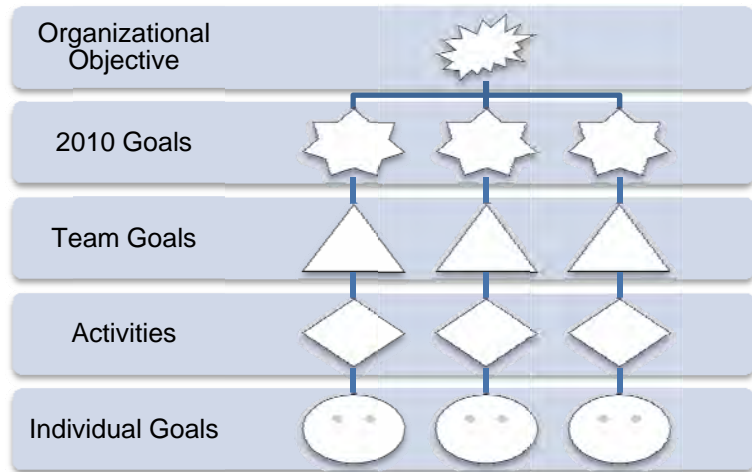


Cascading Goals

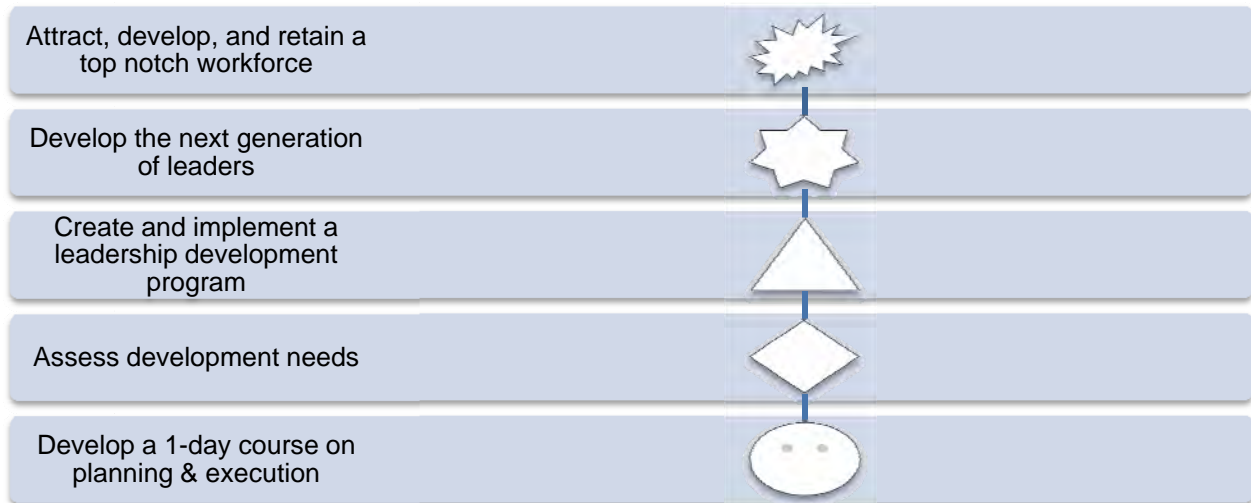
Cascading goals is a method of ensuring alignment up, down, and across the organization. Developed by Robert Kaplan and David Norton, the authors of *The Balanced Scorecard*, the cascading goals system provides an elegant method of connecting objectives to activities throughout the organization.

The diagram below shows how cascading goals work. They begin at the highest level: the organizational objective. Then, the 2010 goals that the program will complete in order to achieve that program goal are listed. Next, the goals cascade down to the team level: what will teams aim to achieve in order to meet the annual goals? The next level down is activities: the initiatives that will be performed in order to achieve team goals. The last level of the cascade is the individual goals.



By the end of the cascading process, every individual should know how he or she contributes to the program goal.

