



Certified KPI Professional

20 - 22 May | Lagos, Nigeria

Getting Key Performance Indicators right by using a rigorous KPI measurement framework.

Over the last 6 years, the team at The KPI Institute:

- ▶ Documented 8,000+ KPIs from 16 functional areas and 25 industries;
- ▶ Reviewed 1,000+ performance reports from 125 countries;
- ▶ Referenced 30,000+ resources (books, articles, performance reports) as part of the documentation process;
- ▶ Developed 250+ KPI Dashboards and Balanced Scorecards.

With the insights gained we:

- ▶ Delivered 130+ KPI Professional and Practitioner editions;
- ▶ Assisted 28,000+ organizations in finding solutions for their KPI needs;
- ▶ Trained 2,500+ participants in 40+ countries on how to work rigorously with KPIs.



3 Key Business Benefits

- ▶ Improve the performance of your company by practicing a sound framework for KPI measurement;
- ▶ Obtain better business results by selecting the right KPIs to monitor for your company;
- ▶ Generate value from using KPIs by optimizing the data collection process;

"I contacted The KPI Institute 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. AlFaadel, Saudi Food and Drug Authority, Saudi Arabia

Course Overview



KPI selection and data gathering are considered by professionals all around the world to be the most challenging aspects in working with KPIs. A way to address these challenges is to build a sound framework to measure KPIs, starting from the moment they are selected, until results are collected to be centralized in performance reports.

This training course presents a rigorous KPI Measurement Framework that embeds 10 years of research in the field of key performance indicators and relies on best practices identified in the real business environment.

Previous participants



Participants profile

▶ Professionals interested in measuring performance

Professionals from different fields, such as finance, human resources, production, logistics, information technology and others, interested in key performance indicators, will acquire the competencies needed to measure the performance of their team, department or organization.

▶ Top/middle/lower management professionals

Executives or operational managers, regardless of their field of expertise, will gain the ability and knowledge to measure performance and maximize the value of using KPIs. The tools and resources offered as part of the Certified KPI Professional Training Course enable managers to apply the concepts learned within their organizations, immediately after the course.

▶ Performance measurement experts

For professionals like Data Analyst, Strategy Manager, Performance Management Officer or Performance Architect, it is important to develop competencies in measuring performance, especially in terms of KPI selection and data gathering. Usually, this particular audience already has a performance measurement system set in place and the Certified KPI Professional Training Course offers them the opportunity to learn the best practices used in this field and identify how their current processes and approaches regarding KPIs can be improved.

+ Benefits

- ▶ Support decision making by accessing data of previous and future performance;
- ▶ Access an innovative learning experience based on a 3 stage educational process;
- ▶ Obtain premium recognition as a Certified KPI Professional by completing a unique international learning program;
- ▶ Expand your business network by becoming a member of the international Certified KPI Professionals Community;
- ▶ Access rigorous tools that help you implement a framework for KPI Measurement by receiving 10+ templates used in working with KPIs.

✎ Learning objectives

- ▶ Differentiate between objectives, KPIs and initiatives;
- ▶ Understand KPI selection in different contexts;
- ▶ Apply best practice techniques to KPI selection;
- ▶ Document KPIs in a standardized template;
- ▶ Learn when and how to use benchmarking in target setting;
- ▶ Optimize the KPI activation and data gathering process.

Agenda

Day 1 - A Standardized Approach to KPIs

The World of KPIs

- ▶ Challenges in performance measurement;
- ▶ The value added by KPIs;
- ▶ KPIs concept map;
- ▶ Governance;
- ▶ Organizational levels.

Understanding KPIs

- ▶ KPI related terminology;
- ▶ SMART objectives decomposed by specific criteria;
- ▶ KPI lifecycle.

KPI Typology

- ▶ Leading vs. lagging KPIs;
- ▶ Qualitative vs. quantitative KPIs;
- ▶ Efficiency vs. effectiveness KPIs.

KPI Taxonomy

- ▶ Interdisciplinary systemic worldview;
- ▶ KPI use case scenarios;
- ▶ KPI DNA map.

Day 2 - KPI Selection and Target Setting

KPI Selection

- ▶ KPI selection for organizational scorecard;
- ▶ KPI selection sources;
- ▶ KPI selection techniques.

KPIs in Context

- ▶ KPI selection for industry;
- ▶ KPIs cascaded to functional area.

KPI Documentation

- ▶ KPI documentation form functions;
- ▶ KPI documentation form design;
- ▶ KPI documentation process;
- ▶ Organizational KPI libraries development;
- ▶ Weights and indexes.

Working with targets

- ▶ Target setting process;
- ▶ Targets in practice;
- ▶ Challenges in working with targets;
- ▶ Negative behaviors when setting targets.

Day 3 - Data Gathering and Visualization

Data Gathering

- ▶ Data quality dimensions;
- ▶ KPI reporting data sources;
- ▶ KPI activation tools;
- ▶ KPI activation techniques.

