

CERTIFICATE IN KEY PERFORMANCE MEASUREMENT



International School
Of Management

— UNLOCKING KNOWLEDGE —

INTRODUCTION



More than ever, professionals in all types of businesses, public or private, are realizing that what gets measured gets done and what gets done well gets rewarded. This course aims at providing participants with the science of translating input and output to outcome. Through a series of case studies and workshops, the course helps participants learn and apply the fundamentals behind developing robust key performance indicators (KPIs) in all functions across all levels.

KPI and performance measurement development is a discipline that involves articulating what an organization is trying to accomplish and then identifying the most meaningful and useful indicators of success. Simply selecting standard measures from a long list of possible measures is not effective. Performance measures, or KPIs, are a key part of any strategic management system, as they are critical to assessing the effectiveness of strategy implementation. KPIs also help with analysis of the gap between actual and targeted performance, and with measurement of organizational effectiveness and operational efficiency. Operational measures, project measures, risk measures, and employee measures provide an early-warning system throughout an organization to help improve performance. Meaningful and strong KPIs provide insight into whether strategies are working, whether programs, projects and services are on schedule, on budget, and delivered effectively. KPIs focus employees' attention on what matters most to success, and allow for measurement of accomplishments.

Numerous case studies and statistics have shown that achievement of strategic and operational goals have a much greater level of success when these goals are measured with the right KPIs. These KPIs will ensure that progress is measured towards the goal and will check to see if the goal is effectively achieved.

In this course participants will discover the world of KPIs, their types, uses and how they relate to each aspect of the business. They will master the step-by-step approach to developing the right KPIs and the proper dashboards or scorecards needed for monitoring and reporting these KPIs to their line managers.

The course enables the participant to practice the analysis and development of all types of KPIs through a series of workshops. The workshops are team based and use customized case studies that provoke the thought process for KPI development. In addition, a number of real world case studies of KPI use will be discussed and analyzed. Participants will also be provided with an Excel template for KPI scorecard development in addition to a KPI system self assessment and other practical checklists.

LEARNING OUTCOMES

By the end of the course, participants will be able to:

- Recognize performance management as a key strategic and competitive differentiator.
- Understand theory and application of corporate performance management through Balanced Scorecards (BSCs) and other frameworks for developing KPIs.
- Create buy in and a culture of continuous performance improvement to enthusiastically own performance measurement and improvement.
- Drive performance-informed budgeting and accountability.
- Develop best practice KPIs, performance targets, and management dashboards.
- Improve performance of departments, teams, programs, projects, risks, and individuals.
- Make their strategy measurable and easier to communicate and cascade.
- Select and design performance measures that are far more meaningful than brainstorming or benchmarking ever can produce.
- Bring their measures to life in a consistent way, using the right data and with the right ownership.
- Design insightful and actionable reports and dashboards that focus discussion on improvement.
- Clearly see the real signals from their measures about whether performance is improving or not.
- Communicate performance information throughout the organization to better inform decision making.
- Convincingly hit performance targets, and make measurement about transformation.
- Design the performance measurement system using acquired knowledge in KPIs, their role, types and uses.
- Analyze and develop the most important KPIs relevant to stakeholders and customers.
- Analyze and develop the most important KPIs to drive internal quality and productivity.
- Effectively manage the KPI measurement process in all phases.
- Employ tools to ensure the success of the KPI implementation project.

TARGET AUDIENCE



All managers and senior professionals who are involved in influencing, formulating or supporting the long term planning and strategy of their department or organization, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scorecard course managers, business unit and department managers and business analysts.

TARGET COMPETENCIES

- KPI development and use.
- Systems thinking.
- Performance management.
- Change management.
- Proactive thinking.
- Problem solving.
- Results orientation.

COURSE OUTLINE

The Diverse World of KPIs

- Explaining KPIs and Their Crucial Role in Managing Performance.
- Designing a World-Class KPI Measurement System to Guide the Right Organizational Decisions.
- Defining Effective KPIs to Address the Needs of All Key Stakeholders.
- Differentiating Between Types of KPIs and Their Cause-Effect Relationships.
- Spotting Problems with KPI Measurement Systems and Identifying Solutions.

Selecting “Mission Critical” Outcome KPIs

- Evaluating Your Existing KPI Measurement System For Enhancement Opportunities.
- Using KPIs in Different Management Areas to Target Performance Plans.
- Defining Financial KPIs to Measure Outcome-Based Goals.
- Defining Customer Value and Satisfaction KPIs that Result from Operational Excellence.

Selecting “Mission Critical” Enabler KPIs

- Defining Product and Service Quality KPIs that Target Optimal Industry Standards.
- The Eight Dimensions of Quality.
- Defining Process and Operational Efficiency KPIs that Drive Internal Activities.
- Measuring Society Results that Ensure Sustainability.
- Defining Human Capital Performance and Satisfaction KPIs that Support a High Performance Culture.
- Components of Employee Satisfaction Surveys.
- The Employee Satisfaction Index.
- The Learning and Growth Measurement Framework.
- Learning, Innovation and Growth KPIs.

Succeeding in the KPI Implementation Project

- Gaining Senior Team Commitment to Drive Execution and Show Commitment.
- Establishing a Winning KPI Team That is Diverse and Complementary in Skills.
- Embedding a Results-Oriented Culture for the KPI Project.

COURSE OUTLINE (Cont'd)

- Setting Up the Right KPI Development Strategy Tailored to the Organization and Its Culture.
- Marketing the KPI System to All Employees to Ensure Proper Understanding of Their Roles.
- Facilitating the Use of KPIs by Teams in their Working Environments.
- Refining KPIs to Maintain Their Relevance in Line with Strategic Pressures.

Managing the KPI Measurement Process

- KPI Data Sheets as an Essential Tool for Managing KPIs.
- Types of Performance Dashboards.
- Types of KPI Cascading.
- Linking KPIs to Strategy to Ensure Measurement of the Right Things at the Right Time.
- Designing the Interlinked KPI Measurement System.
- Benchmarking and Developing Inspiring Targets.
- Collecting and Analyzing KPI Measurement Data.
- Evidence Collection and Criteria.
- Reporting KPI Results Using Dashboards that Fit Management's Expectations.
- Boosting Performance-Based on Achieved Results.

REGISTRATION & ENQUIRIES

Date : 3 days

Registration : N10, 000 (non-refundable)

Tuition : N200, 000

FOR FURTHER ENQUIRIES, PLEASE CONTACT:

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