



Certified KPI Professional Training Course

Getting Key Performance Indicators (KPIs) right by using a rigorous KPI management framework

Over the last 3 years, the team at The KPI Institute:

- Documented 7,000+ KPIs from 15 functional areas and 24 industries;
- Reviewed 1,000+ performance reports from 125 countries;
- Referenced 20,000+ resources (books, articles, performance reports) as part of the documentation process;
- Developed over 20 KPI Dashboards and Balanced Scorecards.

With the insights gained we:

- Assisted over 5,000 organisations in finding solutions for their KPI needs;
- Trained over 500 participants in 20 countries on how to work rigorously with KPIs.



3 Key Business Benefits

1. Understand the complexities of working with KPIs and learn how to address them
2. Develop a working knowledge of the Key Performance Indicators Management Framework
3. Use over 30 performance measurement tools to facilitate the deployment and value added by KPIs

"I contacted smartKPIs.com for an in-house training with my team. We found both the material and the way of explaining concepts by doing examples invaluable. I would also say that this is a great value for money if you want to build the competency within your organization."

Fahad A. AlFadel, Saudi Arabia, Saudi Food and Drug Authority

This certification course trains participants in how to **establish and work with KPIs** and offers them the opportunity to get **certified on the ability to deploy and use KPIs** in accordance with The KPI Institute's **Key Performance Indicators Management Framework**, the main body of knowledge on the rigorous use of KPIs in business.

Overview

For all the advancement in technology infrastructure and considerable investments made by organisations, generating value from Business Intelligence (BI) software relies on managers and staff using accurate data, in the right format, for the right KPIs. This requires developing a robust performance measurement capability, based on mature KPI architecture and supported by a collaborative performance culture.

Even the success of popular performance management systems such as the Balanced Scorecard relies on using relevant KPIs that actually mean something to the business and are presented in a readily intelligible form.

This training course is designed to provide a strong foundation to deploying business management systems and BI software by developing the next generation of KPI professionals. These KPI architects will form the basis of the organisational performance measurement capability, becoming the go-to place for advice around understanding, establishing, activating, reporting and generating value by using KPI across organisations.

By completing the course, you will gain both the theoretical understanding and practical experience of using a variety of performance management tools and techniques for KPI management. In addition, on the last day of the course you are eligible to complete an examination for obtaining the Certified KPI Professional status, the premier global certification programme dedicated to rigorous KPI practice.

At the end of the course you will be able to:

- Have a clear understanding of the KPI management challenges and how to address them
- Facilitate the KPI selection process and establishment of scorecards and dashboards at a functional and organisational level
- Choose the right tools from the KPI management toolkit to maximise the impact of performance management in practice
- Deploy and promote good practice in KPI activation, reporting and visualisation
- Provide advice and coach colleagues on the rigorous approach to establish and use KPIs

Reasons to Attend

This course is relevant to representatives of organisations that:

- Aim to understand the complexities of using KPIs from both a technical and human perspective
- Have an interest in developing organisational performance measurement skills easily applied in practice
- Want to improve the quality of their planning by selecting and reporting on the right KPIs at the right time and in the right way.
- Have implemented or have plans to implement performance management systems at strategic, operational and individual level.

Participant Profile

The course is designed for executives, operational managers and analysts from both delivery and support functions such as finance, accounting, project management, human resources, sales, marketing, logistics, quality control and improvement, strategy/planning and operations.

Facilitator



Adrian Brudan is the Research Director of The KPI Institute, the global authority on Key Performance Indicators research and education. Under his supervision, the Institute's research team documented over 7,000 KPI examples from 15 functional areas and 24 industries, reviewed

1,000+ performance reports from 125 countries and referenced 20,000+ resources, the result being www.smartKPIs.com, the premier destination for quality performance management and measurement resources. Adrian was personally responsible for researching and documenting over 3,000 KPI examples, referencing over 10,000 analyzed resources. Adrian has also been involved in designing and delivering the Institute's KPI educational programs, aimed at competency development in the area of performance management and measurement. He is a certified trainer and holds a Certificate in KPI Management from The KPI Institute and George Washington University, USA. As an educator, Adrian has facilitated over 20 KPI and Balanced Scorecard trainings and several Friday Night at the ER workshops. Among his most significant clients are: OMV Petrom, Millenium Bank, Schaeffler, CEZ, Saudi Airlines and The National Authority for Management and Regulation in Communications (ANCOM).

As a consultant Adrian holds valuable experience both in performance management, and project management (PRINCE2 Practitioner certified). His expertise and knowledge range from the implementation and review of performance management architecture, to KPI Scorecards and Dashboards design. Part of smartKPIs.com consultants' team since its inception, Adrian was involved in several international projects reviewing performance management architectures for clients in Australia, South-East Europe and the Middle East, among which are Baynoule City Council, Ambient and Al Elm.

