

Kaplan-Norton Balanced Scorecard Certification Boot Camp™

3-6 March 2019
Dubai, UAE

The only BSC certified programme in the world endorsed by the creators of the Balanced Scorecard.

- Improve your strategy management and execution capabilities
- Learn how to overcome your organisation's barriers to execution
- Invest in your professional development
- Validate your strategy management and execution proficiency
- Embark on your journey to achieve Balanced Scorecard Hall of Fame for Executing Strategy® status

"Learn from the people who wrote the books, not the people who read them!" -- Dr David Norton



thepalladiumgroup.com



About the Boot Camp

The four-day Certification Boot Camp provides a deep dive into Palladium's Execution Premium Process™ (XPP™), based on the Kaplan-Norton strategy execution approach, arming you with the necessary skills, tools and foundations needed to clarify the strategy, drive performance, and optimise data for better decision-making.

Endorsed by Drs. Kaplan and Norton and delivered by their experienced faculty, this exclusive course provides a framework of education that focuses awareness and develops a comprehensive and common systems understanding that embeds strategy management and execution capabilities in your organisation—improving governance, agility, and performance.

Since its inception in 2008, over **4000** delegates have registered for the programme, including CEOs, Vice Presidents, Directors and Managers, from large and small organisations, in both the private and public sectors across 60+ countries—and the community is growing!

Learn strategy execution global best practices including:

- Processes of effective strategy development and translation
- Components of a complete Strategy Map
- Steps to properly design a Balanced Scorecard
- Methods and techniques necessary to cascade and align strategy
- Principles of effective execution and governance
- Key linkage points between strategy and operations
- Processes and tools to monitor/test/adapt strategy and improve decision-making

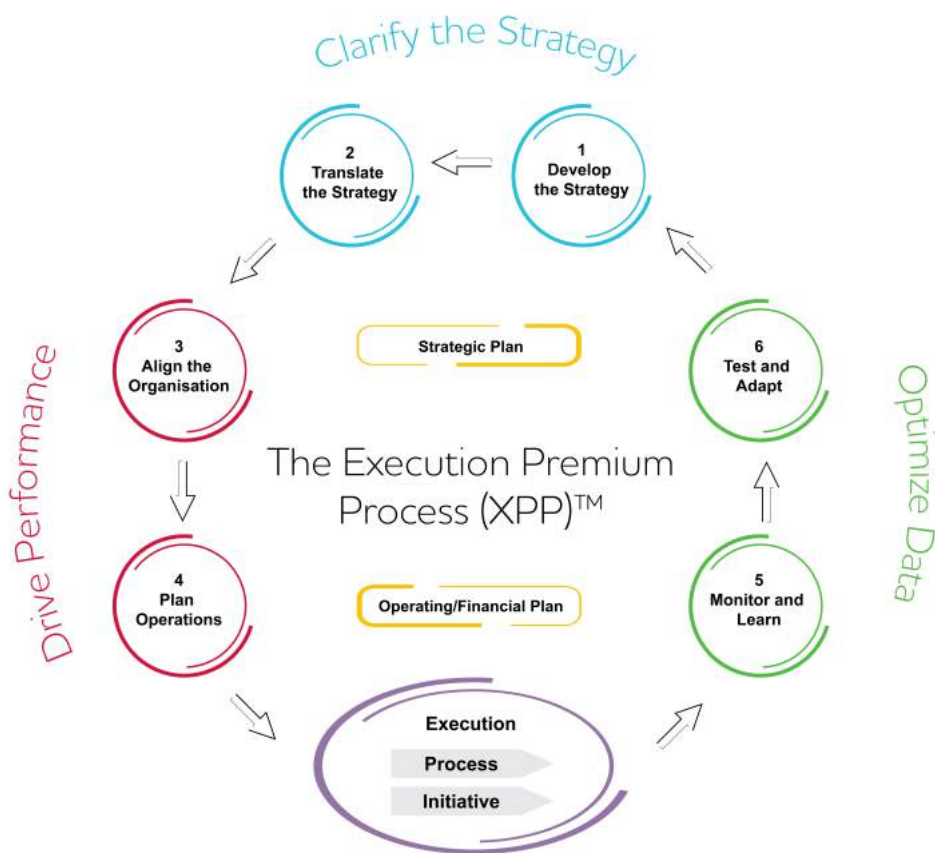
By completing the four-day Boot Camp, you and your team will not only be better strategy management professionals, you will also be ready for the Certification Exam.

The status of Palladium Kaplan-Norton Balanced Scorecard Certified Graduate™ will be achieved upon both the completion of the Certification Boot Camp and by passing the Certification Exam. Please see page 6, Level I, Individual, for complete details.

Wherever you are in the process of preparing for certification, this intensive training will stimulate, educate, and accelerate learning and practitioner networking.

