



CERTIFIED KPI PROFESSIONAL

LIVE ONLINE CERTIFICATION

2020 EDITIONS:

- > 6-10 APRIL
- > 12-16 APRIL - ARABIC
- > 26-30 APRIL - SPANISH
- > 11-15 MAY
- > 18-22 MAY
- > 15-19 JUNE
- > 21-25 JUNE - ARABIC



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

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.

Over the last 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 as part of the documentation process.



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.

👤 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 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 relevant performance data;
- › Use pre-populated tools to facilitate the implementation of a KPI Measurement Framework in your organization by receiving 10+ templates used in working with KPIs;
- › Access an innovative learning experience based on a 3 stage educational process;
- › Expand your business network by becoming a member of the international Certified KPI Professionals Community.

+ 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 - 4h

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;
- › KPI lifecycle.

Day 4 - 4h

KPI Documentation

- › KPI documentation form functions;
- › KPI documentation form design;
- › KPI documentation process;
- › Organizational KPI libraries development;
- › Weights and Indexes.

Working with targets

- › KPI documentation process;
- › Targets in practice;
- › Challenges in working with targets;
- › Negative behaviors when setting targetstargets.

Day 2 - 4h

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 3 - 4h

KPI selection

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

KPI in Context

- › KPI selection for industry;
- › KPI cascaded to functional area.

Day 5 - 4h

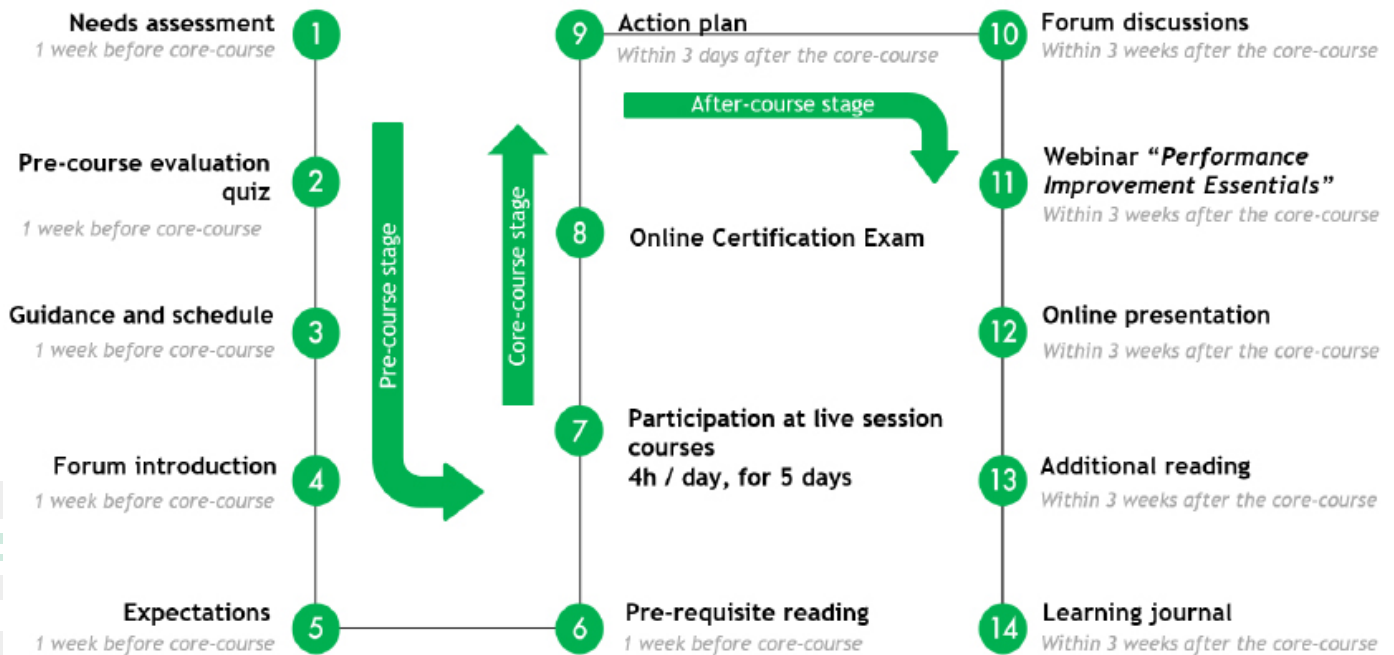
Data Gathering & Working with data custodians