Adrian is a member of the Performance Management Association at the University of Cambridge and the Director of two national conferences dedicated to Performance Management and the Balanced Scorecard. Adrian holds tertiary qualifications in both Management and Business Law from Arhus School of Business, Denmark complemented by a postgraduate MBA certificate in Advanced Management from the European Summer School in Advanced Management (ESSAM) program.

Methodology

- Active involvement of all the participants in a collaborative learning environment where opinions and experiences are shared;
- Group discussions, exercises, simulations and case studies;
- Explanation of the theory informing performance measurement, in plain English;
- Presentation of the performance management templates as tools to support the integration of performance management practices in organisations;
- Customized feedback regarding the present use and the future plans for implementing performance management systems.

Participant Certification

Participants will be pre-tested by using a multiple choice questionnaire at the beginning of each session. On Day 3, delegates can opt in to attend a final test to obtain the Certified KPI Professional certification from The KPI Institute.

Day One: Establishing KPIs

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Introduction To The World Of KPIs

- Course outline and expectations
- Challenges In Performance measurement
- Key Performance Indicators concept map
- Strategy and performance management terminology review
- KPI historical overview and current state of practice
- Management theory informing the value added by using KPIs

Exercise: Systems thinking exercise

In practice: Examples of how KPIs are used in business

Case study: Good and bad practice in the use of KPI terminology

The Pillars Of KPI Architecture

- Interdisciplinary systemic worldview (weltanschauung)
- KPI lifecycle
- KPI use case scenarios
- KPI architecture toolkit
- KPI architecture skills map
- KPI architect's role in the world of KPIs

Exercise: Needs addressed by KPIs

In practice: KPI architecture in practice

Case study: Matching architecture tools to use case scenarios

KPI Selection

- KPI typology
- Sources of relevant KPIs
- Essential KPI examples
- The generic KPI selection process
- KPI toolkit spotlight: KPI filtering criteria
- KPI selection based on use case scenarios

Exercise: Developing a KPI cluster map

In practice: KPI selection workshop agenda

Case study: Scenario based KPI selection

Day Two: Activating KPIs

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KPI Documentation

- Functions of the KPI documentation form
- KPI documentation form design
- KPI documentation process
- Functions of the organisational KPI library
- Approaches to KPI target setting
- Target setting process

Exercise: What we need to know about each selected KPI?

Exercise: Documenting a KPI

In practice: KPI documentation form typology

In practice: Review of documented KPI examples

Case study: Customising a KPI documentation form

Case study: Setting KPI targets

Data Visualisation: Designing KPI Dashboards And Scorecards

- Good practice in data visualisation
- KPI toolkit spotlight: The Balanced Scorecard
- KPI toolkit spotlight: The KPI Dashboard
- KPI toolkit spotlight: The Performance Healthogram

Exercise: The importance of data visualisation

Exercise: Scorecard and dashboard design

In practice: Review of scorecard and dashboard designs

Case study: Selection of KPI graphs

KPI Data Gathering And Reporting

- The KPI data gathering process
- KPI data sources taxonomy
- KPI activation tools and techniques
- Business analysis techniques
- Report compilation
- Initiative management (documentation and progress review)

Exercise: Preparing commentary on KPI results

In practice: Examples of performance reports

Case study: Managing performance through KPI reporting

Day Three: Generating value with KPIs

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KPI Management Enablers: Software, Hardware, Communication And Culture

- Overview of KPI software marketplace
- Overview of KPI hardware marketplace
- KPI results communication tools taxonomy

Exercise: Using software for KPI reporting

In practice: Comparison of Microsoft Excel vs. KPI software reporting

In practice: KPI reporting (websites and annual report examples)

In practice: Comparison of Microsoft Excel vs. KPI software reporting

Case study: KPI modeling

Generating Value From Using KPIs

- Building organisational performance measurement capability
- The Performance Measurement Maturity Model
- Benchmarking typology
- Pay for performance and KPIs
- The human aspects of performance

Exercise: Assessing performance measurement maturity

In practice: Pay for performance models

Case study: Motivation today

Measuring And Learning With KPIs

- Review of the performance management toolkit components
- Review of the KPI toolkit components
- Review of course content
- KPI Professional certification test
- Questions and answers / free discussion

In-house training

Contact us if you would like to run this course in-house

T: +61 3 9670 2979 | M: +61 42 456 8088 | E: office@kpiinstitute.org

KPI Certification

Exam based certification available to course participants

Work samples assessment certification available to Certified KPI Professionals



"Good program, well organized. Great job. Definitely recommendable."

