

Seven Times, Seven Ways: Engaging Staff in the Balanced Scorecard Process

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Why is it important?

The extent to which senior or middle managers are responsible for setting strategy and the degree to which other staff are involved in strategic decisions have profound implications for all aspects of organizational behaviour and outcomes. ¹

Less than 5 percent of the typical workforce understands their organization's strategy. ²

Engagement is an individual's sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed toward organizational goals. ³

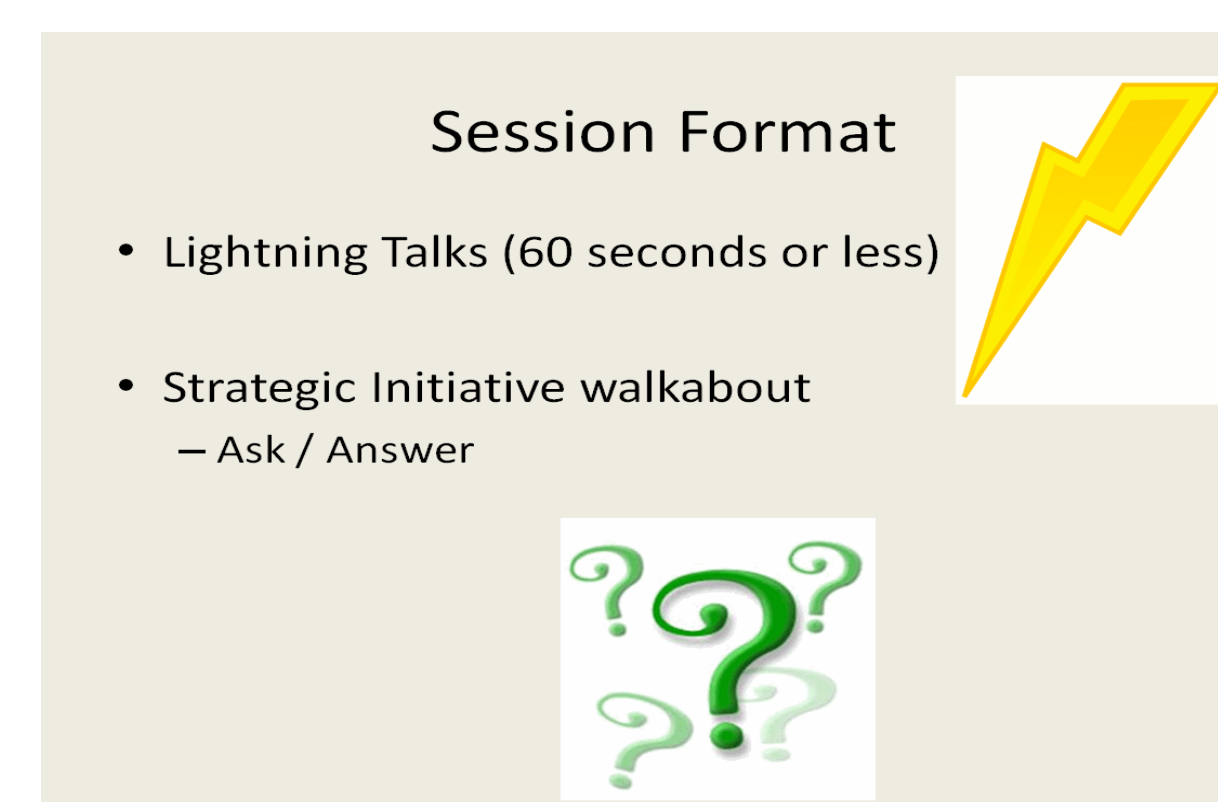
The library's balanced scorecard has the potential to transform a library by clearly communicating the library's strategies, performance measures, targets, and initiatives to staff members so that they can more closely align their day-to-day activities to achieve the library's vision. ⁴