- › Data quality dimensions;
- › KPI reporting data sources;
- › KPI activation tools;
- › KPI activation techniques;
- › Guidelines to improving communication with data custodians;
- › Community of Practice.

Data Visualization

- › Guidelines to design efficient templates;
- › Usability in terms of visual design;
- › Scorecard and dashboard examples;
- › Best practices in scorecard design;
- › Best practices in dashboard design;

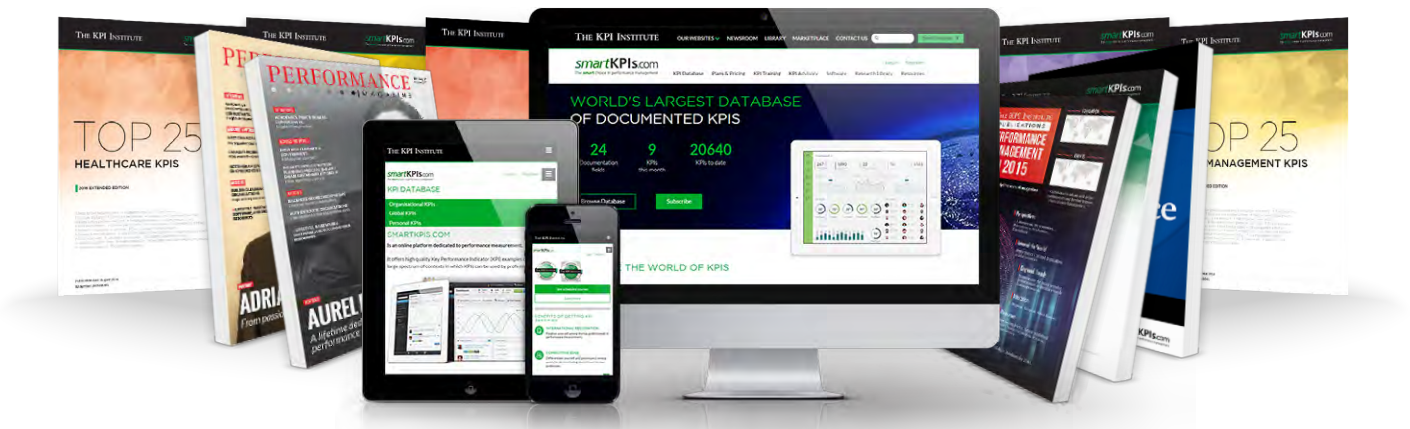
Certification Process



The certification process is finalized only when you complete all of the 3 stages of the learning experience. You will receive:

- > Certificate of Completion (soft copy): after completing pre-course activities and passing the Certification Exam;
- > Certificate of Attendance (soft copy): after participating at the 5 days of live session course;
- > Certified Professional diploma (soft copy): after you have successfully completed all of the 3 stages of the learning experience.

Educational resources



Course materials

- › Course slides;
- › Course notes;
- › Course quiz;
- › The KPI Infographic.

The qualitative reports

- › Performance Management in 2014 and 2015.

Catalogues

- › KPI Documentation Forms;
- › Negative Behaviors;
- › Targets in Practice;
- › Dashboards;
- › Scorecards;
- › Hardware;
- › Graphs in Practice;
- › Glossary of terms.

Videos

- › 11 Videos dedicated to Performance Management.

Fact sheets

- › KPI Definitions, KPIs in Practice;
- › Terminology in Practice;
- › KPI Selection Criteria;
- › Performance Management Related Theories.

