

# Performance focus

Actionable principles to position the FP&A function at the center of business performance optimization – summarized one page at a time.

## Working together to measure and manage performance

### Part III: Accountability Scorecards



#### Introduction

Scorecards are an effective tool to measure the status of performance and progress in achieving specified goals and objectives over time, and are practical at both the consolidated enterprise level and responsibility center level. Whereas dashboards measure absolute performance, scorecards are designed to measure relative performance to drive accountability and visibility to where course-corrections are required.

Performance Goal	FCST	Plan	Δ (\$)	Δ (%)	Q1	Q2	Q3	Q4								
A [1] Revenue (M)	2,500	2,250	250	11.1%												
Objective					Q1	Q2	Q3	Q4								
B [1] Three new store openings in Northeast Region	G				G	Jan Milestone	Apr Milestone	Jul Milestone	Oct Milestone							
					Y	Feb Milestone	May Milestone	Aug Milestone	Nov Milestone							
					G	Mar Milestone	Jun Milestone	Sep Milestone	Dec Milestone							

#### Effective Scorecard Checklist:

- Structure** should align with P&L responsibility and include a strategic summary, operational priorities scorecard, and financial scorecard
- Calibrate** with visual data to measure actual results vs. planned results
- Outcomes** before measures and KPI's
- Repetition** of review to build continuity of context

#### Examples:

- A **Performance Goal Scorecard:**  
Actual, forecast, and planned results both annually and by month – more data means more actionability
- B **Objective Progress Scorecard:**  
Overall status broken into 12 key milestones to monitor progress