Effective KPIs Management

Develop and implement the right KPIs to achieve your organization's goals & growths!

Dubai, United Arab Emirates • 18th - 19th February 2013

Course Facilitator:

Monty Sacher
Founder and Principal
Sacher Associates (Australia)

Sacher Associates' performance solutions are used by over 70% of Australia's top 100 companies, thousands of government organizations, as well as hundreds of small and large organizations in the USA, New Zealand, South Africa, UK, and beyond.

Attendee Bonus!!

All delegates will receive a Performance Measures Applied Manual (Australia's best-selling productivity manual, in use by more than 70 & of Australia's top hundred companies) and a copy of *What do I do on Monday Monday Morning?* By Monty Sacher

TESTIMONIALS

"Generally our department has a much more unified sense of direction and purpose which is a vast improvement on the way things used to be. It is now very easy to measure, plot and graph out performance by individual, team and the section as a whole. We all work smarter. We discuss things more. More operators want to be developed and show commitment and enthusiasm - a new level of consciousness has developed."
~ Dennis Sparrow, G.H. Mitchell

"This is what we need: consultants who can tell us HOW to solve our problems."
~ Joe Allen, Mossman Central Mill Co.

"In my view, Performance Measures Applied is the single most important development work our company has or will undertake for a long time."
~ Deborah Motto, Angliss Pacific Limited

"We now have documented action plans through which performance measures and targets are easily monitored, and variances identified and controlled and performance is being continuously improved. In short we are focussed on getting our business basics right."
~ The Denso Management Team

"Following a Sacher Associates project, customer satisfaction with services, as measured by an independent external organisation, improved from below average to equal number one, out of 18 regions. This level of performance was sustained for 15 months."
~ Doug Christie, Mountain District

"Fundamental to the future development of my business. It is just what is needed to help get small business on track and to assist with growth and development."
~ Mandy Forward, Leber Storage Systems

Key Benefits to delegates include:

❖ **GAIN** in-depth understanding of cutting edge knowledge and concepts of Key Performance Indicators development

❖ **DEVELOP**, **IMPROVE** and **EVALUATE** Key Performance Indicators applicable to your organization

❖ **ENHANCE** underperforming balance scorecard

❖ **LEARN** how to avoid pitfalls in the implementation process

❖ **COMPREHEND** the importance of establishing vital communication system

❖ **ASCERTAIN** an effective rewards recognition structure

❖ **ACQUIRE** best practices of integrating technology and Key Performance Indicators from industry practitioner

SACHER ASSOCIATES
success through people and performance

Workshop Overview

Without knowing what you have or how are you performing, you are essentially flying blind. Measurements of key performance indicators need to be taken in order to get factual and real time data. This will enable one to be flexible and proactive in decisions and direction. However, the question becomes, what measurements and what methodology should be applied to get proper information from services and solutions. Many KPIs' measurements are just taken for the sake of it and accuracy and repeatability are nonexistent.

This workshop is ideal for any persons that want to expand their knowledge and capabilities in this area and get a firm grasp on concepts and practice. By empowering yourself with the ability to map out winning KPIs, decision makers, and thereby organizations can transform their operations to meet their business goals and strategies.

DAY 1 | 18th February 2013

SESSION 1 - KPIS AND THE BIG PICTURE: THE 10 ESSENTIAL COMPONENTS OF TEAM PERFORMANCE

A work environment or culture can be divided into various components and systems which are essential to the success of a team or organization. Once identified, these essential components and systems can then be systematically built into everyday activities, ensuring that performance is continuously improved and the improvements sustained in the long term.

Components
- Unified sense of direction
- Organization Direction
- Outputs and Measures
- Targets
- Feedback
- Communication
- Organization Structure
- Job and Process Design
- Rewards
- Skills/Knowledge

Systems
- Strategic/Business Planning System
- Performance Management/Measurement System
- Performance Appraisal/Review System
- Feedback/Information System
- Communication System
- Processing/Technical System
- Recognition & Remuneration System
- Strategic Human Resource Development System

SESSION 2 – COMPREHEND THE NEED FOR EFFECTIVE PERFORMANCE MEASURES

KPIs are essential for strategic planning, performance management, total quality management, reward systems, empowerment, business process re-engineering, strategic alliances, learning organizations, team performance system, benchmarking and many other reasons.