Webinars

- › Free access to all Performance Management webinars series from 2014 to 2016.

Performance Management Toolkit

- › **Templates:** Desired State of Evolution, Strategy Map, Performance Scorecard, Performance Dashboard, Performance Healthogram, Initiatives Portfolio, Performance Management System Architecture, Monthly Performance Management Process, Employee Scorecard;
- › **Manuals:** Performance Scorecard Guide for Administrator, Performance Dashboard Guide for Administrator;
- › **Publications:** KPIs for Human Resources Dashboard, KPIs for Human Resources Scorecard.

Premium subscription on smartKPIs.com

- › Available for 6 months, providing access to 500 fully documented KPIs and over 20.000 KPIs enlisted and one research report from the Top 25 KPIs series.

Facilitator

Adrian Brudan

General Manager, TKI EMEA



Adrian Brudan is the General Manager of The KPI Institute EMEA Region, a research institute specialized in business performance, which operates research programs in 12 practice domains ranging from strategy and KPIs to employee performance and from customer service to innovation performance. The KPI Institute is also considered today the global authority on Key Performance Indicators (KPIs) research and education.

Adrian is an expert researcher, consultant and practitioner with 7 years of experience in the deployment and implementation of KPI Management Frameworks. He has 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 specialized in organizational performance measurement and management audit using internally researched and developed performance management capability maturity model frameworks.

As an educator, Adrian has facilitated hundreds of training courses and advisory programs on performance management subject matters in multiple industry settings ranging from oil & gas industry, utilities and healthcare to military, finance and airline industry.

As a consultant, he holds valuable experience both in Performance Management, and Project Management. His expertise and knowledge range from the implementation and review of performance management architecture, to KPI Scorecards and Dashboards design.

Part of The KPI Institute consultants' team since its inception, he was involved in several international projects reviewing performance management architectures and delivering educational programs for clients in Europe, North America, Middle East, Southeast Asia and Australia.

Facilitator

Raluca Vintilă

Instructional Design & E-Learning Coordinator



Raluca Vintilă is a Management Consultant at The KPI Institute.

She has delivered training courses, workshops, conference presentations, business simulations and webinars related to the use of KPIs in organizational context, performance measurement and improvement to professionals from a variety of domains. She has trained over 3,400 participants in Europe, Africa, Asia and Latin America. The main training programs include: Certified KPI Professional, KPI Essentials and KPI Masterclass, Certified Performance Management Professional and Performance Management for Public Sector.

She has accumulated a high level of experience in guiding professionals and practitioners in their journey of Implementing Performance Management Systems based on KPIs. Some of the projects: Organizational Architecture Review, Performance Management System Implementation at Organizational, Division and Individual Level.

She has conducted conference workshops and presentations on the following topics: Key Tools for Strategic Planning, Key Performance Indicators (KPIs): Measurement, learning, optimization, Performance measurement: From strategy to Key Performance Indicators (KPIs), KPI Selection Techniques, Challenges in Designing Performance Management Systems. Some of the most significant conferences she has attended are the following: Strategy Leaders Forum in Dubai, United Arab Emirates dedicated to Strategy Execution and the Balanced Scorecard; HR Directors Business Summit in Birmingham, United Kingdom.

Raluca has delivered webinars on several performance management topics, such as: KPI Implementation Project Plan, KPI Selection techniques, KPI Documentation, Best practices in working with KPIs, Team management, Succession management.

Besides her academic and professional development, her involvement in designing educational programs is what recommends her the most. She is involved in the design and development of face-to-face and online learning solutions, related to competency development in the area of Performance Measurement and Management.

Raluca is an auditor for Global Performance Audit Unit (GPA Unit), the strategy and performance audit division of The KPI Institute, supporting organizations to establish their PMS maturity level.

Facilitator

Fadi Fuad Al-Jafari

Data Analysis Expert The KPI Institute



Al-Jafari Fadi Fuad Al-Jafari is a Management Consultant at The KPI Institute with Specialities in Data Analysis and Visualization.

