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Harvard Business
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scorecard was highly dependent on intangible assets. 2 As strident advocates for the power of measurement to drive focus and accountability, Kaplan and Norton were convinced that if organizations were ...

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This is important as Robert Kaplan and David Norton have managed to keep the concept fresh and aligned with current management thinking. The downside of this is that the understanding of the Balanced Scorecard concept varies widely depending on when individuals learnt about the

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seamlessly implementing

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Niven (San Marcos,

CA) is President of the

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author of two

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knowledge, internal
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growth--offer a balance between short-term and long-term objectives, between outcomes desired and performance drivers of those outcomes, and between hard objective measures and softer, more subjective measures. In the first part, Kaplan and Norton provide the theoretical foundations for the Balanced

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Scorecard; in the second part, they describe the steps organizations must take to build their own Scorecards; and, finally, they discuss how the Balanced Scorecard can be used as a driver of change.

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