Working with Data Custodians

- ▶ Communication improvement with data custodians;
- ▶ Community of practice.

Data Visualization

- ▶ Guidelines to designing efficient templates;
- ▶ Usability in terms of visual design.

Scorecard and Dashboard Design

- ▶ Scorecard and dashboard examples;
- ▶ Best practices in scorecard design;
- ▶ Best practices in dashboard design.

Review & Evaluation Test

- ▶ Course review;
- ▶ Certification exam.



Testimonials

"This is one of the best programs regarding performance management I have ever attended. I highly recommend this training for any manager who wants to manage his/her business in the right way."

Perviz Aslani, EMBAWOOD, Azerbaijan

"Thank you for the excellent training workshop on KPIs. It was an eye-opening experience and provided much needed guidance and clarification. The information gained has provided focus and depth."

Parsa Zoqaqi, Royal University for Women, Bahrain

"First of all, the course was well structured and focused on the important areas. The topics were well chosen by our facilitator and that helped everyone understand the world of KPIs. I really learned every aspect about KPIs, as a beginner. I recommend it to everyone who wants to be specialized in Performance Management and choosing the right KPIs."

Kerem Ulusoy T. Şişe Cam Fabrikaları A.Ş., Turkey

"The course content was incentivizing and very specific in the same time. I liked the practical part, it illustrated the information in a very clear way and helped for better understanding."

Rahma Al-Ismaïli, Rural Areas Electricity Company (RAECO), Oman

Learning experience

Pre-course

This part of the learning experience is meant to ensure a smooth transition to the face to face training. Participants are required to take the following steps:

- ▶ **Guidance and schedule** – analyze a document presenting guidelines on how to maximize your learning experience;
- ▶ **Introduction** – share an introduction message to present yourself to the other participants in an online group;
- ▶ **Pre-course evaluation** – fill in a need analysis, take a short quiz to establish the current level of knowledge and share your expectations. As part of this self-evaluation, you can establish personal learning objectives for this training.
- ▶ **Prerequisite reading** – review extra materials on topics such as performance measurement history or management theories. Examine KPI definitions before the core course to gain a more holistic view upon the subject.

Core course

During the three days of face to face training, the course is designed to facilitate experiential learning and ensure a high level of interactivity. Exercises used to enhance the development of competencies range from simple matching of concepts to extensive analysis of case studies. The learning experience consists in:

- ▶ Applying concepts in practical exercises;
- ▶ Analyzing case studies and identifying solutions;
- ▶ Using templates to develop performance measurement instruments;
- ▶ Sharing experiences and best practices;
- ▶ Creating a network of KPI Professionals;
- ▶ Constantly evaluating the participants' knowledge, through short quizzes to support the certification exam.

After-course

- ▶ **Action plan** – submit a plan to state the changes you intend to make in your department or organization in terms of KPI measurement, 3 days after the training course;
- ▶ **KPIs as part of the Performance Management System** – watch a 45 minutes webinar presenting the KPI measurement as part of a system that ensures performance improvements and achievement of objectives;
- ▶ **In-house presentation** – submit a PowerPoint presentation that you will deliver within the organization on key topics covered during the training course, 3 weeks after the end date of the course.
- ▶ **Additional reading** – access a list of resources (books, articles and videos) in order to continue your learning experience.

Educational Resources

The KPI Infographic

The qualitative reports Performance Management in 2012 and Performance Management in 2013

Catalogues: KPI Documentation Forms, Negative Behaviors, Targets in Practice, Dashboards, Scorecards, Graphs in Practice;

Fact Sheet: KPI Definitions, KPIs in Practice, Terminology in Practice, KPI Selection Criteria;

Video doodles: What is a KPI, a KRI and Metrics, What is a Dashboard, What is a Scorecard, Understanding the KPI Documentation Form;

Webinars: Understanding Key Performance Indicators, Selecting Key Performance Indicators, KPI Documentation: Understanding KPI Names, Calculating Formulas and Establishing Targets, Managing with KPIs - Tools, Processes and Techniques for KPI Data Gathering;

Other Resources: Consisting in videos, whitepapers or case studies relevant for KPI measurement.

Evaluation

The Certification Exam will take place on the third day of the training course. It contains 75 questions and the necessary score to pass is minimum 50. Time allocated to finalize the exam: 60 minutes.

Inclusions

Course materials that consist in:

- ▶ Course slides;
- ▶ Course notes.



Performance Management Toolkit, containing the following templates:

- ▶ Desired State of Evolution;
- ▶ Strategy Map;
- ▶ Performance Scorecard;
- ▶ Performance Dashboard;
- ▶ Performance Healthogram;
- ▶ Performance Maturity Model;
- ▶ KPI Documentation;
- ▶ Initiatives Portfolio;
- ▶ Initiatives Documentation;
- ▶ Performance Management System Architecture;
- ▶ Monthly Performance Management Process;
- ▶ Employee Scorecard.

