

## INTISARI

Penelitian ini bertujuan untuk mengetahui bagaimana suatu organisasi mengoordinasikan strategi dan eksekusinya. Hal ini menurut pendekatan *the Office of Strategy Management (OSM)*, yang berbasis pada konsep *balanced scorecards*, penting dalam rangka mewujudkan cita-cita organisasi. Pendekatan OSM menghendaki adanya unit kerja khusus (unit OSM) untuk mengelola strategi organisasi. Dalam menjalankan fungsinya, unit OSM melaksanakan sembilan aktivitas utama pengelolaan strategi: *scorecards management, organization alignment, strategy review, strategy planning, strategy communication, initiative management, planning/budgeting, workforce alignment*, dan *best practice sharing*.

Objek pada penelitian ini adalah Badan Pemeriksa Keuangan (BPK). Hasil penelitian menunjukkan bahwa untuk mengoordinasikan strategi dan eksekusi, BPK telah memiliki unit kerja pengelola strategi organisasi yaitu Direktorat Perencanaan Strategis dan Manajemen Kinerja (PSMK). Adaptasi pendekatan OSM di organisasi ini dilakukan dengan melakukan penyesuaian pada sembilan aktivitas utama pengelolaan strategi.

**Kata Kunci:** *the Office of Strategy Management, Balanced Scorecards, BPK.*

## ABSTRACT

This research tries to examine how an organization coordinates the strategy and its execution. According to the Office of Strategy Management (OSM) approach, originated from the balanced scorecards framework, strategy coordination would help the organization to seize its vision. This approach requires the organization to form such a particular working unit -named the OSM unit- that would manage the organization's strategy. To optimized it's role, the OSM unit have several core processes: scorecards management, organization alignment, strategy review, strategy planning, strategy communication, initiative management, planning/budgeting, workforce alignment, and best practice sharing.

Object of this research is the Indonesia's Audit Board (BPK RI). The research shows that BPK RI has adapted the OSM approach. The Directorate of Strategic Planning and Performance Management (Direktorat PSMK) of BPK RI plays the OSM role in this organization. In adapting the approach, BPK RI put several adjustments on those nine core processes of the OSM roles.

*Keywords: the Office of Strategy Management, Balanced Scorecards, BPK.*