Fadi has a Bachelor Degree in Communication Engineering from Al-Balqa Applied University in Jordan and a Master Degree in Business Administration from German Jordanian University in Jordan.

Fadi is a Certified Project Manager Professional, has several certifications in Statistics Foundation, Data Analysis using Excel, Analyzing and Visualizing Data with Excel, Working with Real-Time Data in Excel, Excel Macros in Depth, Predictive Analytics using BigML, Train of Trainers and he has been part of several projects in the last years.

He has worked in different projects, such as: Network Statistics Reporting Tool, Network Operation Center Balanced Scorecard, Business Specification Documents for Network Operations Center, Align Zain's Procedures with APQC's PCF, Robotic Process Automation for Network Operation

As work experience, apart being a consultant for The KPI Institute, Fadi was a Network Operations Engineer starting from 2014 until 2019 and his job responsibilities include: Monitoring of Telecommunication Radio and Transmission Systems; Network Performance Management by identifying network elements' statistics, prepare network health technical reports and take corrective actions to maintain the best served quality and he facilitated, monitored and worked on network planned activities and projects work.

Facilitator

Doina Popovici

Management Consultant, The KPI Institute



Mrs. Doina Popovici is a Partnership Manager and Management Consultant at The KPI Institute, a research institute specialized in business performance improvement, considered today to be the global authority on Key Performance Indicators (KPIs) research and education. The Institute operates research in 12 practice domains ranging from strategy and KPIs to employee performance and from customer service to innovation performance.

As a Management Consultant, Doina has been involved in designing and implementing the Institute's Partnership Program and Partnership Business Models. These projects focus on the description of the processes and stages through which training and consulting companies receive TKI Accreditation to deliver its educational and advisory programs/services. In addition to this, she is part of the TKI committee that validates external facilitators, consultants and assessors as Official TKI Facilitators, Consultants and Assessors.

Her experience as a Management Consultant also led her to being the author of a large series of live webinars dedicated to performance measurement and the performance improvement fields and an invited speaker guest to conferences in Latin America.

As a Researcher, Doina's activity in the Performance Management field has resulted in the development of the content for the Certified Performance Audit Practitioner Portfolio, an advanced level of recognition designed to validate the experience, applied knowledge and development skills of Certified Performance Audit Professionals. She has had a major contribution in creating awareness in working with KPIs by translating TKI's most popular certification course-Certified KPI Professional - in Spanish and making it more accessible to native speaking professionals. As a Facilitator, she delivers the Certified KPI Professional (English, Spanish and Romanian), Certified Performance Management Professional and Certified Performance Audit Professional programs, both in Europe and Latin America.

As a Facilitator, she delivers the Certified KPI Professional (English, Spanish and Romanian), Certified Performance Management Professional and Certified Performance Audit Professional programs, both in Europe and Latin America.

Facilitator

Andrea Minelli

Management Consultant, The KPI Institute



Andrea Minelli is a Management Consultant at The KPI Institute.

Andrea is a Certified Benchmarking Professional, Certified KPI Professional and Certified KPI Practitioner and his research activity in the Performance Management field has resulted in the documentation of + 500 Key Performance Indicators.

As a researcher, Andrea's work in the field of performance measurement and performance management lead to the development of "The Utilities Performance Benchmarking Report Series 2017" a 6 Report-Series based on Utilities Performance. Besides documenting and reviewing KPIs, Andrea's research activity in the Performance Management and Organizational Development field is completed by writing research-based articles for the Performance Magazine, The KPI Institute's online magazine dedicated to strategy and performance.

As a consultant, Andrea has gathered experience in guiding professionals, operating in different industries and sectors, in their journey of implementing Performance Management Systems using solutions such as the Balanced Scorecard. Some of the most significant consultancy projects: Performance Management System Implementation at Corporate, Departmental, Function and Individual Level, Agile Employee Performance Appraisals. In terms of training, some of the significant projects are the in-house training program for Qatar Foundation, The Certified KPI Professional training for Poivre Corporate Services (Mauritius) and the open-course training in Algeria, Philippines, Serbia, Malaysia, Bangladesh and Cambodia among others.