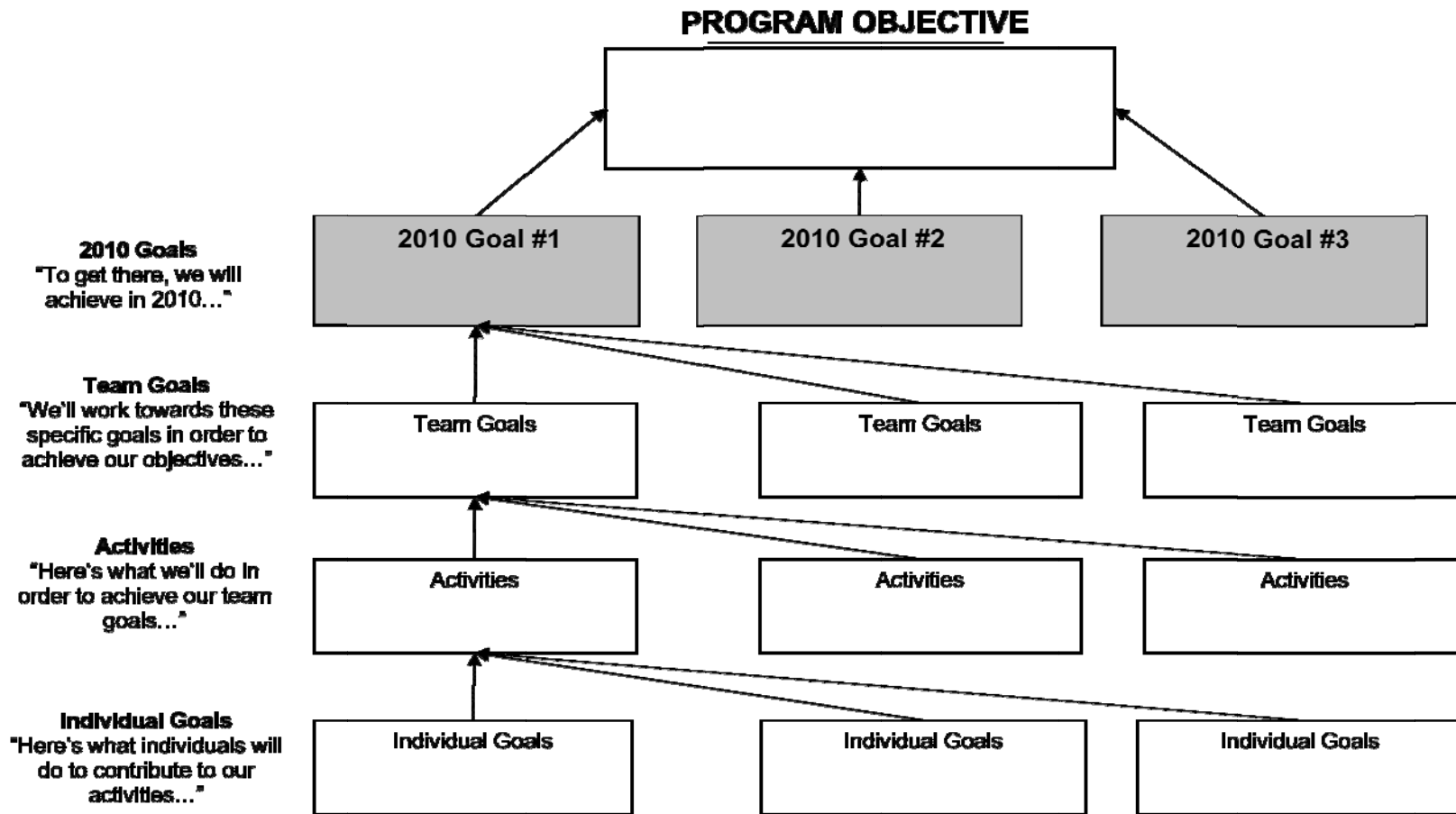
EXAMPLE OF CASCADING GOALS: ONE CASCADE





The Cascading System for Projects & Programs

The following diagram shows another way to represent cascading goals. In this diagram, the program objective, 2010 goals, team goals, activities, and individual goals are placed in the corresponding boxes. More boxes can be added to accommodate more goals and activities.

