

Chapter 4

Personal Balanced Scorecard

“Integrity is not a conditional word. It doesn’t blow in the wind or change with the weather. It is your inner image of yourself, and if you look in there and see a man who won’t cheat, then you know he never will.”

—John D. MacDonald

Once you have defined and formulated your personal ambition, the next step is to translate this into your personal balanced scorecard in order to make your ambition a reality. Personal ambition will be of no use to you without goal setting, continuous improvement of yourself, and implementing this according to the PDAC cycle. In this chapter, we will focus on the formulation of your personal BSC, which you can use to measure the progress of your performance and to govern yourself effectively. This entails the second stage in the authentic personal governance model; see Fig. 4.1.

The personal balanced scorecard concept was launched by Rampersad (2006). It translates your long-term ambition and values into short-term manageable, measurable, and concrete actions in a balanced way. It entails the related personal critical success factors (CSFs), objectives, performance measures, targets, and improvement actions, which are divided into the four perspectives: internal, external, knowledge and learning, and financial perspectives (see Fig. 4.2). It is an effective tool that you can use to govern yourself effectively by developing improvement actions to achieve your life objectives, keeping track of your progress of these actions, exploring your life, defining new career paths, reporting your key accomplishments, etc. The personal balanced scorecard provides you a road map that shows how to translate your personal ambition into actions and to capitalize on your strengths and eliminate your weaknesses. Use this framework to continuously take advantage of opportunities and challenges in your life, by selecting the CSFs from your personal ambition statement; defining your related life objectives, measures, targets, and improvement actions; and prioritizing these actions to provide maximum impact.

Fig. 4.1 Second stage in the authentic personal governance model

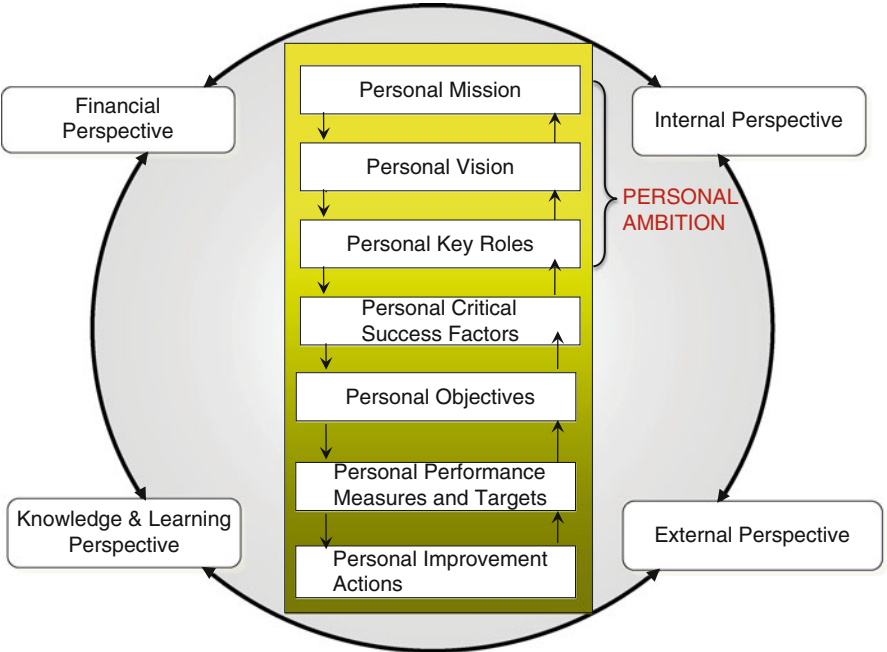


Fig. 4.2 Personal balanced scorecard framework (Rampersad, 2006)

In the following sections, each of the phases in the personal balanced scorecard framework will be discussed in depth. The personal ambition has been discussed in the previous chapter.

Personal Critical Success Factors

Personal CSFs are derived from the personal ambition. They are related to the four perspectives, internal, external, knowledge and learning, and financial. The personal CSFs form the bridge between the personal ambition (long term) and on the other side the personal objectives, performance measures, targets, and improvement actions (short term). Note the following related aspects:

- A personal balanced scorecard has a minimum of four CSFs (at least one per perspective).
- Every CSF has one or more related personal objectives.
- Each objective has one related performance measure.
- Each performance measure has one related target.
- Each target is linked to one or more related improvement actions.