Strategic planning is most meaningful to those that are involved in it. ⁵

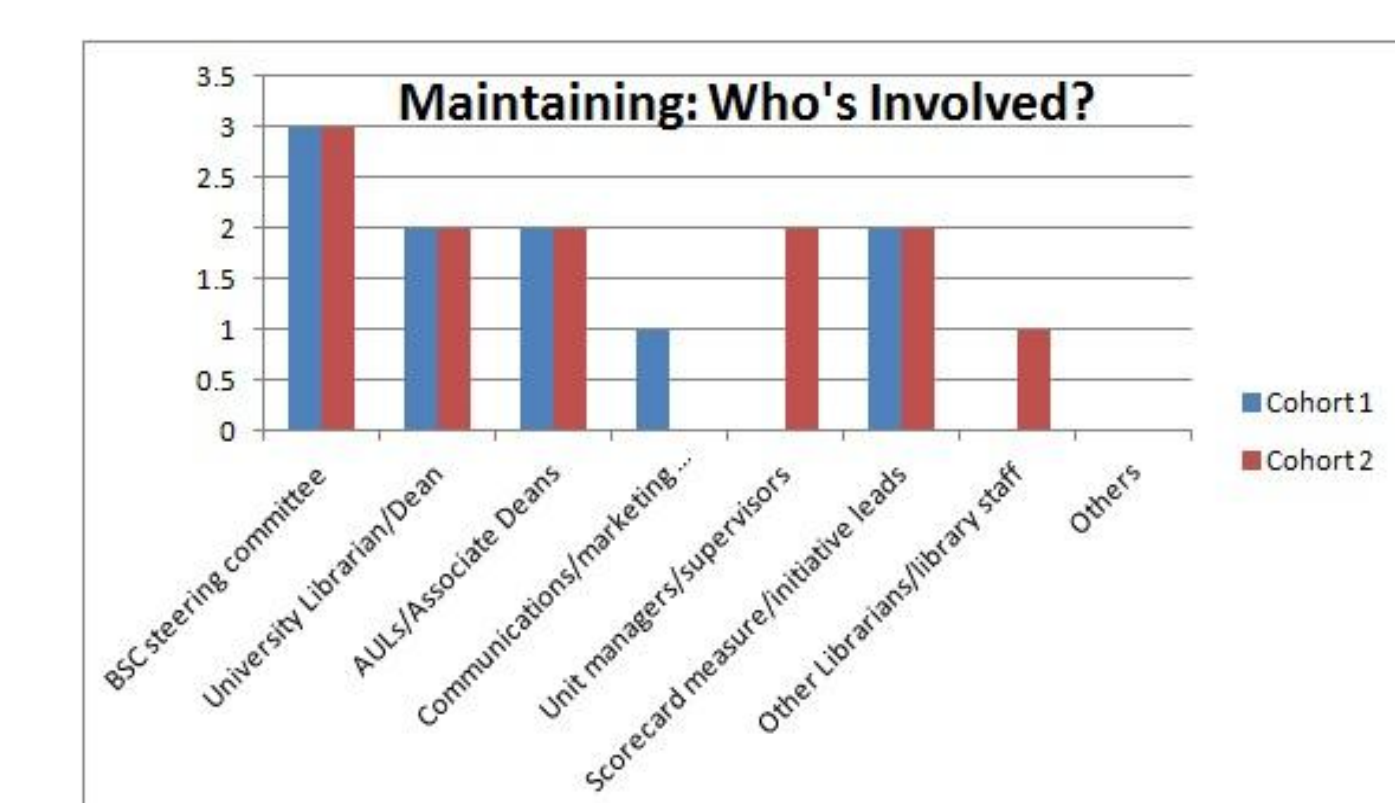
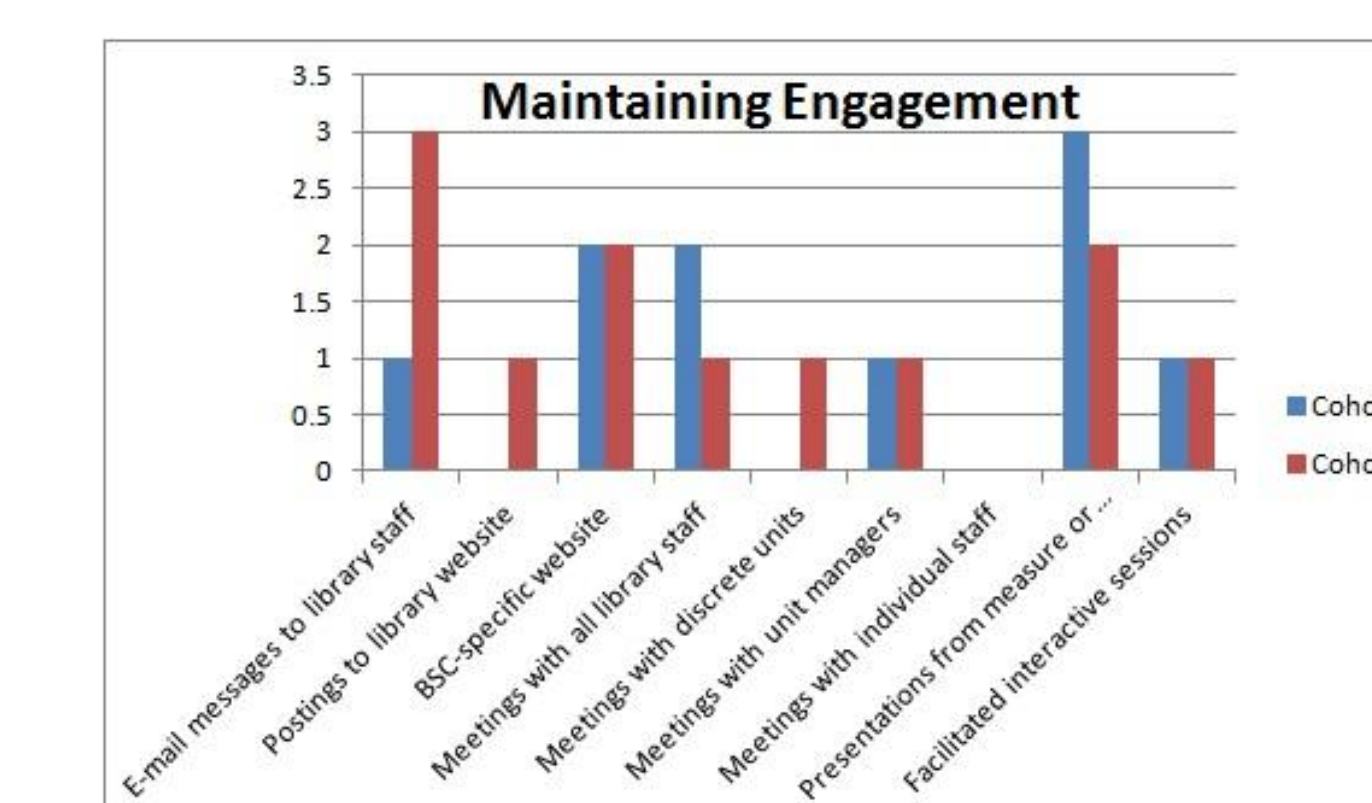
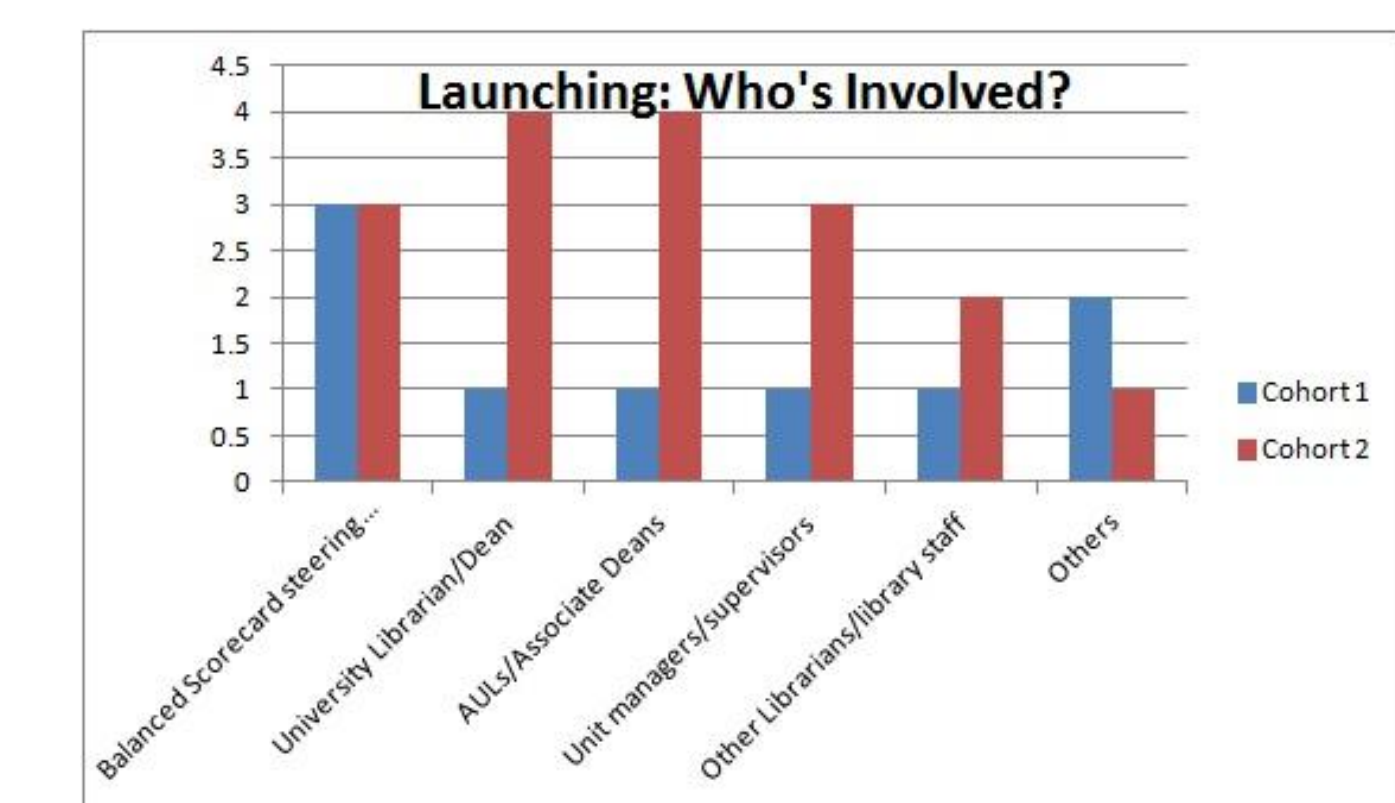
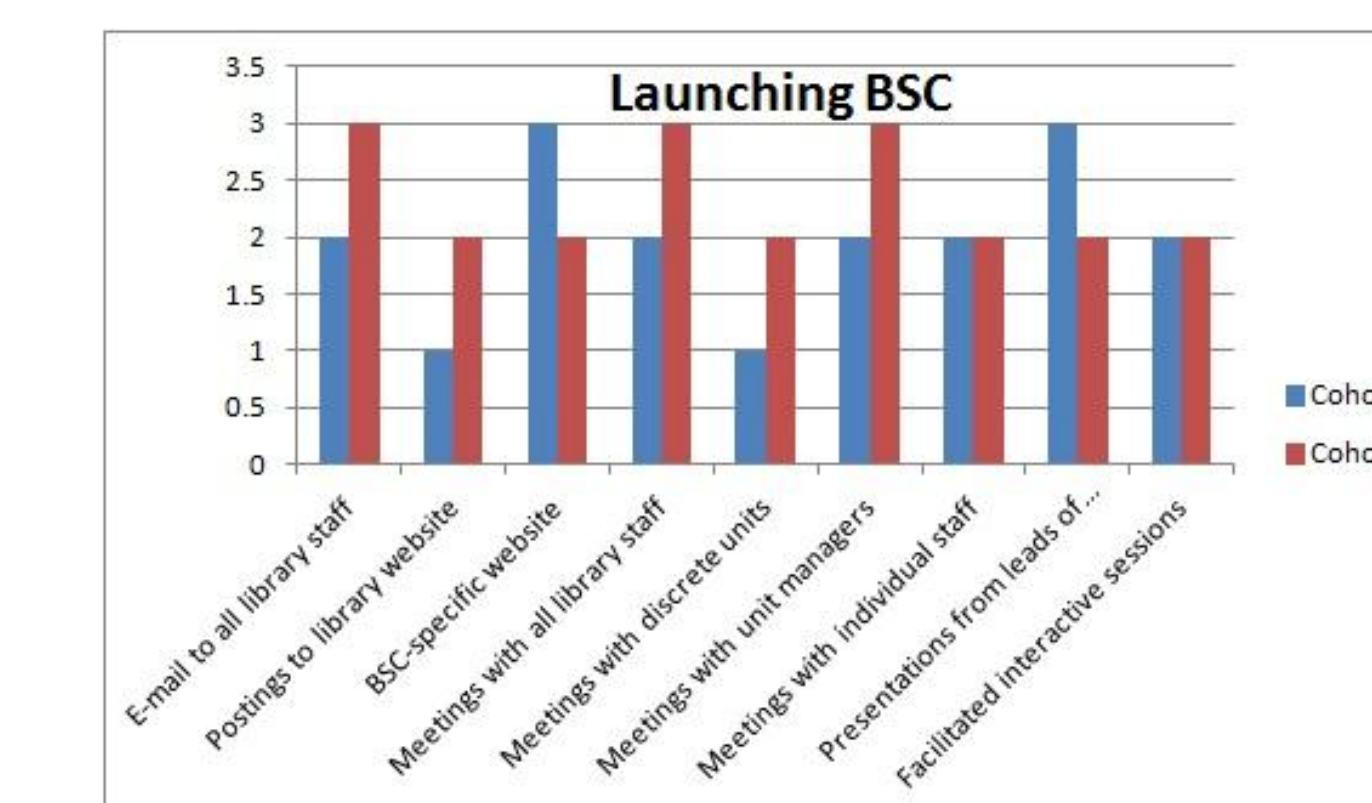
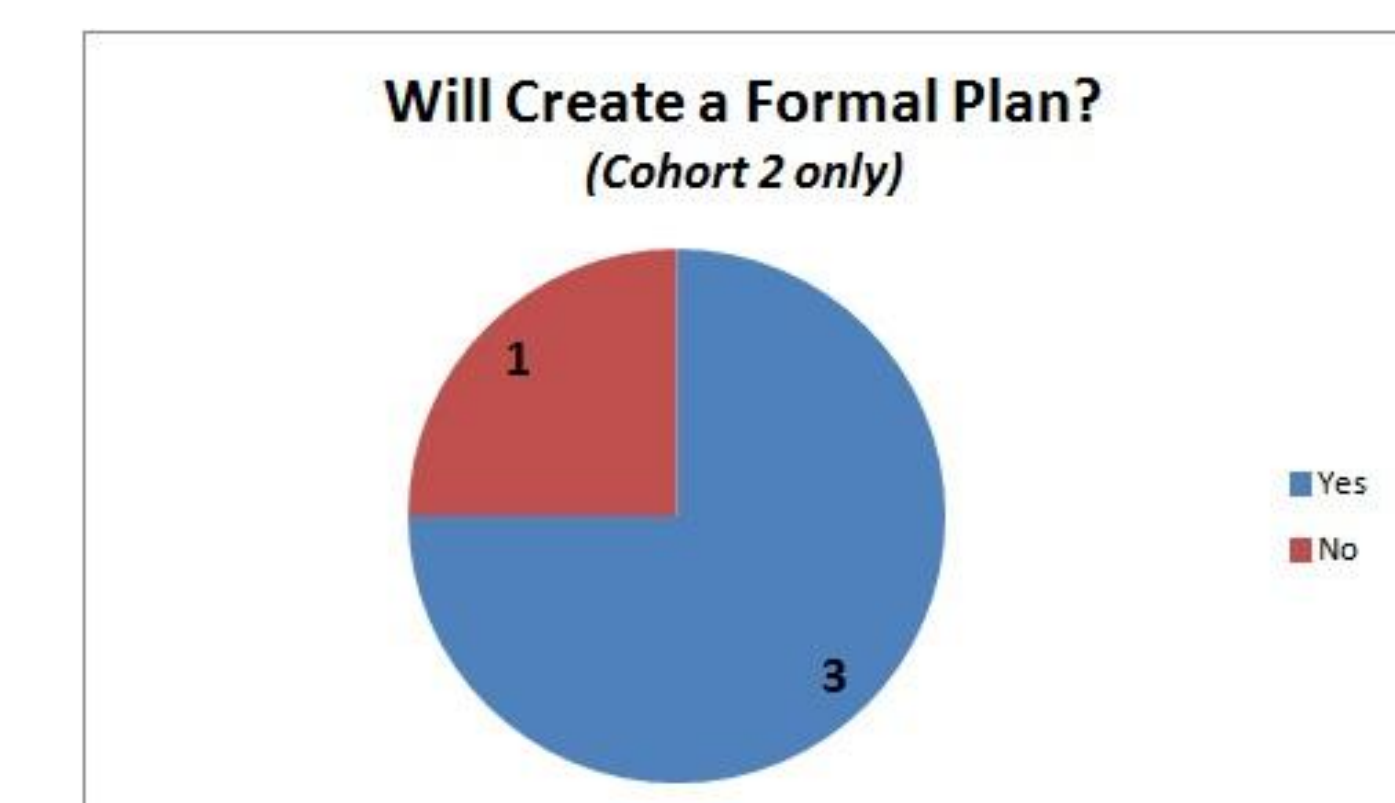