SESSION 3 - WAYS TO CREATE TOTAL STAKEHOLDER SATISFACTION WITHIN YOUR ORGANIZATION

- The concept of role clarification
- Customers, stakeholders and total stakeholder satisfaction
- Who are your stakeholders?
- Owners, external customers, internal customers, government, team members, suppliers, team leaders

SESSION 4 – CREATING FULLY FUNCTIONAL OUTPUTS

- Why output orientation is important
- How to develop outputs
- Quality standards for establishing effective outputs
- Outputs must be expressed as end results rather than as activities
- They must cover 100% of the function.
- Outputs must be under the control of the individual and/or the team
- There must not be any gaps, duplications or overlaps in outputs.
- Outputs must be suitable for the individual.
- Outputs must be used to create targets, not to describe them.
- **Examples and case studies**

SESSION 5 – FRAMEWORK FOR DEVELOPING KPIS/ MEASURES

- How to set KPIs
- A framework for developing and implementing KPIs
- Quality standards for outputs, KPIs, performance measures and targets
- Choose only selected performance measures to create targets.
- Performance measures must not be limited to existing information.
- Output based budgeting
- Common pitfalls
- **Examples and case studies**

SESSION 6 - TECHNIQUES TO DEVELOP TARGETS/ BALANCED SCORECARDS/ OUTPUT-BASED BUDGETING

- Why set targets
- Quality standards for effective targets
- They must be under the control of the person/team setting them.
- Focus on high-impact targets.
- Develop both targets and standards.
- They must be linked to annual resource allocation and budgets.
- They must be systematically reviewed.
- How to develop a balanced scorecard
- Output-based budgeting
- **Examples and case studies**

SESSION 7 – EVALUATE THE ROLES AND PITFALLS OF COMMUNICATION AND MEASUREMENT

- Performance linked communication
- What's to communicate
- How to communicate
- The unique role of the Team Leader
- Pitfalls in communication
- An integrated performance-linked communication system
- **Examples and case studies**

SESSION 8 – FORMULATING EFFECTIVE REWARDS SYSTEM AND MEASUREMENT

- Positive recognition systems
- Quality standards for positive recognition systems
- Team based reward systems
- Quality standards for effective team based reward systems
- The major pitfall
- **Examples and case studies**

SESSION 9 – IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM: GUIDELINES AND PITFALLS

- Guidelines for successful implementation of effective performance management systems
- Build teams around autonomous outputs
- Take responsibility for what can be changed and eliminate blame fixing
- Follow a logical order for implementation.
- Top management must drive the implementation process
- Ensure participation and involvement
- Have realistic expectations
- Pitfalls to avoid
- Going it alone
- The absence of a team leader or supervisory strategy
- Use of jargon
- The magic pill
- The notion that it's good for the troops
- The absence of a communication strategy

SESSION 10 - CASE STUDIES AND TEAM MODELS

A comprehensive action plan to implement everything learnt at the workshop will be discussed.

WHO SHOULD ATTEND

This programme is uniquely designed and will be of particular benefit to:

- ✓ HR Manager, responsible for organization-wide Performance Measurement
- ✓ CFOs and reporting accountant responsible for reporting Performance Measurement on a regular basis
- ✓ CEOs and General Managers who are dissatisfied with Performance Measurement in their organization and wish to scope out a complete, revisit in Performance Measurement
- ✓ Heads of Department
- ✓ Any other personnel responsible for monitoring and reporting the performance of a business unit, division or organization-wide.

WHY YOU SHOULD ATTEND?

Step-by-step guidelines and multiple real-life case studies from the trainer with more than 20 years of hands on experience and numerous consultations with the world's renowned corporations to devise the right plan for your organization's need.

Practical approach and clear and logical presentation of his developed training manuals will also allow you to easily understand the subject matter and apply the strategies within your organization.