As an educator, Andrea has delivered open format and in-house training courses, workshops, business simulations, podcast and webinars related to the use of KPIs in organizational context, performance measurement, management, utilization of the Balanced Scorecard and healthcare Performance Management to professionals from a variety of domains. The main training programs include: Certified KPI Professional, KPI Masterclass, Certified Performance Management Professional. Andrea has delivered webinars on several topics, such as: KPI Selection Techniques, Best practices associated with PMS implementation, Healthcare Performance Management Systems and Stakeholders buy-in.

Course Fees



Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 06 - 10 April	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
English	> 15 - 19 June	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
English	> 11 - 15 May	4	17:00 GST	21:00 GMT +8	USD \$ 1,500	USD \$ 1,250
Arabic	> 12 - 16 April	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
Arabic	> 21 - 25 June	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
French	> 18 - 22 May	4	08:00 GMT +2	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250

Language	Date	Hours/day	Start Time America	Standard Fee	Special Fee
Spanish	> 26 - 30 April	4	09:00 GMT -5	USD \$ 1,500	USD \$ 1,250

Join as a Group

Customized Live Online Group Training Programs

The KPI Institute is offering Customized Live Online Group Training Programs that provide a perfect blend of research, best-practice and best-in-class instructional design.

Leveraging on our extensive research work, our highly skilled faculty, our expertise in providing customized learning solutions, together with next-generation online technology, our Group learning programs are unique, accessible anytime, anywhere learning experiences that deliver results for employees and the organization.

This fully customized training solution supports organizations of all sizes to provide their employees with development opportunities in an efficient, impactful and cost-effective way.

Benefits of customized live online sessions



▶ Flexibility and convenience

Participants can learn from anywhere and it can be scheduled in consecutive days throughout one week or selected days over 2 or more weeks. Participants can access learning materials from anywhere, anytime convenient for the group.

▶ Customized course content

Course content, case studies and exercises will be customized based on the group's industry or selected functional areas, as well as by assessing current needs and competency development requirements.

▶ Business continuity

Continuity of work with daily sessions scheduled for a maximum 4 hours to ensure both information assimilation efficiency and work-related task completion.

▶ Virtual collaborative learning

Facilitated inter-company learning is enabled, leading to Virtual Teams Cooperation and Communication, with the help of specialized E-Learning technology.

▶ Cost effectiveness

An estimated of up to 40% savings compared with traditional face-to-face in-house solutions, due to logistical burdens being waved from both customer and contractor.

Customized Live Online Group Courses	Online Live Format	Content details
Certification	5 Days - 4h/Day	Fully customized certification course
Masterclass	4 Days - 4h/Day	75% of the certification course content, selected based on group requirements
Essentials	2 Days - 4h/Day	50% of the certification course content, selected based on group requirements
Awareness Session	4 h	Selected 1 or 2 sessions from a certification content, depending on the length

Group sizes range from a minimum of 10, to a maximum of 25 participants.

Should you be interested in scheduling a live online Group training course, email us at office@kpiinstitute.org or contact one of the region representatives.

Online Coaching (up to 4h)

- ▶ One of our consultants and facilitators will be dedicated to help customers individually achieve their business objectives, evaluate current systems or tools and provide feedback on how to improve current strategy, performance measurement and management practices.
- ▶ Our dedicated coaches are industry, capability and functional area experts who guide the participants in addressing their business needs and requirements.
- ▶ They will work closely with attendees and help them address their individual areas of improvement.
- ▶ We can assist in providing coaching on all the topics that we cover through our certification programs detailed in this brochure.

*Live coaching will be provided via conference call. The session scheduling will be established either via email/conference call for all delegates or individually between each participant and the facilitator.

**Hours to be accessed when required by scheduling as per customer preference and facilitator availability.

Get in touch with us for a customized quotation