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**VISION STRATEGY
MANAGEMENT CONSULTING**

In partnership with
THE KPI INSTITUTE



THE CPD STANDARDS OFFICE
CPD PROVIDER: 22103
2022-2024



CERTIFIED KPI PROFESSIONAL & PRACTITIONER

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

DOHA, QATAR

2024 EDITIONS

17-21 November 2024 (Delivered in Arabic)

1-5 December 2024 (Delivered in English)



The KPI Institute is an Accredited Provider of the CPD Standards Office, a Continuing Professional Development global assessor.

Key business benefits:

- › Experience the real business applicability of theoretical concepts regarding KPIs;
- › Improve the performance of your company by practicing a sound framework for KPI measurement;
- › Obtain better business results by selecting the right KPIs for your company.

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

- › Documented 21,000+ 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.



<https://vision-smc.com>



Vision Strategy Management | info@vision-smc.com

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

Certified KPI Professional (08:00-16:00 GMT +3)

Day 1 - 8h

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

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 - 8h

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

- › KPI documentation processes
- › Targets in practice
- › Challenges in working with targets
- › Negative behaviors when setting targets

Day 3 - 8h

Data gathering

- › 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

Review & evaluation test

- › Course review
- › Q&A

Certification Exam

Certified KPI Practitioner (08:00-16:00 GMT +3)

Day 4 - 8h

KPI Project Coordination

- › The business case for KPI implementation
- › KPI project plan
- › Primary and secondary data sources
- › KPI workshop briefing pack

KPI Selection

- › Value driver concept mapping
- › Strategy map
- › KPI Selection techniques (Expo, KPI clustering)
- › KPI selection techniques (VFA, balancing)
- › Organizational scorecard
- › Initiatives management

Day 5 - 8h

KPI selection at operational level

- › Department scorecard
- › Operational dashboard

KPI Selection at Operational Level

- › Department scorecard
- › Operational dashboard.

KPI Measurement

- › Data gathering communication
- › KPI report
- › Change log

Review and Q&A

- › Course review
- › Q&A

Learning assessment quiz

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:

- › **Needs assessment** – complete a questionnaire to determine a tailored and relevant learning experience;
- › **Pre-course evaluation quiz** – take a short quiz to establish the current level of knowledge;
- › **Guidance and schedule** – analyze a document presenting guidelines on how to maximize your learning experience;
- › **Forum introduction** – share an introduction message to present yourself to the other course participants and share your expectations;
- › **Pre-requisite reading** – go through a series of documents to better understand the core-course content;
- › **Expectations** - share your expectations regarding the training course;

◎ 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 and creating a network of KPI Professionals;
- › Constantly evaluating the participants' knowledge, through short quizzes to support the certification exam.

◎ After-course

The learning process is not finalized when the core-course ends. Participants are required to take the following steps:

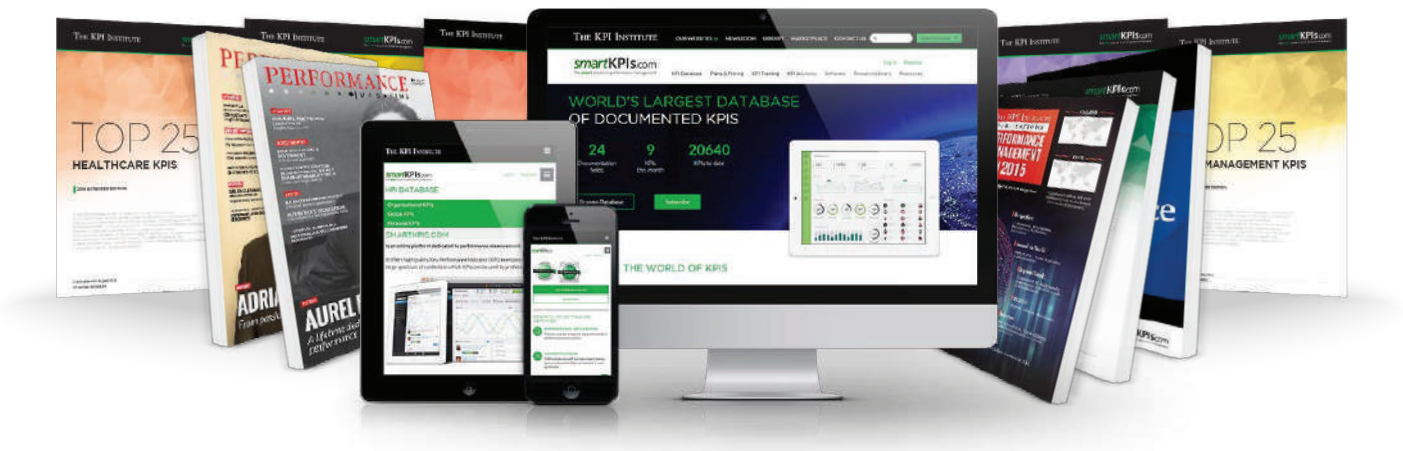
- › **Forum discussions** – initiate a discussion and contribute in a discussion opened by another participant;
- › **Action plan** – create a plan for the actions and initiatives you intend to implement after the training course;
- › **Performance Improvement Essentials** – watch a 45 minutes webinar presenting the KPI measurement as part of a system that ensures performance improvements and achievement of objectives;
- › **In-house presentation** – create and submit a short PowerPoint presentation to present your colleagues the knowledge you have accessed during the training course;
- › **Additional reading** – go through a series of resources to expand your content related knowledge;
- › **Learning journal** – reflect upon your 3 stages learning experience and complete a journal.

