

Balanced Scorecard

By Doctor Robert Kaplan & David Norton

A performance measurement framework that adds strategic non-financial performance measures to traditional financial metrics. It gives managers and executives a more balanced view of organizational performance categorizes outcome along:

- Financial
- Customer
- Process
- Innovation

SCRUM Teams – Balance Scorecard

Mike Cohn suggests four categories to benefit by using balanced scorecard concept:



Operational Excellence



User Orientation



Business Value



Future Orientation

SCRUM Teams – Balance Scorecard

Specific measures for each category



Operational Excellence

- Define predictability metrics: Did the project end at the desired Sprint or did it require extra Sprints?
- Define productivity measures: Functionality delivered per release or features developed per developer
- Measure quality metrics such as defects

SCRUM Teams – Balance Scorecard

Specific measures for each category



User Orientation

- Measure downtime experienced by users
- Measure through surveys or Net Promoter Scores

SCRUM Teams – Balance Scorecard

Specific measures for each category



Business Value

- Measure incremental value delivered to customer
- Measure substance of releases of user visible features

SCRUM Teams – Balance Scorecard

Specific measures for each category



Future Orientation

- Measure employee satisfaction
- Measure understanding of Scrum