How can we drive Carver County forward using innovation as a source of growth?

**Agenda**

- Project Goals
  - Determine what is in scope and out of scope
  - Develop a strategy map / goal tree
  - Develop a comprehensive innovation program scorecard
- Recommendations
- Supporting Findings
- Conclusion
- Q&A

**What are we looking to achieve?**

A well executed strategy leads to desired strategic results.
Innovation is all around you and occurs in many different forms.

**RECOMMENDATION #1**

**Strategy Road Map**

A "goal tree" provides linkage and alignment, connecting your strategies to operations.
Identifies your project vision and creates a fluid path for your project team.

**Action Plans**

A sequence of steps or activities that must be performed for your strategy to succeed.

**Weekly Status Report**

Enables project transparency, gauges your team member progress and identifies issues.
RECOMMENDATION #2

Program Scorecard

“I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind. If you can not measure it, you can not improve it.”

Lord Kelvin, British scientist

*A scorecard monitors the progress toward accomplishing the strategic objectives in the strategy map.* (Cokins)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
<th>Measure</th>
<th>Target</th>
<th>Actual</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Impact and Benefits (Team 1)</td>
<td>Financial Return</td>
<td>$6 million</td>
<td>5%</td>
<td>6%</td>
<td>120%</td>
</tr>
</tbody>
</table>

**Goals**
- Overarching principle that guides decision making

**Objectives**
- Specific, measurable steps taken to meet the goal

**Measures**
- Definition of how objectives are quantified

**Targets**
- Value that marks success in achieving objectives
Assess and evaluate your corporate activities in terms of overall strategy and vision.

Program Scorecard: Pros/Cons

Purpose:

Why: assessment and evaluation of corporate activities in terms of overall strategy and vision

What: focus on four perspectives - customer perspective, learning and growth perspective, internal business processes perspective and financial perspective.

How: five to six metrics are identified with justification for each of the perspectives. The data derived from these metrics should be able to help managers understand how a new project is performing.

Benefits:

- Through the metrics identified, managers should be able determine a project’s performance through the function of the perspectives identified
- Important to have simple, meaningful and measurable metrics

Carver County will blend Gov’t and Business needs for future outcome of balanced scorecard

SUPPORTING FINDINGS
**Strategy Road Map**

**Current State**
Need to establish & implement tool that transforms innovation ideas & strategies into a visual guide

**Others Who Have Been There**
- Medtronic
- Walmart
- University of Kansas

**Potential Roadblocks**
- Financial—minimal at most, alignment from top key players
- Cultural/Organizational—need for transparent communication, explanation of the current mission and alignment

Efficiently communicate your mission, vision and strategies to project teams and upper management to create linkage and alignment.

---

**Program Scorecard**

**Current State**
Need for a program scorecard is evident in Kaizen projects, and with abundance of projects, no way to determine those with greatest impact

**Others Who Have Been There**
- Bain & Company
- Hennepin County
- Balanced Scorecard Institute

**Potential Roadblocks**
- Financial—will vary based on project, needs to benefit external stakeholders
- Cultural/Organizational—barriers may exist, leverage informal networks, identify influential project champions

Measure and provide feedback to organization in order to assist in implementing your strategies and objectives.

---

**CONCLUSION**
When used together a strategy map and scorecard enable any member of your organization to clearly see how their efforts contribute to achieving the strategic objectives of the organization, and progress the organization is making towards its goals.

Conclusion & Summary

Strategy Roadmap
Efficient tool that outlines the goals and objectives Carver County (CC) has laid out for its innovation program

Next Steps
0 – 2 Years
• Discuss strategy house
• Align projects with mission & vision
• Identify project purpose & sponsors
• Develop initiatives & action plans

3 – 5 Years
• Standardize template specific to CC
• Utilize templates county wide

Program Scorecard
Metric used to identify and improve various internal functional performance and their resulting external outcomes

Next Steps
0 – 2 Years
• Define how scorecard will be used
• Identify KPIs
• Gain approval by project sponsors
• Require scorecard on projects going forward

3 – 5 Years
• Assess scorecard & adjust if needed

Q&A