✓ Evaluation

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

- › **Certificate of Attendance** (hard copy): after participating at the 3 days of on-site training course;
- › **Certificate of Completion** (soft copy): after completing pre-course activities and passing the Certification Exam;
- › **Certified KPI Professional diploma** (hard 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;
- › Workbook;
- › 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

Mazen Dauleh

Strategy Management Advisor

Organizational transformation and strategy execution expert with more than twenty years of experience in top organizations in Qatar and the region, including QatarEnergy and Ooredoo.

A leading trainer and CEO coach

Certified to teach Balanced Scorecard courses developed by Drs. Robert Kaplan and David Norton (Harvard University) and The KPI Institute™ courses. Experience training multiple government entities in strategy execution. Taught courses in Dubai, Riyadh, Oman, and Turkey and presented at conferences in many of these countries, as well as in the US.

Hands-on experience in strategic performance management

Created strategic planning departments from scratch with best practice organizational structures and planning processes. Recruited and trained local and international staff for these departments, ensuring they developed the right competencies.

Worked with CEOs of a large manufacturing company (2002–2006) and a telecom operator (2006–2010) to develop and execute each company's vision, strategy, and business plan with outstanding results.

Government sector expertise, some recent engagements

Crafted the first strategy map with a comprehensive list of updated and fine-tuned KPIs that are aligned to Qatar's second national health strategy for the second-largest health entity in the country.

Refreshed the strategy of a major government ministry for the next three years and established a new system for strategy governance that ensures effective implementation and transparent accountability at the ministry.

Worked with a top government team on the formulation of Qatar's 2030 National Vision (back in 2008) particularly in discussions with the World Bank on the knowledge-based economy component.

Education & qualifications

MBA focused on change management. Mazen started his career as an electrical Engineer with a BSc from the University of Texas at Austin and acquired additional postgraduate business administration credentials from Carnegie Mellon University and INSEAD.

Holds the highest certifications in the Middle East from Drs. Robert Kaplan and David Norton in Balanced Scorecard and Office of Strategy Management.



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Testimonials

“The facilitator was very knowledgeable and shared insights from personal experience. He was able to engage with all participants and the general consensus was of a well designed and facilitated course. I enjoyed participating in the course and learned a lot - this is a sign that the trainer was able to maintain a positive energy conducive to learning throughout the course.”

Niall Devine

Performance Metrics Manager
Roche Products Limited, London

“The facilitator is well prepared, did not waste a minute of our time. He was very quick in answering our questions. The question papers given at each session are well structured and covered most of the content.

Mervyn Anthony Halpe

Deputy General Manager
Ceylon Electricity Board, Vienna

“Very interested and pleased with the course. I would recommend to senior colleagues.”

Will Barr

BI Manager, GLL, London

Fees and venue



The course fees include course materials, lunch and coffee breaks. It also covers the cost of the certification process.

Course fees

Course Date	General fee	Two or more participants
17-21 November (Arabic)	\$ 4,300	\$ 3,500
1-5 December (English)	\$ 4,300	\$ 3,500

Venue

📍 Hilton Doha - Pearl

Tower AQ-07, Abraj Quartier, Pearl Blvd, Doha

📞 Tel: +974 4492 4444

🌐 Website:

<https://www.hilton.com/en/hotels/dohprhi-hilton-doha-the-pearl/>

Accommodation

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

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

Organize this training course in-house

If you have a group of five or more to train you can save time and money by running this training course in-house. Use the contact details provided below to request a customized offer from one of our training solution specialists.

For more details

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✉ info@vision-smc.com



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