Program Schedule

(Day 1 - Day 2)

08:30	Registration
09:00	Morning Session Begins
10:40 - 11:00	Refreshments & Networking Break
12:45	Luncheon
14:00	Afternoon Session begins
15:30 - 15:50	Refreshments & Networking Break
17:00	Course Ends

PRE-COURSE QUESTIONNAIRE

To ensure that you gain maximum value from this course, a detailed questionnaire will be forwarded to you upon registration to establish your exact training needs and issues of concern. Your completed questionnaire will be analysed by the course trainer prior to the event and addressed during the event. You will receive a comprehensive set of course documentation to enable you to digest the subject matter in your own time.

In-House Training

Cost effective In-house courses, tailored specifically to your organisation's needs, can be arranged at your preferred location and time.

ABOUT YOUR COURSE FACILITATOR

Sacher Associates' Director, Monty Sacher, has held a strong commitment to the quality and productivity field since 1981. His particular interest and expertise lies in improving bottom-line performance in medium to large organisations in both the public and private sectors.

In 1987 Monty founded Sacher Associates, a productivity consulting and publishing company. Sacher Associates specialises in the development and implementation of performance improvement systems in both the private and public sectors. Since its inception, Sacher Associates have established performance systems in some of the most successful public and private sector organisations in Australia.

Sacher Associates is best known for its focus on implementation. Monty is the author of Performance Measures Applied - a practical manual to measure performance; A Commonsense Approach to Business Planning, Success Through Team Performance, Performance-linked Learning and Performance-linked Communication - practical manuals which have become known for their ability to translate business principles into clear, concise, user-friendly guides to business success. He has also just published a new book, What do I do on Monday morning? A daily guide to organizational.

Sacher Associates' performance solutions are used by over 70% of Australia's top 100 companies, thousands of government organizations, as well as hundreds of small and large organizations in the USA, New Zealand, South Africa, UK, and beyond.

Monty graduated from the University of Cape Town in South Africa with a Bachelor of Business Science Degree. This four-year honours degree enabled him to major in Business Science, Human Resources and Psychology. He also holds a Management of Training Certificate from the Graduate School of Business Administration of the University of the Witwatersrand and an Industrial Training Certificate from the Natal Technical College.

After graduating, Monty embarked on Human Resources, Training and Consulting career in Marketing, Operations and Manufacturing with South African Breweries. After five promotions in six years, he reached executive status at the age of 28 - the youngest executive in the third biggest industrial organisation in South Africa.

Clients that have benefited from Monty's expertise:

Global

- Coca Cola
- Mobil
- Hilton Hotels
- General Motors
- Nestle
- VTTI
- Chase Manhattan
- Hitachi
- US Coast Guard
- Walt Disney
- Natural Gas Pipeline
- Alcoa
- Kodak
- Toyota
- Texas Instruments
- Dupont
- Hewlett-Packard
- General Electric

- Shell
- Canon
- Cadbury Schweppes
- Philip Morris
- Federal Express
- Seiko
- BP
- NEC
- First Bank
- BHP Steel
- Bridgestone
- Kimberley Clark
- Caltex Oil
- Johnson & Johnson
- Ford Motor
- Argyle Diamond Mines
- Occidental Chemical
- US Department of Education
- Red Cross
- Maybank

- Mitsubishi Electric
- Daewoo
- Zurich Insurance
- Illinois Power
- US Army Engineers
- Black & Decker
- Prudential Insurance
- Singapore Airlines
- Abbott
- Fuji Xerox
- Alcan Aluminium
- M&M Bars
- Oshkosh
- First Express
- Cathay Pacific
- TNT Express Worldwide
- Century Telephone
- Ericsson
- Toshiba

Private Sector (Australia)

- BHP
- Boral
- ABB
- Tomago Aluminium Company
- Mobil Oil Australia Limited Cussons Pty Ltd
- Orica
- National Dairies
- Faulding Healthcare
- Denso (Australia)
- Leigh Creek Coalfield
- Augusta Power Stations (NRG Flinders Power)
- TXU
- Powercor
- Uecomm

Public Sector (Australia)

- Gas and Fuel
- Rail Services Australia
- NSW Police Service
- Department of Primary Industries
- Victoria Casino and Gaming Authority
- Sydney City Council
- Australian Defence Force

- Defence Materiel Organisation (DMO)
- Royal Australian Air Force
- State Electricity Commission of Victoria (United Energy, Eastern Energy and Powercor)
- Entire generation division of the Electricity Trust of South Australia
- State Government of Victoria