

Palladium

Executing Strategy

Balanced Scorecard Hall of Fame for Executing Strategy™

Frequently Asked Questions



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CRITERIA

Why do you require testimonials to come from a CEO or senior-most executive rather than from those who are implementing the scorecard in the organization?

The CEO or senior-most executive is the person best equipped to affirm that the Balanced Scorecard has truly helped your organization achieve breakthrough results. That level of testimony also demonstrates the senior executive's commitment to the BSC program, which helps guarantee its long-term success.

What kind of media recognition must applicants typically show? Do articles about the BSC within internal newsletters count?

We prefer recognition of results using the BSC by external media sources. We will, however, accept articles about your BSC program published in your organization's internal newsletters or similar communication vehicles.

Are there particular industries, geographies, or organizational size for which you look?

No. Hall of Fame members consist of organizations from a wide variety of industries, are geographically dispersed throughout the world, and range in size from 200 employees to more than a million.

COMPETITION

What is the percentage of applicants chosen from the applicant pool? In other words, what are our chances of being selected?

The answer to this question of course depends on the size of the pool. In 2006 we selected 15 organizations out of the more than thirty candidates worldwide.

Are applicants evaluated on a rolling basis or are they compared to the whole pool of applicants?

Applications are considered on a regional basis and are compared against others within that regional pool. While many applicants may qualify for the BSC Hall of Fame, only a few can be chosen. The organizations that present the most compelling case in terms of how the BSC has helped them achieve significant results are most likely to be selected.

APPLICATION

Is there an application fee?

There is currently no fee for applying.

Should we submit our application and documentation electronically or in hard copy format – which do you prefer?

We will accept applications in electronic form, and supporting documentation in either form but prefer all electronic.

Do you accept applications from functional departments?

As a general rule, we prefer enterprise (corporate) or strategic business unit (SBU) entities, and not functional or staff departments within those entities (e.g., human resources, information technology, marketing). An exception to this rule might be when the department is a significant "business-within-a-business," more like an SBU than a department. An example of this is BSC Hall of Fame member BMW Financial Services N.A., which represents a major percentage of BMW Financial Service's business.

Do you accept applications from country-based subsidiaries?

As a general rule, we prefer enterprise (corporate) or strategic business unit (SBU) entities, and not country-specific entities. An exception to this rule might be when the country entity is large or complex enough to be a significant entity in its own right, particularly if it is the major SBU within the enterprise. For example, BSC Hall of Fame member Mobil North America Marketing & Refining represents a major portion of Mobil Corporation's business.

Our organization is in a non-English speaking country. Must all of our application materials, such as magazine articles, be translated into English?

The main application materials must be in English. However, we will accept ancillary materials such as media articles, internal communication documents, and presentations that have not been translated. It is always a good idea to at least label such items in English so we know exactly what they are.

Are the documents we send treated confidentially?

All documents are treated confidentially and are viewed by the Hall of Fame selection committee only.

COMMUNICATION

Do you encourage us to follow up with you once we have applied? Do you prefer to be contacted by telephone or email?

We welcome any questions. We prefer, however, that you first look for answers to your questions on our web site. Failing that, please send an email to hof@thepalladiumgroup.com

NOTIFICATION

When can we expect to be notified of the award committee's decision?

Three to four weeks before the Summit in your geographical region.

Do you return application materials?

We do not return application materials.

If my organization is not accepted into the BSC Hall of Fame, will we receive a detailed assessment explaining where we need to improve?

We do not currently provide a detailed assessment as part of the Hall of Fame application process. We would be happy, however, to email you an article from Balanced Scorecard Report describing the Strategy-Focused Organization best practices model which will provide you ideas on how you can improve your organization's adoption of this framework. In addition, you may be interested in joining our *executive working group* dedicated to helping their organizations achieve breakthrough results. To learn more, please send an email to advisory@thepalladiumgroup.com.

AWARD PRESENTATION

If my organization is selected as a Hall of Fame winner, what will we need to do in order to prepare for the awards ceremony? For example, will the person accepting the award be expected to make a speech?

The Hall of Fame induction ceremony takes about 10 minutes per organization. The person accepting the award does not make a lengthy speech – a few words of acceptance and thanks are all that is required.

Awardees will be photographed with Drs. Robert Kaplan and David Norton immediately following the ceremony.

Must a company representative be physically present at the awards ceremony? If so, what level person do you expect to attend?

We would hope that a corporate or SBU officer will be present during the ceremony to accept the award on behalf of their organization that has achieved this singular honor. If your organization does not have a corporate or SBU officer able to accept the award in person, a 3-5 minute pre-recorded videotape of his/her acceptance remarks is acceptable, along with another representative of the organization on stage to physically accept the award.

AFTER THE AWARD

Is there any further relationship with Palladium after we have become a Hall of Fame member?

Your organization will become part of our BSC Hall of Fame community which is being fostered through regular executive gatherings (over dinner at 2 of the annual BSC summits and the July leadership conference) as well as through periodic surveys. The intent behind building this peer group network is for BSC Hall of Fame organizations to share ideas, best practices, and challenges, enabling them to sustain their success. In addition, once inducted, members become part of our database of Strategy-Focused Organization best practices. As such, we may follow up by phone to learn more about such practices. In addition, we will be creating a short case study on your organization that will appear in the annual *Balanced Scorecard Hall of Fame Report* published in partnership with Harvard Business School Publishing (HBSP). Some Hall of Fame organizations will also be featured in our bi-monthly newsletter, *Balanced Scorecard Report*, also published with HBSP, or in an extended case study.

Do you share Hall of Fame members' individual contact information with others?

We do not share Hall of Fame individual contact information with others unless that individual has asked us to do so. If one Hall of Fame member is interested in contacting another member, or non-members see information from a Hall of Fame organization, we will forward such inquiries on to the member as appropriate.