The CSFs form milestones that should be realized. They are core competencies included in your personal ambition statement (the ones you actually operate from) and your idealized core competencies (the ones you think you should operate from), which you should further develop in order to make a difference in life. The crucial questions here are as follows: Which factors in my personal ambition are decisive for my success? What are my unique talents? Which factors are important for my well-being? Which factors are essential for the realization of my life objectives? And what are my most important competencies? Some examples of personal CSFs are financial stability, good physical and mental health, and professional ability.

Personal Objectives

Personal ambition needs to be tied to your personal objectives. These objectives should be stated in specific, measurable, achievable, relevant, and time-bounded (SMART) terms. The central questions here are as follows: Which measurable short-term personal results do I want to achieve? Which problems would I like to handle better? And what are my career goals and life objectives? Personal objectives describe a result that you want to achieve in order to realize your personal ambition. Your ambition is aimed at the long-term future and your personal objectives at the short term. Your personal objectives give your ambition direction and are derived from your personal CSFs. Your objectives are quantified through personal performance measures and targets. Performance measures and targets make this measurable and bound by deadlines. Some examples of personal objectives could be the following: be happy, improved leadership skills, inner peace, and greater knowledge.

Personal Performance Measures

Personal performance measures are standards to measure the progress of your personal objectives. With these measures, you can assess your functioning in relation to personal governance. Without performance measures and targets, it is difficult to govern yourself with feedback from others. Performance measures urge you to action and give you a certain direction. They measure the changes and compare this with the norm and thus, in time, give you information about steering yourself. This section of the personal BSC deals with the following questions: How can I measure my personal results? And what makes my personal ambition and objectives measurable? Table 4.1 shows an overview of possible personal performance indicators according to each personal BSC perspective.

Personal Targets

A personal target is a quantitative objective of a personal performance measure. It is a value that is pursued and then assessed through a personal performance measure. Based on the personal targets, you can get clear feedback about the progress of your improvement actions, which is needed to govern yourself effectively. Your key task here is setting specific timetables and deadlines for your performance measures. Targets indicate values that you want to achieve and depend on your level of ambition. Some examples of personal targets could be increase of 15 % over 2013, minimum 85 % in 2 years, and maximum 5 lb as per March 10, 2014.

Personal Improvement Actions

Personal improvement actions are personal strategies or initiatives used to realize your personal ambition. They are utilized to develop your skills, improve your behavior, govern yourself, and improve your performance. The central questions here are as follows: How do I want to achieve my personal results? Which improvement actions do I need to achieve this? What talents, skills, and experience do I need to add value to others? How can I develop my career successfully? How can I realize my personal objectives? How can I improve my behavior? How can I ensure that I learn continuously, individually as well as collectively? How can I get to know myself better?

To illustrate what has been said about the personal balanced scorecard, John Miller's personal BSC will be discussed in the next section. His personal BSC is displayed in Fig. 4.3.

Table 4.1 Examples of personal performance measures per BSC perspective (Rampersad, 2006)

Perspective	Personal performance measures
Internal	<ul style="list-style-type: none"> • Level of being inspired • Level of tension • Level of stress • Level of immunity to stress • Level of enjoyment • Level of laughing • Level of trust from my manager • Number of times I act with consideration versus acting without consideration • Number of times that I feel good in my skin • Number of times that I feel frustrated in my work • Level when I am irritated at work • Level of joy going to work • Number of hours jogging • Percent of mental absence • Body weight • Number of hours sleep • Frequency of sports activity • Number of new challenges • Number of uncontrolled emotions at work • Number of times being angry • Hours physical rest • Percent of sick leave • Number of times exercising • Frequency breathing and silence exercise • Number of cigarettes per day • Fat contents • Number of km/miles per month on a bicycle • Number of stomach muscle exercise • Number of times per month playing golf • Fitness score • Cholesterol level • Number of times feeling full of energy • Percent of my life in positive shape • Number of times intuitive impulses • Alcohol consumption • Percent safety incidents • Number of times at a psychologist/psychiatrist • Physical condition • My delivery speed • Number of processing mistakes • Throughput time of my work • Response time to a service request • Percent delayed orders

(continued)

Table 4.1 (continued)

