



KEY PERFORMANCE INDICATOR PROFESSIONAL STRATEGY MANAGEMENT GROUP



KPI Professional Certification Program



5 Day Program (3 day + 2 day)

Course Price: ₦1,620,000/\$4,500*

Course Benefits:

Participants will:

- Learn best practices to more effectively and efficiently develop, deploy and manage KPIs as part of a strategic management system
- Understand important business drivers that ensure a successful performance measurement system implementation
- Contribute to organizational success by measuring what matters most
- Apply what they learned to their own organization's performance measurement architecture

This Program is taught by experienced Strategy Management Group (SMG) Senior Associates who have trained over 5000 practitioners and consulted for hundreds of organizations from over 60 countries since 1997.

Certification:

This program is offered in association with the [George Washington University College of Professional Studies](#).

Program Overview

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.

Most people – whether executives, managers, strategy or performance professionals, or analysts – struggle to develop and manage KPIs or use performance information to make better decisions. This program helps participants who are working to find meaningful KPIs, get true buy-in to performance measurement, align measures to strategy, and use measures to drive improvement to reach targets.

This program is designed for all sectors—business and industry, government, and non-profit—and provides participants with practical tools to developing meaningful strategic and operational performance measures, and then develop their skills through a series of practical application exercises. Participants are taught how to use several tools, including the logic model and cause and effect, that are used by organizations around the world. Participants are taught how to understand and articulate desired results, determine what to measure, set targets and thresholds, develop composite measures using lower level performance measures, measure outcomes, outputs, processes, and inputs, and produce visually appealing reports and dashboards that better inform decision making throughout an organization. This course is designed to help participants understand the fundamentals of performance management, then successfully develop, deploy, and manage meaningful KPIs for strategic, operational, or program management.

Learning Objectives

Participants will learn how 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
- 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
- Communicate performance information throughout the organization to better inform decision making

Who Should Attend

This course is recommended for:

- Teams or individuals with performance measurement/management responsibility
- Senior managers or leaders who are establishing, leading, and managing performance management and/or measurement programs and systems
- Managers, planners and analysts who are part of a strategic planning and management team and are seeking the best practical ideas for improving organizational performance
- Employees who have been tasked to plan, develop, or improve dashboards, KPI scorecards, business processes, program and project management portfolio management or other measurement systems
- Managers, planners, or analysts who are involved with defining performance measures or complying with regulatory and other reporting requirements
- Budget analysts who need performance information to formulate budgets and evaluate programs

How to Become Certified

There are two paths to earning KPI Professional Certification:

1. Attend a single KPI Boot Camp course of study, with exam:
 - a. Attend the 5-day KPI Professional Certification Boot Camp (includes Part 1 and Part 2)
 - b. Pass the KPI Professional Certification exam
2. Take the two sections of the Boot Camp on different occasions, with exam:
 - a. Attend the 3-day KPI Professional Certification Part 1
 - b. Attend the 2-day KPI Professional Certification Part 2: Professional Application course
 - c. Pass the KPI Professional Certification exam



Feedback:

"Before, I was reacting to requests for performance reports.... now, I have created a report suite that shows our performance clearly at all levels of management and also at the process level. These reports are now used widely by the extended management team."

"Very useful charts and checklists to evaluate the process of developing performance measures..."

"...very practical – an easy step-by-step process that is easy to follow and implement..."

"I cannot tell you how many times I bring people back to this measure design model and see it work time and time again."



Program Curriculum

KPI Professional Certification Part 1:

(3-day course)

The KPI Certification Part 1 course provides an introduction to KPIs and their strategic context, and then introduces participants to a step-by-step methodology that can be used to develop various types of KPIs. Through short lectures, case studies, and applied exercises, participants learn the fundamentals of KPI development, how to get true buy-in to performance measurement by building a performance measurement culture, and how to strongly align measures that drive improvement to strategy.

