

Palladium Kaplan–Norton Balanced Scorecard Certification Program™

2012 Practitioner Application



Certified Graduate Name:

INTRODUCTION

PALLADIUM KAPLAN–NORTON BALANCED SCORECARD CERTIFICATION PROGRAM

The Palladium Kaplan–Norton Balanced Scorecard Certification Program was created in 2008 in order to publicly recognize the emergence and growth of the field and profession of strategy management around the world. The Certified Practitioner designation was created in 2010 to identify, validate, and acknowledge end-user practitioners who use and contribute to in an exemplary manner the Kaplan–Norton strategy execution approach based on the Balanced Scorecard (BSC) and the Palladium Execution Premium Process™ (XPP) to become strategy-focused, successfully execute their strategies, and achieve breakthrough performance results. Kaplan–Norton Balanced Scorecard Certification is recognized worldwide as the gold standard validation of professional strategy management and execution competency that contribute directly to achieving an execution premium and lead to better decision-making.

The designation itself carries a unique mark:



ELIGIBILITY

Individuals who have earned the Certified Graduate level distinction and are in good standing are eligible to apply.

Kaplan–Norton BSC Certified Graduates who wish to advance to the Certified Practitioner level may apply by registering online at <https://www.thepalladiumgroup.com/Pages/EventRegistration.aspx?edid=276>. There is a \$995 application fee.

If you have questions concerning your eligibility, please email them to the Karen A. DiMartino, Director of Training and Certification at Certification@thepalladiumgroup.com. Before completing this application form, you are encouraged to contact us to discuss your application.

AWARD COMMITTEE

Members of the Certification Advisory Board are hand picked by BSC creators Drs. Robert S. Kaplan, Harvard Business School and David P. Norton, Founder and Director, Palladium Group; and Robert L. Howie, Jr., Managing Director, Palladium Group.

SELECTION CRITERIA

Earning the distinction of Certified Practitioner is highly competitive. An individual must:

- Have earned the first level of Certification – that is the distinction of Palladium Kaplan–Norton Balanced Scorecard Certified™ Graduate by completing the educational requirement of the Palladium Kaplan–Norton Balanced Scorecard Certification Program, taking and passing the Certification Exam, and being a Certified Graduate in-good-standing
- Have implemented the BSC as defined by the Kaplan–Norton approach
- Present an example of a work product that reflects the Kaplan–Norton approach and Palladium XPP that has contributed to achieving breakthrough results:
 - Significant financial or market share gains (for private or publicly-traded companies)
 - Measurable achievement of mission or customer objectives (for public or non-profit organizations)
 - Respected position within industry segment or sector
- Provide a letter of testimonial from Corporate, Strategic Business Unit, Shared Support Unit, or Division Officers that attests to / validates the quality of your strategy management and execution work and links your work to measurable results

BENEFITS OF BEING A CERTIFIED PRACTITIONER

Palladium will announce quarterly those individuals who earn the Certified Practitioner distinction. In addition, Certified Practitioners will be identified, profiled, and featured in Palladium’s Certified Registry on its web site.

CONFIDENTIALITY

We respect the confidentiality of all applications. Applications and materials submitted are shared with the selection committee and their staffs only. The identities of all applicants remain confidential unless the applicant is selected as a Certified Practitioner. All application materials remain the property of Palladium Group, Inc. Application materials will not be returned.

KEY DATES

Certified Practitioner applications are accepted any time and will be evaluated and announced on a quarterly basis.

REVIEW PROCESS

Once we receive your information and the \$995 Certified Practitioner fee, all documentation is reviewed and analyzed. The executive summary, application, Strategy Map, Balanced Scorecard, testimonial letter, and work product are then submitted to the selection committee. The selection committee meets quarterly to discuss each application and to make its decisions. Once a decision is reached, you will be notified.

WHAT TO EXPECT IF YOU ARE SELECTED AS A CERTIFIED PRACTITIONER

The Certified Practitioner distinctions are announced quarterly and will be presented annually in a public ceremony at a regional Palladium Summit. If in attendance at these regional summits, Certified Practitioners will have the opportunity to appear on stage with Drs. Kaplan and Norton who confer the Certification distinction. All Certified Practitioners present will be photographed as a group with Drs. Kaplan and Norton immediately following the ceremony.

Further, we may invite you to present your strategy management / execution work experience at one of our regional summits or executive conferences. In addition, our Certification team will be in touch with you for information beyond this application to join a private Certification Group within the Palladium Execution Premium Community™ (XPC) and to create a profile for Palladium’s Certified Registry.

