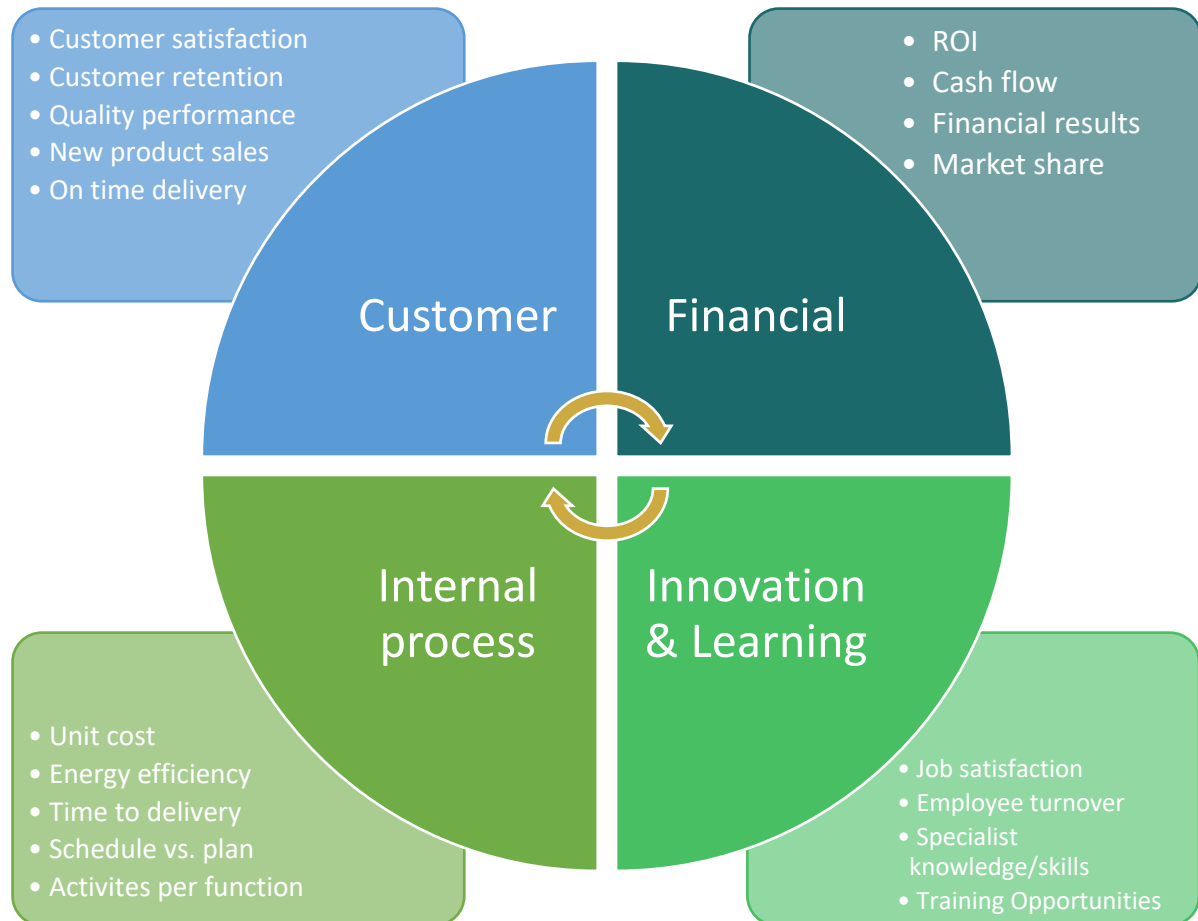


The Balanced Scorecard

Four Perspectives on your business, organisation or team



The balanced scorecard has its origin in Robert Kaplan and David Norton's 1992 Harvard Business Review paper: "[The Balanced Scorecard – Measures that Drive Performance](#)". It looks at the organisation's performance from four different perspectives, by asking four questions:

- How do customers see us? (*customer perspective*)
- What must we excel at? (*internal perspective*)
- Can we continue to improve and create value? (*innovation and learning perspective*)
- How do we look to shareholders? (*financial perspective*)

One of the perspectives that has evolved since its original conceptualisation is 'innovation and learning'. This has tended to focus more explicitly to staff. This becomes more of a 'how do our staff see us?'

The scorecard part of the balanced scorecard approach refers to the measures that are used to monitor and evaluate the dimensions