

LEADERSHIP FOR IMPACT

In establishing, organizing, managing and leading any organization, a clear strategy is necessary. Without a strategy, the leaders guiding and leading the organization will be operating by intuition and letting circumstances dictate the course of action.

There are a few ways of developing strategy, however, the Balanced Scorecard is a technique which assures that several key organizational perspectives are taken into account and can be used at different levels throughout the organization. The flow of elements and their interconnection constitute the strategy.

The Vision and Mission is first and foremost in this process. This is essential as it provides the focus and direction of everything else that is done – to achieve an end; there must a purpose, a target, a destination. The Vision tells what is hoped for the future; a description of a desired future; it is an imaginable picture. The mission specifies the purpose for which the organization exists; it identifies the value the organization is to provide. The mission is the fundamental reason for the organization's existence.

One of the most famous visions ever heard is that by Martin Luther King on 23 August 1963, when he addressed a crowd from the steps of the Lincoln Memorial: "I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character."

With an idea of what the future can be, one should ask what outcomes or goals may be set whose accomplishment would demonstrate that the mission and vision are being fulfilled. As one specifies these outcomes and the various elements that will lead to their accomplishment, one also should consider how the success of these goals can be determined, that is, how they can be measured. Without a way to assess progress, one cannot effectively manage the operation.

An effective Performance Management system is therefore imperative to ensure operational excellence. The individual Balanced Scorecard for staff will be instrumental in the successful measurement of output and in the development of competencies needed. This is also an exceptional tool to assist with the Workplace Skills Plan, if done correctly.

The base upon which everything rests is the capacity of the organization to execute the strategy that is created, to be able to develop and operate effective instructional and administrative processes, to assure that the financial management is sound, and to involve and satisfy the various stakeholders. Organizational capacity must be continually assessed and improved. It consists of a number of interrelated aspects such as:

- All involved (from board members to entry level staff) must have the appropriate skills, training, knowledge and the desire to fulfil their respective roles
- Technology must be used effectively
- Organizational capital, which include the ability of all aspects of the organization to be aligned toward the accomplishment of goals. This means that everything that is done should contribute to the desired outcomes, whether it is a policy, expenditure, new products, new procedures, board decisions, hiring of staff, communication, etc. etc.

The capacity of the organization to implement the strategy must be in place. The Board must provide effective leadership. The leaders and staff must be dedicated and satisfied with what they are doing. The admin staff must be competent and everyone must be focused on achieving the mission.

Once a strategy is developed, it must not be cast in stone. Rather, it must be a dynamic development that is revisited regularly to determine its continuing applicability. The mission and vision should remain fixed or the destination will not be meaningful; but the way to get to the destination will change.

It is also imperative to take into consideration that new opportunities will present themselves, especially as progress is made. These new elements should then be added to the strategy map whilst some others may become less critical and may be removed.

For more information of how we can assist you in creating a strategy or analyzing same, or if you need assistance in implementing the Balanced Scorecard for each individual's performance and measured output, please contact Lydia at lydia@tmsgauteng.co.za
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