Perspective	Personal performance measures
External	<ul style="list-style-type: none"> • Awareness score of my personal brand • Degree of customer satisfaction • Number of activities with the children • Number of times doing something together with my partner in life • Number of donations per year • Reliability of my services • Number of successful acquisition meetings • Number of appreciating and loving remarks from spouse • Level of satisfaction of others with regard to my actions • Perception score from others with regard to my cooperation with them • Level of satisfaction of my customers • Number of warnings from my manager • Number of productive hours at my work • Number of positive changes initiated by me • Number of times positive feedback received from my clients, manager and colleagues. • Availability • Accessibility • Number of open and good conversations with loved ones • Number of committee functions in social organizations • Number of satisfied customers • Level in which I feel that I have been of added value • Number of complaints from internal and external customers • Number of hours quality time with my family • Number of family outings • Number of arguments with my spouse • Number of good conversations with my loved ones • Percent of personnel who find they are working under effective leadership • Percent of colleagues that consider me to be a good colleague • Number of times given assistance to others • Number of times positive feedback related to my ethical behavior • Customer valuation score • Time between receiving e-mails and replying to them • Number of great friends • Number of new friends • Number of offensive remarks • Delivery reliability of my services • Satisfaction score of my colleagues and employees • Time spent with real friends • Time spent at home with my children • Number of times going out with children • Number of times that my children involve me in their decisions regarding their lives • Level of appreciation by colleagues • Percent of my personnel who feel they have challenging work • Percent of my customers who want to quit because of dissatisfaction • Percent of completed, on-time deliveries, according to specifications • Time needed to fix a complaint • Percent of customers lost • Number of visits to important customers • Number of meetings with customer groups to be informed about their demands, requirements, ideas, and complaints • Number of concrete objectives with regard to customer satisfaction

(continued)

Table 4.1 (continued)

Perspective	Personal performance measures
Knowledge and learning	<ul style="list-style-type: none"> • Number of customer contacts • Number of customer surveys • Percent returning customers • Percent customers satisfied with communication • Degree of customer loyalty • Costs associated with losing a customer or gaining a new customer • Number of customer complaints regarding my behavior • Number of concrete objectives with regard to customer satisfaction • Perception score from others with regard to appreciation of the added value that I contribute • Number of personal core competencies • Percent of learning objectives realized • Percent of improvement actions achieved • Number of time publicly sharing of knowledge • Number of violin lessons • Number of successful initiatives • Number of management courses followed • Percent of available management competencies • Percent of available strategic skills • Number of new management books read • Number of course days • Number of workshops and seminars attended • Number of required training courses • Number of articles published • Degree of client satisfaction with regard to my professionalism • Number of study days • Training costs • Number of effective initiatives as a manager • Number of effective initiatives implemented • Number of conscious learning moments • Sales based on newly acquired knowledge • Number of speaking engagements • Study expenditures • Percent of taxable income for investment in personal development • Ratio of number determined problems to solved problems • Number of solved problems • Number of suggestions implemented • Number of innovative ideas which added value for others • Time spent on reading, debating, discussing • Number of books read about spirituality • Number of successful strategic improvement proposals • Number of innovative ideas • Number of necessary skills • Average time that I stay in the same position • Percent of communication failures • Lead time for product development • Percent sales from new products • Time needed to launch a new idea on the market (time-to-market) • Experience level of my colleagues regarding knowledge exchange

(continued)

Table 4.1 (continued)

Perspective	Personal performance measures
Financial	<ul style="list-style-type: none"> • Return stock investments • Annual turnover own company • Ratio of earnings and expenses • Level of pension provisions • Level of financial buffer • Percent of deviation from the budget • Percent of income from new orders • Percent revenue from new products • Balance savings account • Number of bills paid late • Level of debt • Savings balance • Income growth • Ratio of income to spending • Earnings • Salary • Bonus level • Cash flow • Pension • Disability insurance • Investment level • Profitability: sales/costs + interests received • Effectiveness: actual result/expected result • Labor productivity: result/labor costs • Labor costs: hours x hourly wage • Daily rate as consultant • Level of financial assets • Percent of income for charities • Number of successful acquisitions • Level of household expenses • Number of chargeable hours • Number of unpaid "overhead" days own consulting firm • Percent revenue from new products • Time span between two paid consultancy orders • Effectiveness = actual result/expected result • Operational costs as a percentage of sales • Value added • Value added per work time

The position of his objectives, within the four perspectives, and their mutual relationships are made visible in his personal management system; see Fig. 4.3. It shows a framework in which his personal ambition, personal balanced scorecard, and strategic map are included. In this cause-effect chain, his personal objectives are interrelated and affect one another. An objective is used to achieve another objective, which will result in a final objective. His final objective is satisfaction.

