

Building Performance Indicators KPI's





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Course Objective

- Explain the components of a comprehensive strategy and the role of each
- ➤ List the main criteria for measuring performance and use them to plan and manage the performance of others
- ➤ Design reporting mechanisms which are critical for measuring progress and use them to track performance and determine critical deviations
- ➤ Provide effective feedback as a means of dealing with individual performance gaps and as a tool for effectively addressing all unfavorable changes in performance
- ➤ Determine when to coach and when to counsel and then do so based on a thorough understanding of performance gaps and their root causes



Target Audience

➤ All managers and senior professionals who are involved in influencing, formulating or supporting the performance of others, 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.





Course Outline

- > The annual strategy cycle and its major phases and components
- ➤ Various types of analyses
- > Vision and mission
- Critical Success Factors (CSFs)
- ➤ Using CSFs to translate strategy to operations
- > Performance criteria
- ➤ Analyzing CSFs in order to extract the three main performance criteria
- ➤ Key Results Areas (KRAs)
- > Core competencies
- > Core values
- ➤ How KRAs are cascaded to the business level
- ➤ Using KRAs to extract KPIs
- > Types of KPIs
- ➤ Behavioral indicators and their link to core competencies
- ➤ Goals, Objectives and Targets (GOTs): the main differences
- ➤ Using GOTs to develop measures and KPIs
- ➤ Why SMART objectives are not SMART!
- Performance tracking and reporting
- > The use of balanced and unbalanced scorecards
- > The use of dashboards and snapshot reporting
- ➤ Compound versus concrete KPIs: The use of indexes to summarize KPI reporting
- ➤ Performance gaps: the difference between a gap and a drop in performance



- ➤ Performance gaps: determining the need for coaching
- ➤ Providing feedback for improved performance
- ➤ Feedback: how different is it from opinions, evaluations and appraisals
- > Feedback versus appraisals, assessments and evaluations
- ➤ The cornerstones of effective feedback
- > Types of feedback
- ➤ Motivational feedback and its benefits
- > Formative feedback and how it should be delivered
- > Transforming negative feedback to positive feed forward
- ➤ The skills for effectively providing feedback
- ➤ Active listening, questioning and feed forward
- ➤ Coaching and counseling
- ➤ How counseling can act as a double edged-sword



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