Scorecards

The purpose of this document is to describe scorecards as measurements by contrasting them with other types of measurements and giving some examples. In doing so, I will use the copyrighted TeamsWin Template of measurements. Before it can be used as a thinking tool or information architecture, or Business Science outline, or any other use, the Template must be understood. As are all meta-models, it is very abstract. So, for several years I have been writing documents and putting them in my website www.teamswin.net to help people understand the power of this simple tool. Here I am going to describe it in terms measurement and focus and to use it to isolate the definition of scorecards.

Scorecards Integrate Measurements for Analysis

Scorecards Analyze line items on reports (accounts). Dashboards measure activity facilitation. Statistics measure process input and output control. Advertizing and design measures the product or service from the customer's viewpoint. Strategic plans objectively measure communication. Organization controls communication activity for the purpose of motivation and to manage the planning process (including brainstorming). Scorecards are unique from each of these other measurement types. They integrate measurements for analysis. It is important to keep these measurements separate, and then integrate them like three folds (for example: the integration of the separate legs of a three legged chair). Because they have a different focus, scorecard measurements should be kept separate from communication and facilitation measurements. Like the scorecard you buy at a sporting event, they integrate and compare factual measurements from various areas of focus so you can use the resulting rates and factors over time to project or forecast performance into the future.

Here is the Template
in our TeamsWin Team Database (Owner's) Software

From the cells in this template, we can drill down to an outline called the Pace General Business Model, or drill down to the strategic entities of the business using the software.

Scorecards
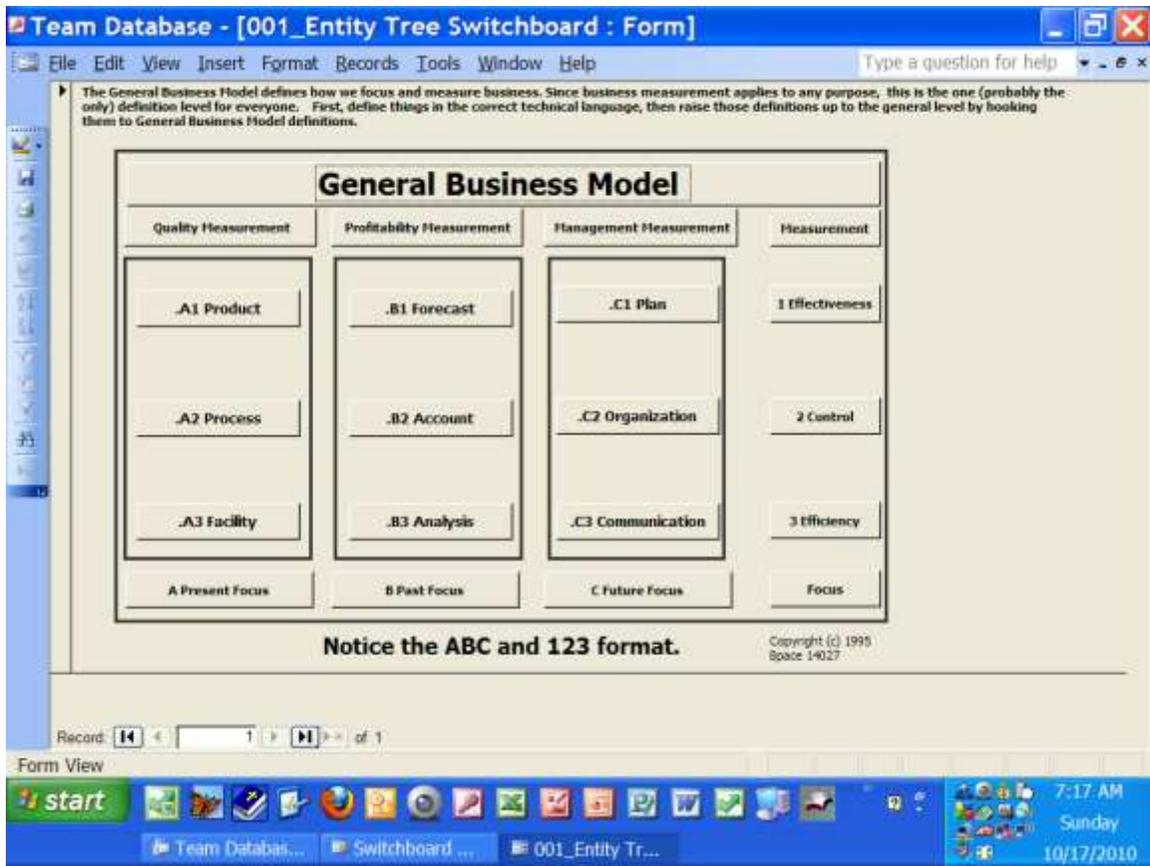
Measurement and Focus

Models are measurements. This model measures effectiveness, control and efficiency. It also focuses those measurements on three aspects of time: present, past and future. The power of this model is that all types of measurements can be accounted for within one of the nine cells of this measurement template. For example: Business Science measurements or General Business Measurements neatly fit under one and only one of the cells. In our TeamsWin software these cells drill down to our General Business Model that outlines the subjects taught in Business Schools and MBA programs across the country. This outline provides enough of the language to easily link to information needed to understand Business Science. Because Business Science is the language that brings all the other sciences together, Business Science measurements are general. They are general because they should be understood by people from all the sciences. Business Science itself is an abstract model of general measurements. With the other sciences come other measurements that also fit within this template.

Measurement Focus

Like Advertising, Design, and Marketing, Product measurements are focused to the customer. On the other hand like build versus design, Process and Facility measurements are focused on the supplier. Facility measurements begin with location from which all activity measurements are derived. Processes control

activities to produce desired products and services. Statistics are good examples of Process Measurements. Quality Measurements are specific to the business being modeled, but profitability and motivation measurements are very similar from business to business.

Quality, Profitability and Motivation Focus

Measurements in the present focus are Quality Measurements. Measurements with a past focus are Profitability Measurements. Future measurements are Motivation (or Management) Measurements. Quality measurements define the character of a business. Profitability measurements define the confidence of a business. Most of the time we think of financial profitability, but when we use the accounts from all the owner's reports, profitability includes all the rates and factors used to make estimates and build forecasts from which to base planning. By the way, Plans are the objective or effectiveness measure of Management. Communication is the efficiency measure of management, and Organization controls Communication to produce effective plans.

Summary: Scorecards

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