows organizations to quantify intangible assets such as people information and customer relationships Also included are Strategy Maps which enables companies to describe the links between intangible assets and value creation with a clarity and precision never before possible The Execution Premium which describes a multistage system to help companies to gain measurable benefits from carefully formulated business strategy and The Strategy Focused Organization which introduces a new approach to make strategy a continuous process owned not just by top management but by everyone      **Alignment** Robert S. Kaplan,David P. Norton,2006 The creators of the Balanced Scorecard apply their proven approach to corporate level strategy and offer a framework for aligning all of a company s individual business units with the organizations overall strategy to ensure optimal business performance

Performance Drivers Nils-Göran Olve,Jan Roy,Magnus Wetter,2001-05-08 A Practical Guide to Using the Balanced Scorecard performance drivers Nils Goran Olve Jan Roy and Magnus Wetter Since the groundbreaking work of Robert S Kaplan and David P Norton the concept of the Balanced Scorecard has achieved increasing popularity in the business world Previously many organizations had built their business objectives around financial targets and goals that bore little relation to a long term strategic vision Typically this leaves a gap between the development of a company s strategy and its implementation The business scorecard however provides a more balanced view by looking at not just financial concerns but also customers internal business processes and learning and growth But it is not just a system of performance measurement by focusing on future potential success it can be used as a dynamic management system that reinforces implements and

drives corporate strategy forward In this book the authors draw on their extensive experience with scorecard projects to provide a step by step method for introducing the Balanced Scorecard into an organization This is done through the use of some of the most important practical examples in existence with case studies from ABB Coca Cola Electrolux British Telecom Nat West Skandia and Volvo The desired strategic control system using scorecards that is presented focuses on creating and communicating a total comprehensive picture to all members of the organization from the top down a long term view of what the company s strategic objectives really are how to make use of knowledge gained through experience and the required flexibility of such a system to cope with the fast changing business environment This book will provide senior and operational managers consultants and business academics with a comprehensive view of emerging Balanced Scorecard practice supported by both business advice and a theoretical foundation Reflections on the relations between the Balanced Scorecard and other areas such as TQM information systems and intellectual capital and knowledge management are also made

Business Strategy *Balanced scorecard strategy management super guide wins Gold partner as a Intellectual skill for the working women* tomohisa fujii,yuu,2013-12-25 Balanced scorecard strategy management super guide wins Gold partner as a Intellectual skill for the working woman The powerful tool which realizes the dream of your life Balance scorecard to keep dazzling beauty I initiate you into the strategic idea method to lead the life to the good luck The strategic management technique to help a life design manage it and introduce one kindly For the skill up of the working woman fitted for the globalization era For you who are looking for a gold partner of knowledge Tomohisa fujii a balance scorecard The balance scorecard which realizes a dream of your own Practice step of the project of the balance scorecard Chapter Strategic management technique to be good in global days of competition when intellect profits Competitive strategy of the Michael E Porter Five force model of the Michael E Porter Value chain of Michael E Porter 4P 4C of the strategic marketing Competition marketing strategy of Philip Kotler PPM of the Boston consulting group 7S of McKinsey A product a market matrix and diversification strategy of H Igor Ansoff Knowledge Management Core Competence Bench Marking Product life Cycle Using the Balanced Scorecard as a Strategic Management System Robert S. Kaplan,David P. Norton,2000 The Balanced Scorecard. A Critique Philippe-Artus Hoerle,2009-09-03 Bachelor Thesis from the year 2005 in the subject Business economics Business Management Corporate Governance grade 1 0 Anglia Ruskin University language English abstract In today s business environment measuring business performance is a matter of life and death within any organisation compare Ittner and Larcker 1998 Due to the changing nature of work and increasing competition with changing demands Neely 1999 the number of people interested in business performance measurement has recently increased dramatically But business performance measurement is confronted with a vital choice what system the company should use to quantify the success of the organisation s strategy In this context the Balanced Scorecard Kaplan and Norton 1992 1996 is almost used as a synonym for measuring Business Performance Measurement BPM With this in mind the following dissertation aims at a critical



exploration and assessment of the framework of the Balanced Scorecard BSC and it examines if this framework merits its wide popularity experienced and still experiences Following a definition of the BSC the author turns to the elements of the BSC with its key proclamations Strengths and weaknesses will be outlined by considering different case scenarios The main attention will be put on the question whether the BSC leads to better business results as it is publicized or if its wide use is only an outcome of its effective promotion Before the analysis comes to an ending in which it summarises the key points the author suggests some recommendations for organisations when using the BSC in order to meet its problem areas In this context the author s personal view will be flowing in

**The Balanced Scorecard** Robert S. Kaplan, David P. Norton, 1996

Here is the book by the recognized architects of the Balanced Scorecard that shows how managers can use this revolutionary tool to mobilize their people to fulfill the company s mission More than just a measurement system the Balanced Scorecard is a management system that can channel the energies abilities and specific knowledge held by people throughout the organization toward achieving long term strategic goals Kaplan and Norton demonstrate how senior executives in industries such as banking oil insurance and retailing are using the Balanced Scorecard both to guide current performance and to target future performance They show how to use measures in four categories financial performance customer knowledge internal business processes and learning and growth to align individual organizational and cross departmental initiatives and to identify entirely new processes for meeting customer and shareholder objectives The authors also reveal how to use the Balanced Scorecard as a robust learning system for testing gaining feedback on and updating the organization s strategy Finally they walk through the steps that managers in any company can use to build their own Balanced Scorecard The Balanced Scorecard provides the management system for companies to invest in the long term in customers in employees in new product development and in systems rather than managing the bottom line to pump up short term earnings It will change the way you measure and manage your business

**The Balanced Scorecard** Kadir Yilmaz, 2009-10-10 Seminar paper from the year 2009 in the subject Business economics Business Management Corporate Governance grade 1 3 University of Applied Sciences Berlin FOM course Master of Business Administration language English abstract In the beginning of the 1980 s a new Management Theory was introduced Rappaport made one of the first Concepts about business performance Rappaport A creating shareholder value the new standard for business measuring New York 1986 in 1986 This was taken as a basis of creating shareholder value for several years In the early 1990 s a unique term was created by Norton and Kaplan from the Harvard Business School They developed a Framework which combined fiscal and non fiscal key figures in one report to allow straight translation of defined strategy into deserved action The Balanced Score Card BSC Even non profit organizations must handle in a sensible way with funds they receive

A Critical Analysis of the Balanced Scorecard - with Special Consideration to Its Implications for HRM and HR-policy Michael Hoffmann, 2008-08 Master s Thesis from the year 2007 in the subject Business economics Business Management Corporate Governance grade 1 7 London School of

Economics and Political Science 25 entries in the bibliography language English abstract The Balanced Scorecard is designed and implemented as a strategic management and measurement system It uses a broad range of innovative indicators and enfold the overall strategy Especially it has extensive implications on human resource processes and its strategic orientation within a company The development and implementation of a complete BSC is associated with the parallel adoption of a high performance work system and a long term orientated HR strategy With support of the BSC human resource management becomes a partner with business which manages its employees as adding value assets and includes HRM in business strategy HRM gains in importance and makes an essential contribution to the business wide human resource and organisation development Empirical results show that it is possible to successfully implement the BSC and the involved long term orientated HR strategy in both already long term and stakeholder orientated enterprises and previously short term and shareholder orientated companies Different researchers verified that the implementation of a BSC by simultaneous use of a HPWS is associated with an essential improvement of business performance and development as well as better financial results and higher profitability

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