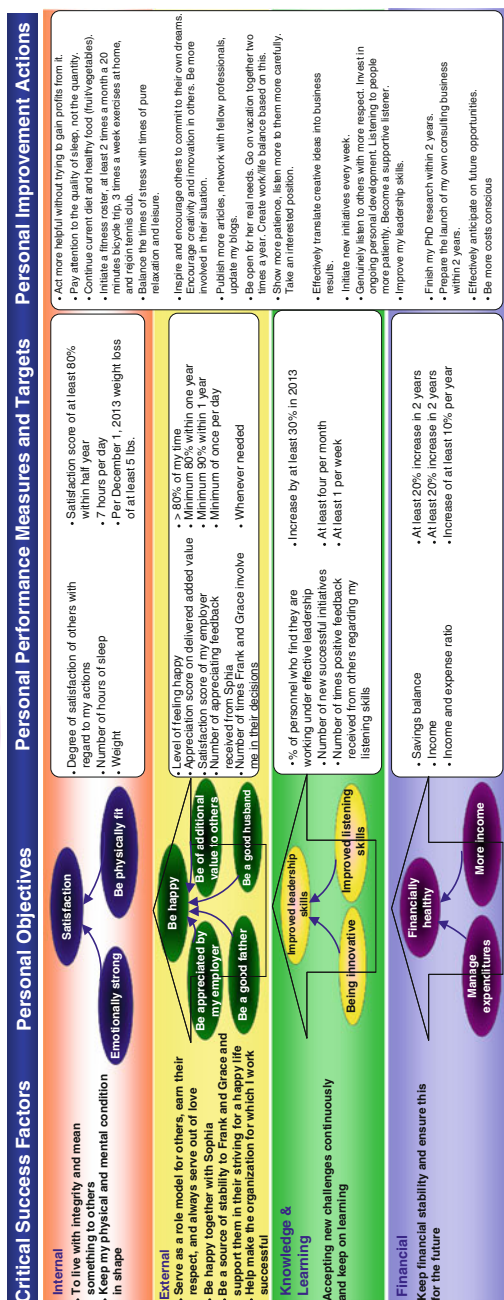
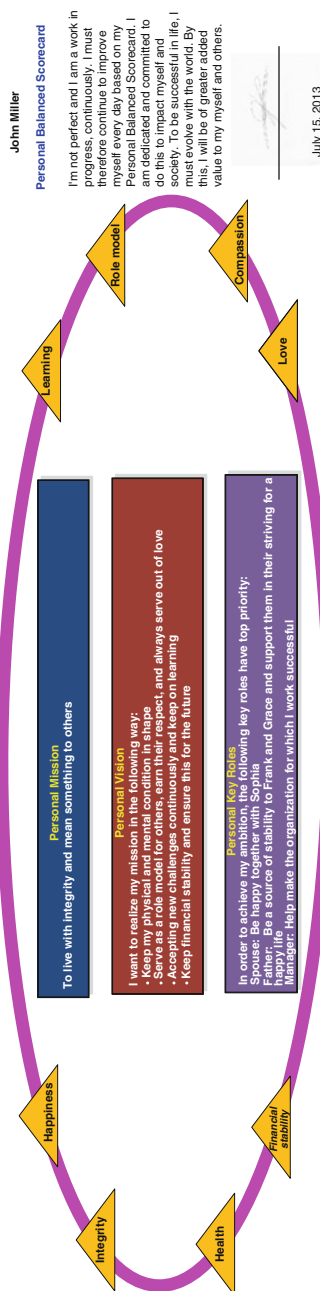


Fig. 4.3 John Miller's personal balanced scorecard

All his goals result in this final overall objective, which is related to his personal ambition. On the basis of this diagram, John is able to gain more insight into himself. It is also a handy tool in communicating his BSC to trusted persons. A trusted person is somebody who deserves your trust, who respects you, who will guide you, who gives you honest feedback, who has consideration for you, and who is a mentor with your best interests in mind and offers you good guidance based on your personal BSC.

In the next chapter, we will focus on the implementation, maintenance, and cultivation of your personal BSC in accordance with the Plan-Deploy-Act-Challenge cycle, in order to govern yourself effectively. It is about personal governance.