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Kaplan and Norton articulate the five key principles required for building strategy-focused organizations: 1) translate the strategy into operational terms, 2) align the organization to the strategy, 3) make strategy everyone's everyday job, 4) make strategy a continual process, and 5) mobilize change through strong, effective leadership.

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In The Strategy-Focused Organization, HBS

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professor Robert Kaplan and David Norton, president of the Balanced Scorecard Collaborative, share the results of ten years of research into companies that have implemented the Balanced Scorecard. Drawing on more than 20 in-depth case studies, they illustrate how major organizations have used the Scorecard to create an entirely new performance management framework that puts strategy at the center of a company's key management processes and systems.

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The strategy-focused organization : how balanced scorecard companies thrive in the new business environment Item Preview remove-circle ... Kaplan, Robert S; Norton, David P. Publication date 2001 Topics Strategic planning Publisher Boston : Harvard Business School Press Collection

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Kaplan and Norton articulate the five key principles required for building Strategy-Focused Organizations: (1) translate the strategy to operational terms, (2) align the organization to the strategy, (3) make strategy everyone's everyday job, (4) make strategy a continual process, and (5) mobilize change through strong, effective leadership.

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Kaplan, Robert S., and D. P. Norton. The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment. Boston, MA: Harvard Business School Press, 2000 ...

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The Strategy-Focused Organization How Balanced Scorecard Companies Thrive in the New Business Environment. By Robert S. Kaplan and David P. Norton; Harvard Business School Press, 2001. The ability to execute strategy can be more important than the strategy itself. Strategy implementation is as important as the strategy itself.

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In The Strategy-Focused Organization, Robert Kaplan and David Norton share the results of ten years of learning and research into more than 200 companies that have. The creators of the revolutionary performance management tool called the Balanced Scorecard introduce a new approach that makes strategy a continuous process owned not just by top management, but by everyone.

~~The Strategy Focused Organization: How Balanced Scorecard ...~~

The strategy-focused organization Robert S. Kaplan and David P. Norton The Balanced Scorecard was originally proposed to overcome the limitations of managing with only financial measures, which report outcomes but do not communicate the drivers of future performance.

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The simple idea behind the Balanced Scorecard Concept (BSC), which we first introduced in a 1992 Harvard Business Review article, is that an organization's strategy must be translated into terms that can be understood and acted upon (R. Kaplan and D. Norton, "The Balanced Scorecard: Measures That Drive Performance," Harvard Business Review, January/February 1992). A BSC uses the language of measurement to more clearly define the meaning of strategic concepts like quality, customer ...

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Kaplan and Norton define a strategy map as "a logical comprehensive architecture for describing strategy. It provides the foundation for designing a Balanced Scorecard that is the cornerstone of a strategic management system." (p. 10). Several strategy maps are illustrated below. Chapter 2: How Mobil Became a Strategy-Focused Organization

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This complete summary of the ideas from Robert S. Kaplan and David P. Norton's book

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“The Strategy-Focused Organization” shows that highly productive organisations implement strategy exceptionally well. In their book, the authors explain that these organisations typically place more emphasis on execution, rather than strategy formation.

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