The background of the slide is a photograph of a row of wooden mailboxes. The top half shows the upper portion of the mailboxes, which are arched and have "U.S. MAIL" and "APPROVED BY THE POSTMASTER GENERAL" embossed on them. The bottom half shows the lower portion of the mailboxes, with some having white address labels. The image is slightly faded and has a soft glow effect.

# **Balanced Scorecard Cross-Walking Studer to the Balanced Scorecard**

**Rural Health Resource Center**

**Duluth, Minnesota**

# Understanding Studer

Studer is:

- Mainly about Culture
- “How things get Done Around Here”
- Behaviors and Actions
- Building Individual Accountability
- Communication at All Levels



# Understanding the Balanced Scorecard

## The Balanced Scorecard is:

- About Alignment
- “People, Processes and Resources all Moving in the Same Direction”
- A Framework for Operationalizing Strategy
- Measuring the Important Things
- Communication at All Levels

# Understanding Studer

## Studer Essentials:

- Five Pillars
- Nine Principles
- Key Words at Key Times
- Focus, Fix and Follow Up
- Must Haves
- Healthcare Flywheel
- Reducing Leadership Variance



# Understanding the Balanced Scorecard

## Balanced Scorecard Essentials:

- Four Quadrants
- Strategy Map
- Scorecard for Measurement
- Cascading
- Targets
- Measures
- Initiatives or Action Steps

# Dye and Garmen: Cornerstones of Healthcare Leadership



*Well-Cultivated  
Self-Awareness*

**Masterful Execution**

*Real Way  
With People*

**Compelling Vision**

# How Can Studer and the Balanced Scorecard Work Together?

*Balanced Scorecard provides a framework that helps communicate at all levels **A Compelling Vision** through a strategy map and pair it with **Masterful Execution** (Actions) that are clearly linked to the achievement of that Vision and can be monitored and measured.*

*Studer focuses on the creation of a culture through specific behaviors and ways of carrying out actions that enhance **Masterful Execution** and provide commitment and focus to achieve **A Compelling Vision**.*



# Hardwiring Excellence – Nine Principles by Quint Studer

1. Commitment to Excellence
  - People
  - Service
  - Quality
  - Finance
  - Growth
2. Measure the Important Things
3. Build a Culture Around Service
4. Develop Leaders
5. Focus on Employee Satisfaction





# Hardwiring Excellence – by Quint Studer

6. Build Individual Accountability
7. Align Behavior with Goals and Values
8. Communicate at All Levels
9. Recognize and Reward Success

All Nine need to be built into any successful  
Balanced Scorecard initiative.



# Top 5 Reasons to Implement the BSC

1. Provides focus (Principle 2)
2. Creates alignment of resources and strategy (Principle 7)
3. Makes strategy “real”
4. Facilitates organization-wide communication (Principle 8)
5. Tells an organizational story (Principle 8)



# Cross Walking Studer to the BSC

So How Can We Put it all Together?

In Studer:

**Five Pillars:**

Service Financial

Quality (People Growth)

In BSC:

**Four Quadrants:**

Customers Financial

Learning & Growth  
Internal Process



Pillars according to Studer: (Same Goals as BSC)

- Help organization understand goals (vision) and current position in relation to goals (vision)
- Provide Framework for Evaluation and Keep Organization Balanced in Long-term and Short-term objectives (strategy)

So How Can We Put it all together?

In Studer: (Process)

Focus, Fix and Follow up

BSC: (Global)

Vision, Strategy, Initiative, Measure  
and Monitor

(Same Concept, Different Terminology. However, BSC is an organization-wide focus and Studer is a good process tool).

So How Can We Put it all together?

In Studer:

“Must Haves”

- Rounding for Outcomes
- Employee Thank you Notes
- Selection and the First 90 Days
- Discharge Phone Calls
- Key Words at Key Times
- Aligning Leader Evaluations with Desired Behaviors

BSC:

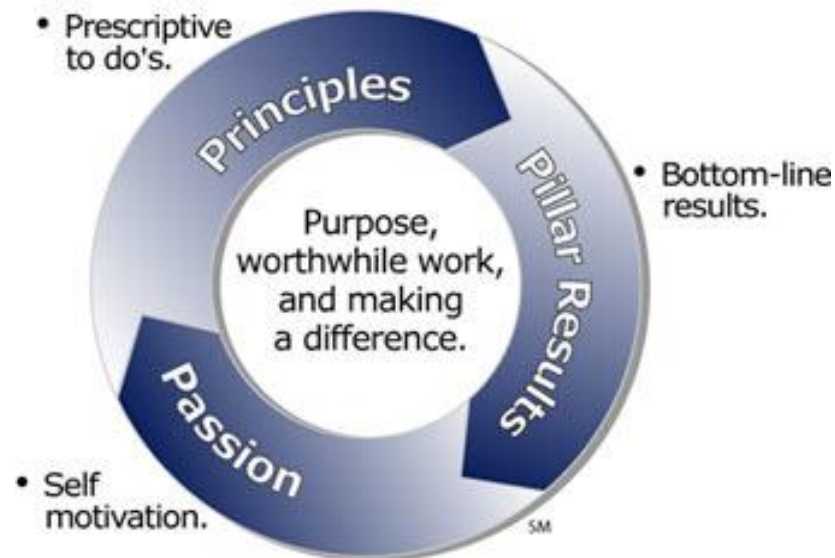
All of these “must haves” could be action steps or initiatives in order to accomplish key strategies.