Certified Practitioners will need to renew their certified status by paying a \$495 renewal fee and by submitting an additional work product annually.

INSTRUCTIONS

If you have any questions about the application process or your eligibility, please contact Karen A. DiMartino, Director of Training and Certification. Contact information follows:

Email	kdimartino@thepalladiumgroup.com
Phone	781.402.1225
Address	Karen A. DiMartino Director, Training and Certification Palladium Group, Inc. 55 Old Bedford Road Suite 100 Lincoln, MA 01773 USA

For purposes of the application, we require documentation of your Corporate or Strategic Business Unit, or Support Unit, or Division-level Strategy Map and BSC, as well as your specific strategy management work product and letter of testimonial. These documents must be submitted in English, as should any additional documentation you deem crucial to your application. Because of the large volume of applications, we request that you organize any ancillary or supporting documentation into appendices. This will allow us to better manage the high volume of applications we receive. Should you earn the Certified Practitioner level designation, the appendixes will be important for our ongoing research.

Once you have arranged for payment of the \$995 application fee, the Certified Practitioner application can be filled out on your desktop.

Be sure to include the following:

- Completed and signed application form
- Your organization’s Strategy Map and Balanced Scorecard (BSC)
- Work product
- Testimonial letter
- A high resolution (eps preferred) file of your company logo
- Signed permission form

Optional information that will help to support your application:

- Media citations, including internal publications within your organization
- Presentations about your BSC from a public conference
- Articles, reports, or similar materials

Please note that we accept documentation in electronic format only. Please email documentation or mail it on a CD to Karen A. DiMartino, whose contact information is listed on page 4.

PERMISSION

In consideration of [applicant’s name]’s selection as a Certified Practitioner, [I] agree:

If in the event that Palladium Group, Inc. (Palladium) would like to reference or use externally / publically various documents and information provided or to be provided by [applicant’s name] to Palladium, Palladium would request and obtain written consent by [applicant’s name].

I also understand that a representative of Palladium will contact me to confirm the factual accuracy of the information provided.

I have reviewed the information provided in this application, attest that it is accurate to the best of my knowledge, and confirm that I am authorized to submit it as an individual practitioner on behalf of the organization specified in the application.

Signature

Name

Title

Organization

Date

APPLICATION

This Certified Practitioner application will help us to evaluate your real-world application of the concepts, methodologies, and processes associated with Kaplan–Norton approach and Palladium’s Execution Premium Process. Practitioner Certification builds on the Certified Graduate level that validates your command of Kaplan–Norton approach and Palladium Execution Premium Process body of knowledge. There are five sections to this application: Background Information; Strategy Map / Balanced Scorecard Documentation; Key Work Product; Testimonial; Conclusion.

Please answer every question. We strongly encourage you to fill in the text boxes with additional details about each of the areas covered in this application. Do not feel confined to the space in the tables; add additional pages to accommodate complete and detail responses. Concrete work product example, as well as a letter of testimonial, bring your strategy management and execution expertise and competency to life and support your case to become a Certified Practitioner.

I BACKGROUND INFORMATION

Name	
Title	
Phone number	
Fax number	
Mailing address	
Email	
Date received Certified Graduate distinction	
Name of organization for which Kaplan-Norton approach and Palladium XPP work product was developed	
Specify level of organization for which Kaplan-Norton approach and Palladium XPP work product was developed-Corporate, Strategic Business Unit, Shared Support Unit, or Division	

II STRATEGY MAP / BALANCED SCORECARD DOCUMENTATION

Provide documentation of your Corporate or Strategic Business Unit, or Support Unit, or Division-level Strategy Map and Balanced Scorecard.

III KEY WORK PRODUCT

Provide an actual example of Kaplan-Norton approach and Palladium XPP-related work product and the following documentation:

- A. Describe the work product submitted
- B. Describe your specific role in developing the work product submitted
- C. Identify the specific impacts on and contributions of the work product submitted to strategy management, strategy execution, and strategic decision-making within the context of Kaplan-Norton approach and Palladium XPP
- D. Identify and describe best practices reflected / applied / realized through the work product submitted
- E. Identify and detail measured performance outcomes associated with the work product submitted

IV TESTIMONIAL

To accompany your work product example, you need to submit a testimonial from a relevant source—Corporate officer, Strategic Business Unit officer, Shared Support Unit officer, or Divisional officer—that attests to the quality of your work product and describes the connections between your work product and the organization’s performance results. This is one of the single most important elements of the Certified Practitioner application, and should come from a senior executive on official corporate letterhead.

V CONCLUSION

To complete your application, summarize why you believe you should be a Certified Practitioner.