Furthermore, the templates are accompanied by two manuals and two publications:

- ▶ Performance Dashboard Guide for Administrator;
- ▶ Performance Scorecard Guide for Administrator;
- ▶ KPIs for Call Center Dashboard
- ▶ KPIs for Call Center Scorecard.

Associate Membership on smartKPIs.com available for 6 months, providing access to over 8000 KPI examples;

One research report from the Top 25 KPIs series;

One webinar from the 2014 Performance Management Webinar Series.



Facilitator



Mihai Toma

**Head of Professional Practice
TKI MENA**

Mihai Toma is the Head of Professional Practice MENA at The KPI Institute. His research activity in the Performance Management field has resulted in the documentation and revision of over 1000 Key Performance Indicators.

Some of Mihai's most significant research programs have resulted in the development of several publications such as "The KPI Compendium" and the "Top 25 KPIs in 2011-2012" Report Series.

Mihai gained a solid background in implementing performance management systems as he facilitated The KPI Institute's establishment with strategic direction and with cascading KPIs from organizational level to individual level.

Mihai has been actively involved in the implementation and design of KPI operational dashboards and functional performance scorecards. He assisted in developing the performance management system architecture for The KPI Institute's clients from various industries and functional areas.

As a facilitator, Mihai developed and delivered training courses on selecting and documenting KPIs, managing individual performance, as well as The KPI Institute's KPI Professional Certification course.

As a Certified KPI Practitioner, Mihai has advised and worked with a variety of international clients from industries such as petrochemicals, utilities, healthcare, construction materials production, pension funds, food production and professional services. Among the most important clients Mihai has worked with are CELCO, Wadi Al Jizzi Power Company (WAJPCO), ARASCO, Abu Dhabi Retirement Pensions & Benefits Fund (ADRPBF).



THE KPI INSTITUTE

The KPI Institute is the global authority on Key Performance Indicators (KPIs) research and education, providing through its publications and training courses insights on how to measure and learn with KPIs. It developed the first KPI Management Framework and operates several research programs dedicated to performance management, strategy, Balanced Scorecard and Key Performance Indicators. It operates smartKPIs.com, the result of the research program dedicated to documenting and cataloguing how KPIs are used in practice, an online portal containing the largest collection of well documented KPI examples, supported by a community of tens of thousands of members.



Testimonials

"The content of the course was very rich and provided many sources and research relevant to the course and our needs. Most importantly, it was up-to-date! Most of the courses relating to performance indicators and scorecards I have attended contained old data. However, the KPI Institute course content wasn't! On the contrary, some recent samples were presented during discussions. I'd like to take this opportunity to thank The KPI Institute for this course and look forward to work with you in the near future."

Kaltham Al-Assam, Qatar International Petroleum Marketing Company Ltd. (Tasweeq), Qatar

"I'm happy to be introduced in the world of KPIs. I gained knowledge about the terms of performance management tools that are very important for a company to achieve its goals. I will spend a great effort to integrate this methodology in my company."

Ayhan Aydoğmuş, Roketsan, Turkey

"This is one of the best courses I have taken. Very well structured, informative and managed by a very skillful trainer."

Nahed Y. Alobaid, Gulf University for Science & Technology, Kuwait



Training Courses Catalogue 2015

The KPI Institute offers a broad set of training courses customized to specific functional areas, industries or topics related to performance management.

Access the Training Courses Catalogue below for the complete training offer.

Course Fees

Course Date	General Fee	The KPI Institute Members and KnewRow Resources Clients	Early Bird	2 or More Participants	Registration Deadline
20 - 22 May	\$2,300 USD	\$1,950 USD	\$1,850 USD by April 22nd	\$1,700 USD	14 May

*The course fee includes course materials, lunch and coffee breaks.

Accommodation

Accommodation is not covered by the attendance fee and it needs to be arranged separately by participants.

Our dedicated team can provide you with assistance, information and guidance to help you plan your next training course and ensure you enjoy the services and comfort at a first class hotel.

We invite you to contact the event manager to enquire about special rates from the venue.

For more details visit:



Venue

Oriental Hotel,
3 Lekki - Epe Express Way, Lagos, Nigeria



Contact Information



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Registration

3 ways to register:



Online



Direct contact

Call us and we will assist you through the registration process.

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Registration form

Use one of the following options:

- ▶ Complete this form and fax it to our Dubai Office at:
+97 1 4332 8810
- ▶ Email us with your registration details

Payment:



Credit card

1. Fill in and submit the registration form available online at store.kpiinstitute.org
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).



Bank transfer

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 form

*Please fill out all the fields below

Title

First name

Last name

Telephone

Email

Training course

Date of training course

Job title

Department

Organization

Organization size

Industry

Address

City

State / Province

Country

Postal Code

How did you hear about us?

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 \$400 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.