Successful Strategy Execution Results from Driving and Managing Strategy through a Dynamic and Systematic Process

Palladium is the “point of origin” for the Balanced Scorecard. Our founders, Drs. Robert S. Kaplan and David P. Norton, in partnership with the Palladium Group, have evolved their original Balanced Scorecard concept to link strategy to operations through the Palladium Execution Premium Process™ (XPP™). This integrated management system allows organisations to bring together their existing approaches or tools in a powerful manner where benefits can be achieved immediately across the organisation. Our programme places your organisation on the path to breakthrough performance, which uniquely differentiates us from Balanced Scorecard educational firms that offer only a transactional approach to strategy and measurement. At Palladium, we provide our clients with a proven strategy execution approach, along with a team of experts to help you develop the skills you need to build value along the way.



Palladium Execution Premium Process™ (XPP™) based on the Kaplan Norton Strategy Management System

Agenda

Module 1: Develop the Strategy

- Affirm mission, values and vision
- Perform Strategic Analysis
- Define the Value Gap
- Formulate the Strategy

Module 2: Translate the Strategy

- Define Strategic Objectives and Themes
- Define Strategic Measures and Targets
- Define Strategic Initiatives
- Assign Accountability
- Strategy Translation Process Overview

Module 3: Align the Organisation

- Define the Corporate Strategy
- Align Business Units
- Align Support Units
- Communicating the Strategy
- Align the Workforce and Incentives
- Alignment beyond the Enterprise

Module 4: Plan Operations

- Set Priorities for Strategic Processes
- Use process and driver models to operationalise the strategy
- Create Operational Dashboards
- Integrate Financial and Resource Capacity Planning
- Integrate and Plan for Intangible Assets

Module 5: Monitor and Learn

- Conduct Strategic Review Meetings
- Conduct Operational Review Meetings
- Manage the Initiative portfolio

Module 6: Test and Adapt

- Test the Strategy's Cause and Effect Relationships
- Using Data Analytics
- Test the Robustness of the Strategy
- Using Business Intelligence and Big Data

Agenda

Module A: Leadership for Strategy Execution

- What is Leadership?
- Characteristics of Leadership for Strategy Execution
- Organisational Building Blocks of Effective Strategy Execution

Module B: Strategic Risk Management

- Define Strategic Risk
- Identify Strategic Risk Events and Sources
- Prioritise Strategic Risk Events
- Identify Strategic Risk Indicators
- Identify Risk Mitigation Initiatives to Eliminate or Reduce Risk
- Monitor and Manage Strategic Risk

Module C: Create OSM Infrastructure

- Establish OSM as Strategy Management System Designer
 - Make OSM the Process Owner
 - Use OSM to integrate other Strategy Execution Processes
 - Provide Staff Resources
 - Establish Senior Reporting Level
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We have been listening to our certification community of **4000+** certified graduates and are making improvements to our learning experience by implementing some of their suggestions:

>> **Comprehensive case study** Running through the 6 stages of the XPP™ which will help strengthen your acquired knowledge and showcase what success looks like.

>> **New exercises** To help enhance and solidify your learning, reconfirming how all the stages XPP™ link together.

>> **An improved certification exam experience** You will now be able to take a mock-up exam before sitting the real thing, giving you the opportunity to familiarise yourself with the process.

>> **Glossary of terms** To help you navigate the multitude of complex concepts that you need to master.

Our Testimonials

Certification Boot Camp alumni are thrilled with the results! Here is a sample of what they are saying about the programmes and their experiences...



Find out what makes Palladium training unique, from Dr David Norton

"If you don't know what strategy is, ask Palladium and only Palladium!" said Ibraheem Sheerah, Saudi Arabia Railway Company

“

An excellent course that provides a valuable insight into strategy development and execution, drawing on the extensive experience of Palladium in this field. The subject is treated thoroughly and methodically, and the concepts are supported with a wealth of practical examples from the real entrepreneurial world.

Reda Benbernou, Partex

“

The Boot Camp gives a very good overview of the strategy execution process, including practical examples and case studies. I would recommend it!”

Anne Seth, Vard Group AS

“

This Boot Camp is good for people with prior experience in the field of strategy and KPIs as it gives you the view of the importance of the two and its link in the organisation.

Maria Ranjitha, Portmund & Hubbard

“

The Palladium Kaplan-Norton BSC Certification Boot Camp is extremely valuable in not just presenting the basics of balanced scorecard and strategy management, but really taking a deep dive into everything that may touch strategy and how to understand it and be ahead of it.”