# Cross Walking Studer to the BSC

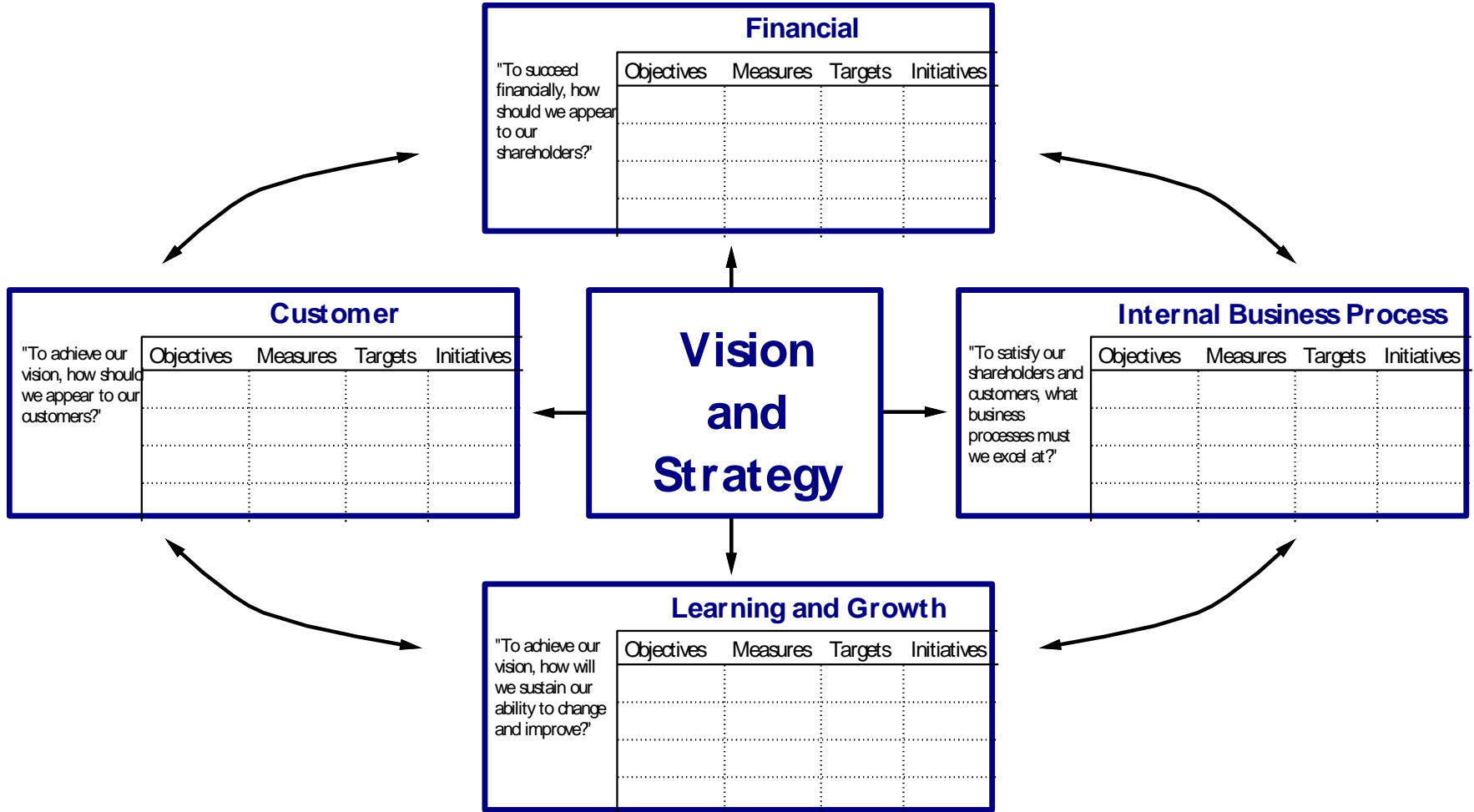
So How Can We Put it all together?

In Studer:

Healthcare Flywheel<sup>SM</sup>



# Balanced Scorecard







So How Can We Put it all together?

**In Studer:**

Eliminating Leadership Variance is about making sure that the entire leadership is communicating the same message and managing the organization in the same way.

**BSC:**

Through the strategy map a vision for the organization is established. What's important and what strategies we want to use to get there are visually communicated.

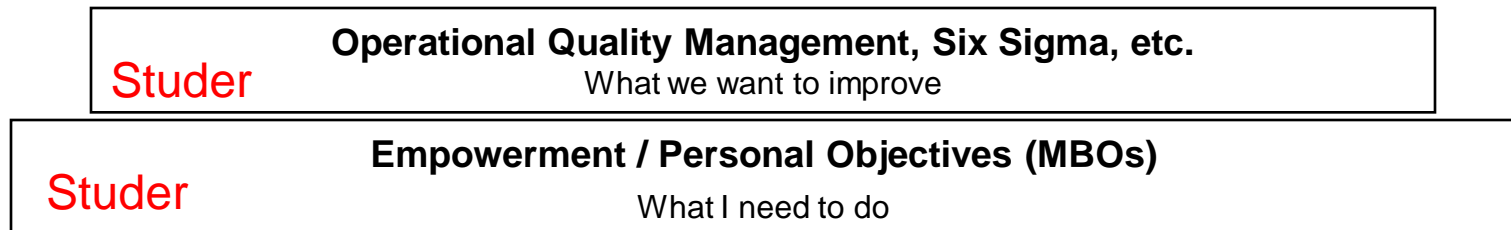
In order to communicate the same message, leadership must first establish where they want to go and what the message will be.

# The Strategy Execution Gap

Source: Kaplan, 2002



**How do you communicate and operationalize strategy?**



## Putting it All together

“Vision without action is merely a dream,  
Action without Vision merely passes  
time. Vision with Action can change the  
world.”

Joel A. Barker, Independent Scholar and  
Futurist