

Balanced Scorecard: Corporate Level

Strategic Readiness Index

- **DEFINITION:**

Index calculated from annual survey of Supervisors/Managers

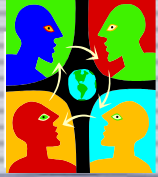
- Strategic awareness & alignment
 - Line of sight from employee to strategy that includes alignment of goals and incentives to the corporate strategy
- Strategic skills & competencies
 - The skills, talent, and know-how to implement corporate strategies
- Leadership for organizational progress
 - Qualified leaders at all levels to mobilize the organization toward its objectives
- Succession planning for all key positions
 - Multiple employees identified and being developed to meet future organizational needs

- **BUSINESS CASE:**

Strategy is of little value without effective implementation. This requires employees who understand the strategies, have the necessary skills and knowledge, willingly take a leadership role to implement the strategies, and have successors in place if such a need develops.

- **TARGETS:**

- **Budget year** **establish baseline with 10% gap improvement by year end**
- **1 year out** **additional improvement to 30% gap closure from baseline**
- **2 years out** **additional improvement to 50% gap closure from baseline**



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- Questions for the survey (360° orientation for each area)
 - Strategic awareness & alignment
 - The employees in my group understand how their job contributes to the implementation of corporate strategy. We talk about this from time to time.
 - Other employees understand how their jobs impact my department and thereby aid us in meeting corporate objectives.
 - Our corporate rewards and incentives are aligned with effective implementation of corporate strategy.
 - Strategic skills & competencies
 - My employees have the necessary training to do their jobs excellently.
 - My employees have easy access to the necessary information to do their jobs.
 - Our business processes are reviewed regularly to look for areas of improvement.
 - Leadership for organizational progress
 - I feel fully qualified and comfortable with my leadership skills.
 - Top management models exemplary leadership.
 - My employees take the initiative for making organizational improvements without having to be told to do so.
 - Succession planning for all key positions
 - All key positions in my department have identified backups who are ready (or near-ready) to fill the position.
 - I feel confident that the organization would function well if something were to suddenly happen to me.
 - As an organization, we do a good job with succession management (beyond replacement planning to also include proactive employee development).

7-point Likert scale with success determined as the top 2 box scores