M. R. Rajesh Kumar, India Synthite Industries Ltd

Reasons for attending this course

- 10s of performance management system implementations informing the course content;
- 18 hours of technical training, complemented by over 2 hours of interactive discussions;
- 15 key concepts clarified;
- 13 insights into implementing and using KPIs smartly;
- 12 templates to support deployment of course learning;
- 11 years of experience in performance management synthesized in the course material;
- 10 smartKPIs explored in detail;
- 9 interactive exercises and group activities;
- 8 quick reference guides;
- 6 months of free access to the www.smartKPIs.com premium content.

Templates provided

- Desired State of Evolution template;
- Strategy Map template;
- Performance Scorecard template;
- Performance Dashboard template;
- Performance Healthogram template;
- Performance Measurement Maturity Model;
- KPI documentation template;
- Initiatives portfolio template;
- Initiatives documentation template;
- Performance Management System (PMS) architecture template;
- PMS maintenance process template;
- Employee Performance Plan template;
- smartKPIs Premium access;
- One report from the *Top 25 KPIs of 2011-2012* series.



Course details and investment

Date	
Location	
Course duration	9:00-17:00 on Day 1-2 and 9:00-16:45 on Day 3
Other inclusions	Course support handouts, certificate for course completion, lunch-catering service, coffee breaks
Registration deadline	

Course attendance fee (GST included)

Special offers:

Option 1: for members of the smartKPIs.com community

Option 2: for early bird payment

Option 3: for 2 or more participants from the same organisation

All fees are displayed in United States Dollar currency

Registration methods

Registrations for the course can be made online or via email. The registration process will be completed only after the attendance fee is paid.

Online at www.smartkpis.com for bank transfer payments and credit card payments

Email by sending the completed registration form to: office@kpiinstitute.org

Bank transfer payment to The KPI Institute

1. Send an email containing your contact details and registration request;
2. An email confirmation containing the tax invoice and bank account details will be sent to you;
3. Proceed with the attendance fee payment by bank transfer;
4. Send through email the proof of the payment transaction completion;
5. A tax receipt together with the registration confirmation will be sent to you via email (after the attendance fee payment is confirmed).

Registration cancellation procedure

- Any withdrawals have to be announced at least two weeks before the beginning of the course, through fax or e-mail. In this situation, the attendance fee will be refunded, less \$300 retained for administrative expenditure. The attendance fee will not be refunded if the withdrawal from the course takes place less than 2 weeks before its start date.
 - If you find yourself in the impossibility to attend the course after the registration process is already completed you may delegate another person to attend the course in your place without any further fees charged.
 - If you have confirmed and made the attendance fee payment but you didn't attend the course, the course attendance fee will not be refunded.
 - If you attend the course only partially (one day or a limited number of sessions), you will not benefit from any attendance fee reduction or refund.

Credit card payment on smartkpis.com

1. Fill in and submit the registration form available online at www.smartkpis.com
2. Pay by credit card using the online facility;
3. A tax invoice together with the registration confirmation will be sent to you via email (after the attendance fee payment is confirmed).

Testimonials

Even before the training delivery, I appreciated Adrian's keen interest in tailoring the course's objectives and materials to the specific needs of our team. Throughout the course, I was impressed with Adrian's unique ability to frame concepts such as performance dashboards, performance management systems and Balanced Scorecard into easy-to-grasp, practical examples.

Cristina Botea, Head of Planning & Performance Monitoring, HSSE Department, OMV Petrom

The course delivered was the expression of a very strong practical and pedagogical experience, and used interactive teaching methods, thus reaching its objectives. I myself have interiorized both the theoretical information and the practical abilities taught during the course, which led to an enhanced knowledge and understanding of Performance Indicators and their applicability within a company. I recommend Adrian Brudan to all his potential clients because he is a trustworthy consultancy trainer who offers high-quality services.

Mihaela Todor, HR Manager, Electrogrup

We were very pleased with the quality of the course and training and now we are in the process of applying in our company the knowledge gained. Based on all these experiences, I recommend Mr. Adrian Brudan as a highly professional expert and trainer in the field of performance management.

Ferenc Gabor, Managing Director, Process Solutions

It is with great pleasure and enthusiasm to recommend Mr. Adrian Brudan as an expert in Performance Management Area. The training course delivered by Adrian was an example of competence and professionalism based on a global understanding of the Performance Management System with all its components. Adrian has proven that has an excellence knowledge and experience in KPIs lifecycle, practice and also consulting in Performance Management, which are the benefits that I have earned for achieving this training.

Nicoleta Pulbere, Performance Manager – Continual Service Improvement, IT Global Solutions, OMV Petrom

It was a good programme, through which I got a clear idea about modern practices in using KPIs.

Shamima Akter Lovely, IDLC Finance Limited, Bangladesh

Contact

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