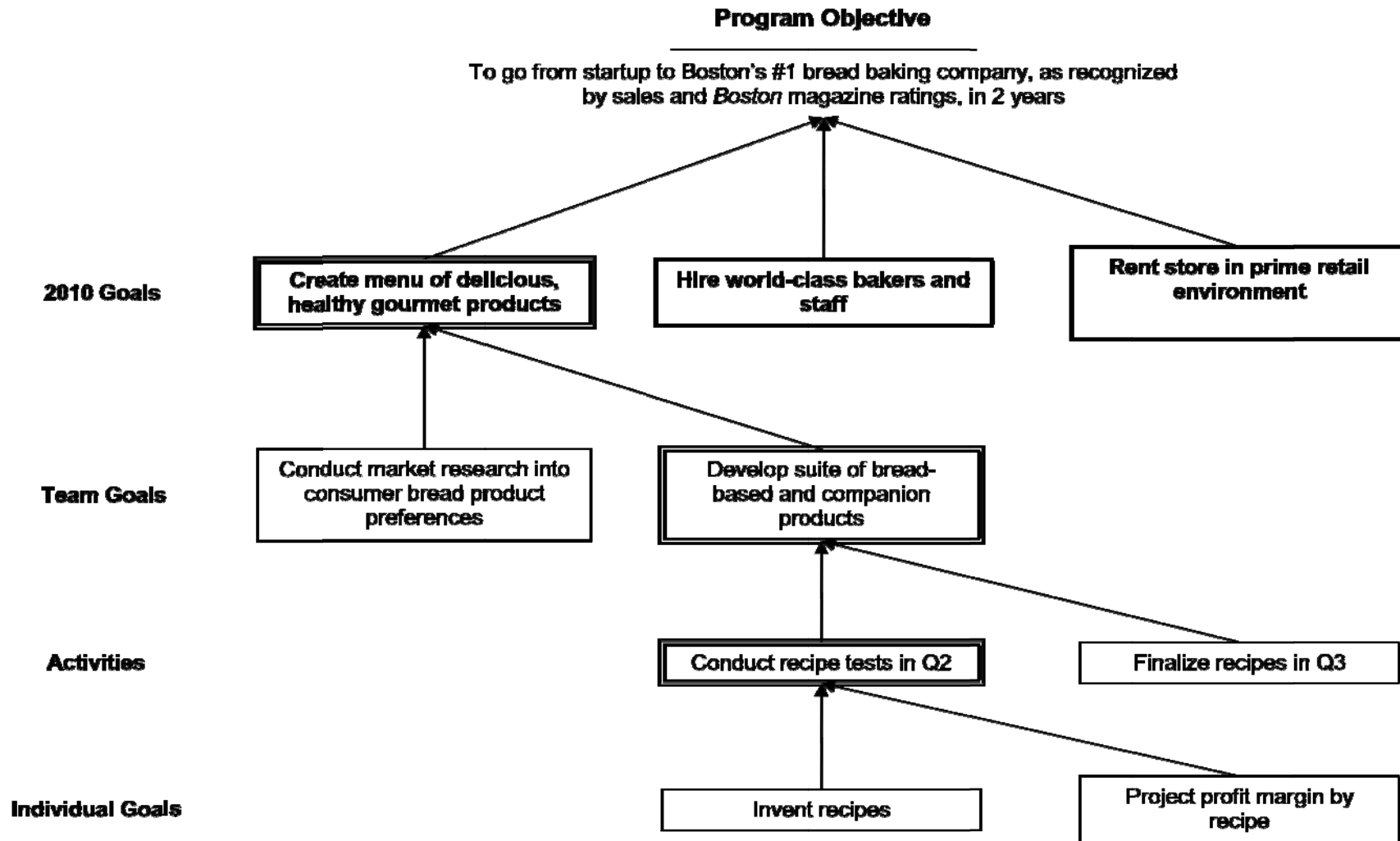


Source: Robert Kaplan & David Norton





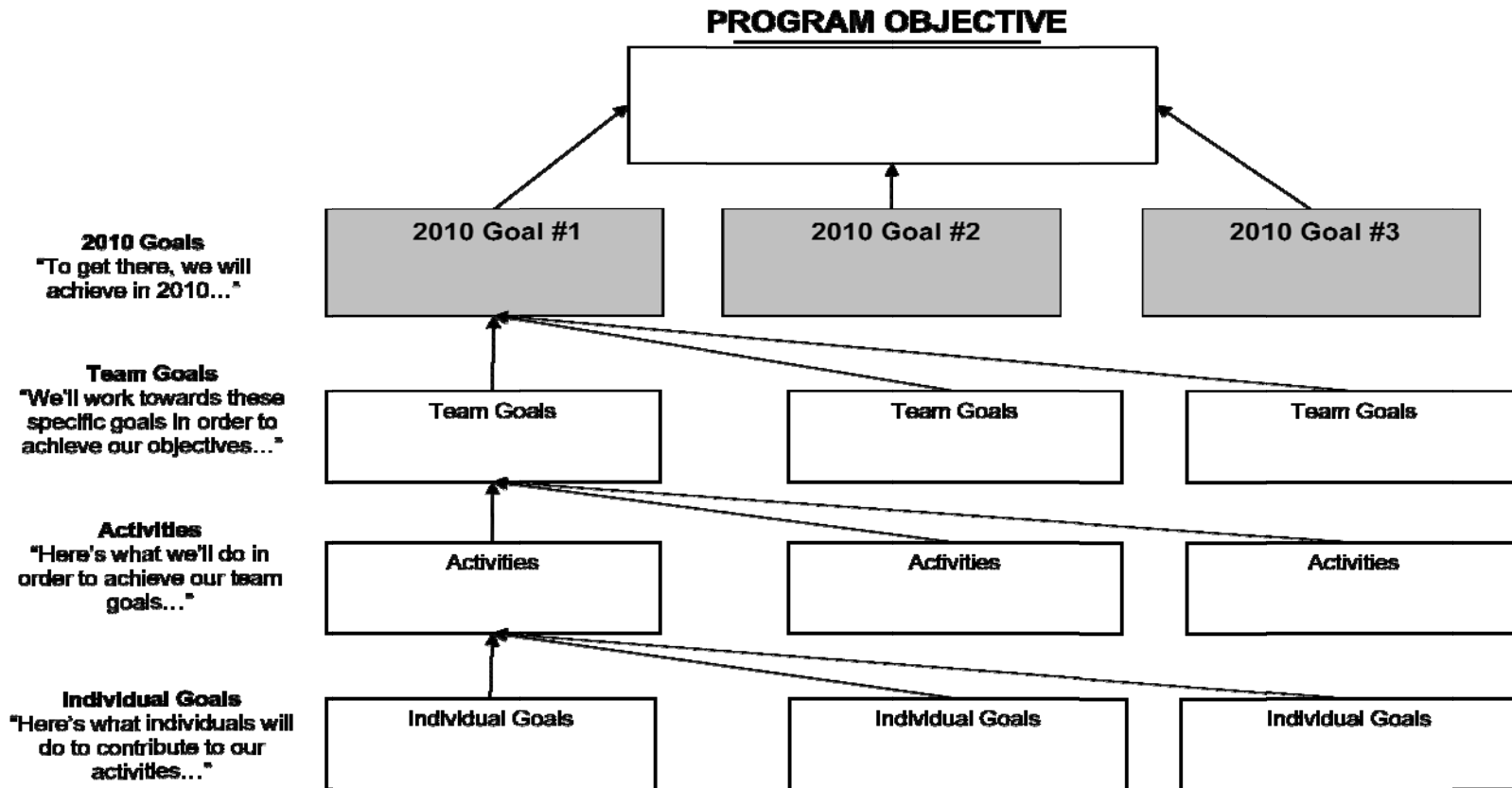
Example of a Cascading System: Boston Bread





Cascading Goals Template: Programs & Projects

Begin at the highest level: the program objective. Record that goal in the Program Objective box. Then identify the goals for 2010: what high-level goals will help the company achieve the program objective? Next, identify team goals: what will teams aim to achieve in order to meet the first 2010 Goal? The next level down is activities: what activities will be performed in order to achieve team goals? Finally, cascade down to individual goals: what will individuals do in order to achieve activities? Continue the process for 2010 Goal #2, #3, and so on (another, larger sheet of paper will be needed).



Source: Robert Kaplan & David Norton