Jimena Gongora, Christus Health

About the programme

Certified Graduate Level I - Individual

A Palladium Kaplan-Norton Balanced Scorecard Certified Graduate™ has attended a Certification Boot Camp, passed the Certification Exam, and is proficient in the following bodies of knowledge:

- Palladium Execution Premium Process™ (XPP™)—the six stage management platform based on the Kaplan-Norton strategy management approach;
- The Balanced Scorecard and Strategy Map—the economic model of value creation; and
- The Strategy-Focused Organisation (SFO) Principles—the five values that translate the economic value into organised action.

Certification Requirement

Boot Camp completion and passing the online exam.

Key Business Benefits of the certification boot camp include:

- Dramatically increase your ability to efficiently and effectively execute your strategy
- Create a valid and logical approach to utilise a consistent set of strategic measures in an integrated causally linked manner
- Optimise your initiative portfolio through rigorous strategy execution gap analysis
- Identify and mitigate strategic risks
- Improve operational efficiencies and agility by linking strategy to key internal processes and dynamic planning methods
- Optimise the way information capital enables strategic decision making
- Focus on those strategic competencies that drive strategic success



What Separates the Palladium Kaplan-Norton Balanced Scorecard Certification Programme from the Rest?

- The ONLY BSC Certification Programme endorsed by the creators of the Balanced Scorecard—the gold standard.
- The Programme is based on decades of hands-on implementation expertise across a wide variety of industries, as well as academic research and vetted theory.
- Palladium's BSC Certification Programme reaches beyond the core Balanced Scorecard methodology and presents an integrated framework for successful strategy execution through a robust closed loop process.
- The curriculum features best practices that apply across the spectrum of global organisations— from public to private to not-for-profit.
- Condensed, yet comprehensive preparation for the certification exam.
- Our instructors bring real-world experience into the learning environment, as each of them has delivered customised SMS interventions in dozens of organisations of all shapes and sizes.
- The opportunity to book one-on-one mentoring with Palladium's most senior strategy management practitioners.



Register today at: thepalladiumgroup.com

Register with us

Three easy ways to register

WEBSITE	http://www.cvent.com/d/ybqdyr/4W
EMAIL	Tracey.Ashford@thepalladiumgroup.com
CALL	+44.1225.462967

Certification Boot Camp Pricing

• Registrations before 24 January 2019	(save \$1000)	\$4,995 (excl. VAT)
• Registrations before 17 February 2019	(save \$500)	\$5,495 (excl. VAT)
• Registrations after 17 February 2019		\$5,995 (excl. VAT)



For registrations from the UAE, the UAE tax legislation requires the following:

- For individuals, a 5% VAT charge will be added to training fees
- For companies/organisations, a 5% VAT charge will be added to training fees (whether registered in a free zone or not)

For registrations from outside the UAE, the UAE tax legislation requires the following:

- For individuals, a 5% VAT charge will be added to training fees
- For companies/organisations, there will be no added VAT to the training fees

Group Rates

Group discounts are available for teams of 3 or more attending from the same organisation. Please contact Tracey Ashford on tracey.ashford@thepalladiumgroup.com for your tailored quote.

Price Includes

- Four-day Certification Boot Camp
- All Kaplan-Norton BSC Certification Boot Camp training materials provided in PDF format
- A Boot Camp notebook containing printed copies of slides
- Certificate of Boot Camp completion
- Access to the exam preparation materials
- Two opportunities to pass the Certification Exam
- Electronic copy of Dr. Kaplan and Dr. Norton's, The Execution Premium
- Opportunity to book a one-on-one mentoring session with a Palladium trainer or facilitator

Cancellation Policy

Substitutions may be made at any time. Cancellations must be received by email to TRACEY.ASHFORD@THEPALLADIUMGROUP.COM by 3 February 2019. After this date, all registrations, including no shows, are subject to the full Boot Camp Fee and no refunds will be made. Delegates may request to transfer their registration to an alternative course, subject to our terms and conditions. However, if a cancellation occurs within 7 days of the course start date, we regret that no transfers may be made to alternative events and no refunds can be given.

Palladium reserves the right to restrict participation in the Certification Programme and Boot Camp to ensure the intent, integrity, and quality of the Programme.

Palladium aims to be a catalyst to an enriched future for all stakeholders, always seeking to deliver enduring change. Palladium provides an array of services that enable public and private organisations worldwide to develop strategies that combine purpose and profit; to better manage these strategies to create a lasting footprint on society; and to apply frameworks to execute meaningful programmes. Our work has the power to transform lives, businesses, societies and economies.

Palladium strategy management training is built on the foundations of our thought leadership - Dr Kaplan and Dr Norton and the impactful management frameworks developed by them (Balanced Scorecard, Strategy Maps and the XPP™) and it combines education, real world experience and certification to enable professionals in both public and private sectors to make strategy happen. For more information on our services and training programmes, please visit thepalladiumgroup.com.

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