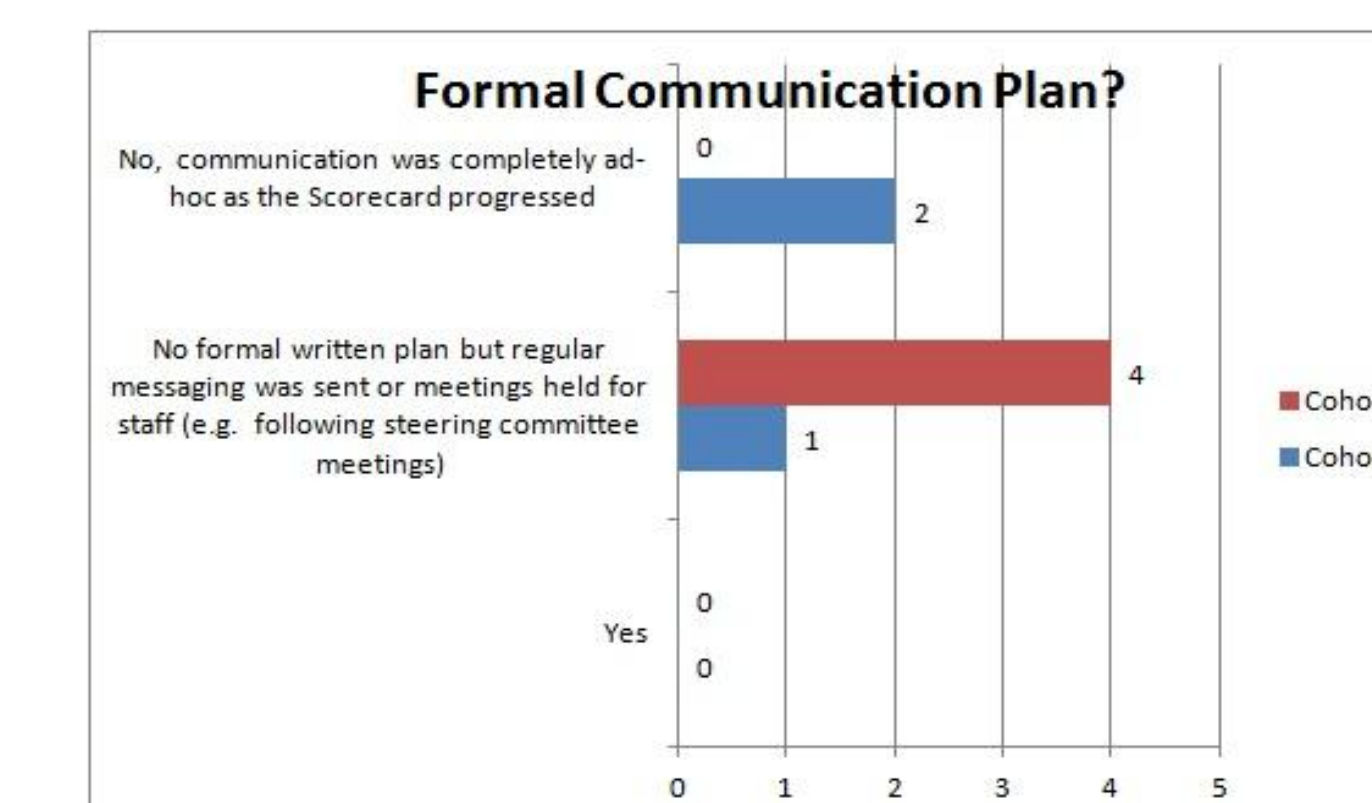
References

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2. Kaplan, R.S. & Norton, D.P. (2000). The Strategy-focused organization; How Balanced Scorecard companies thrive in the new business environment. Boston, MA: Harvard Business School Press.
3. Macey, W.H., Schneider, B., Barbera, K.M., & Young, S.A. (2009). Employee engagement; Tools for analysis, practice and competitive advantage. West Sussex, UK: Wiley-Blackwell.
4. Matthews, J.R. (2008). Scorecard for results; A Guide for developing a library balanced scorecard. Westport, CT: Libraries Unlimited.
5. Kousgaard, M.B., Olivarius, N.F., Quelle, D.G., Reventlow, S., & Tulinius, C. (2010). Dynamic strategic planning in a professional knowledge-based organization. *Journal of Research Administration*, 41 (1), 35-48.

McMaster University Library: Staff Engagement Activities



Survey of ARL Libraries: BSC Cohort 1 & 2



For Further Investigation

1. Broaden the survey to cover all strategic planning activities.
2. Repeat the survey with a larger population e.g. all ARL libraries.
3. Survey the staff to determine how effective the different activities are from their perspective.