The focus of Day One is on understanding basic KPI terminology and the purpose of measurement, as well as the strategic context needed to develop and align meaningful KPIs. In Days Two and Three, participants learn and apply advanced concepts of performance measurement. Participants focus on making strategy measurable and easier to communicate and cascade. They select and design KPIs in a consistent way, using the right data and with the right ownership. With this knowledge, the participants design insightful and actionable reports and dashboards that focus discussion on improvement and are able to clearly see the real signals from measures about whether performance is improving or not.

At the end of the Part 1 course, participants will understand how to clearly communicate desired results and make lasting improvements in performance. They will be able to tightly align measures to strategy, and measure intangible goals, while streamlining the measurement and reporting process to reduce cost and effort and cycle time. By learning KPI Development participants will get everything needed to create measures that transform an organization's performance.

Day One: KPI Development Overview

- Introduction to KPIs and Strategic Management
- Creating the Right Performance Measurement Culture to Build Buy-in
- Understanding Strategic Context (*"Begin with the End in Mind"*)
- Application Exercises
- Tools, Templates, and Supplemental Resources

Day Two: Performance Measurement

- Understanding Measurement's Purpose
- Mapping Measurable Results
- Designing Meaningful Measures
- Building Buy-in to Measures
- Application Exercises
- Tools, Templates, and Supplemental Resources

Day Three: Performance Measurement (cont.)

- Implementing Measures
- Reporting Performance Measures
- Interpreting Signals from Measures
- Reaching Performance Targets
- Summary – Preparing for a Successful Implementation
- Application Exercises
- Tools, Templates, and Supplemental Resources



Certification Partners
Certifications are offered through BSI and the George Washington University College of Professional Studies (GWUCoPS).

SMG, in association with the GWUCoPS developed the KPI Professional Certification program as a comprehensive program for leaders, managers, or analysts who want to learn how to build, deploy, and sustain KPIs in order to improve organizational strategic or operational performance."



Program Curriculum, Continued

KPI Professional Certification Part 2:

(2-day course)

This course is designed to help participants who understand the fundamentals of performance management successfully develop their skills through a series of practical application exercises. The course covers more advanced KPI topics including the development of strategic, operational, project, risk, and employee measures, as well as creating KPI alignment by cascading objectives and managing with performance information. Participants learn an early-warning system that can be used throughout an organization to help improve performance. Throughout the course, participants will be applying the framework and learnings to an individualized KPI project that reflects improvements in their organization. At the conclusion of the program, each participant will share their application project for peer and faculty feedback.

At the end of the program, participants will be able to improve managers' and employees' perception of the value and importance of measuring performance, lift the skill level of managers and employees in selecting meaningful measures and using measures to support their decisions, increase the active involvement of employees in selecting and implementing performance measures, reduce the cycle time of implementing new performance measures, from choosing them to using them, and increase the proportion of strategic and operational business objectives that have meaningful measures identified.

Day Four: KPI Application and Developing Measures

- Developing Measures for Strategy Execution
- Developing Measures for Operations
- Developing Measures for Projects
- Developing Measures for Programs
- Developing Measures for Employee Performance
- Course Application Project Introduction
- Advanced Topic: KPI Case Studies
- Application Exercises
- Tools, Templates, and Supplemental Resources

Day Five: KPI Advanced Topics and Participant Presentations

- Creating KPI Alignment by Cascading Objectives
- Managing Strategically with Performance Information
- KPI Development Application Project for participant Organizations
- Final Participant Application Project Presentation and Discussion

Program Differentiators

- Participants learn a simple, “do-it-yourself” methodology to develop meaningful performance measures
- The KPI program builds off the balanced scorecard programs that have been successfully delivered for over fifteen years
- The program includes multiple performance measurement frameworks and tools, including the logic model, cause-effect, process flow, and many more!
- Successful program participants courses are jointly certified by with the George Washington University College of Professional Studies and SMG; and offer CEU credit
- BSI has trained over 5,000 practitioners and has consulted for hundreds of organizations from over 40 countries since 1997
- The program is based on a wholly integrated performance measurement and management framework
- Practical, step-by-step exercises, instruction and application guidance are provided by expert trainers
- SMG instructors have decades of practical experience “in the trenches”

For more information or to host this course at your location, contact us at:

www.balancedscorecardwa.org/contact