



The University Of Sheffield.

# Mapping Information Literacy Strategy

## Having Trouble with Your Strategy? Then Map It!



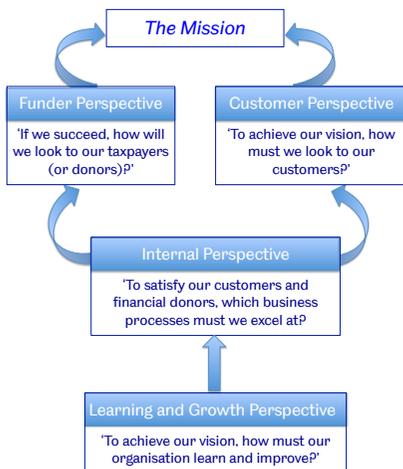
### The Balanced Scorecard

The Balanced Business Scorecard (BSC) is a strategic performance measurement system that encourages a much broader assessment of organisational performance than traditional business indicators.

Kaplan and Norton (1992) developed the BSC to help managers look beyond financial metrics and physical assets to customer-related measures and intellectual capital. The BSC combines 20-30 measures from four perspectives to give a fast but comprehensive and balanced view of how a company or other type of organisation is performing.

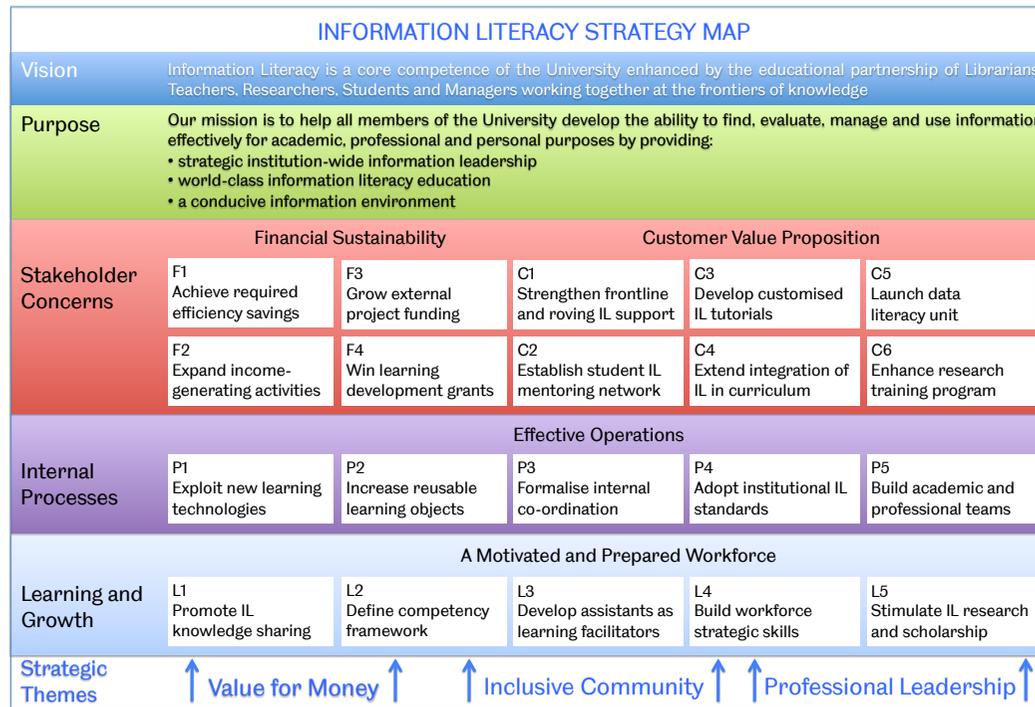
### Public Sector Organisations

The BSC has proved popular with both private and public-sector organisations, including several academic libraries. Kaplan and Norton (2004) have adapted their model to reflect important sectoral differences.



'Strategy maps and Balanced Scorecards constitute the measurement technology for managing in a knowledge-based economy.

By translating their strategy into the logical architecture of a strategy map and Balanced Scorecard, organizations create a common understandable point of reference for all their units and employees.' (Kaplan & Norton, 2001: 11)



### References

Kaplan, R.S. & Norton, D.P. (1992) 'The balanced scorecard: measures that drive performance', *Harvard Business Review*, 70 (1), 71-79.

Kaplan, R.S. & Norton, D.P. (2000) 'Having trouble with your strategy? Then map it', *Harvard Business Review*, 78 (5), 167-176.

Kaplan, R.S. & Norton, D.P. (2001) *The Strategy Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Boston: Harvard Business School Press.

Kaplan, R.S. & Norton, D.P. (2004) *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*. Boston: Harvard Business School Press.

### Strategy Maps

In 2000, Kaplan and Norton introduced the concept of the Strategy Map as a framework for developing and implementing strategies. This model uses the BSC to define objectives related to the four organisational perspectives (Financial, Customer, Process, Learning) and display their cause-and-effect relationships in an easy-to-read one-page graphical summary. This system makes it easy to connect vision, strategy and resource allocation at all levels of an organisation. A key feature of the model is its emphasis on communicating the strategy to the whole workforce, which is facilitated by the easy-to-read format. Several academic libraries have used Strategy Maps to display their plans on their websites.

### Information Literacy Scorecards

Strategy Maps offer a novel method for communicating information literacy strategies and the BSC provides a useful framework for identifying performance measures to help practitioners assess progress in relation to their vision and goals.

### Examples of Information Literacy PIs

- Client service**
  - Evaluation of courses by learners
  - Penetration of curriculum (% of courses)
  - Satisfaction rates for frontline support
- Financial performance**
  - Income from short courses for external clients
  - Unit costs for information literacy courses
- Internal processes**
  - Learning resources shared and reused
  - Take-up of new technologies
- Learning and growth**
  - Papers published by library staff
  - Participation rates in teacher training
  - Submissions to best practices database