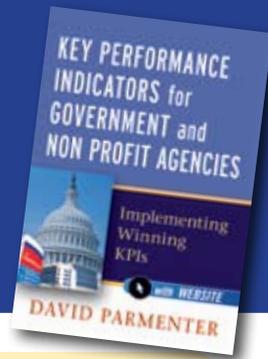


Winning KPIs

A master class by David Parmenter

Porto 11 October



Greetings,

I want you to come to my KPI master class as you will leave with an in-depth understanding of how to ascertain your organisation's critical success factors and the KPIs that will help drive your entity from good to great.

This master class is designed for those who are passionate about performance management.

Key Performance Indicators (KPIs) are a powerful tool which are commonly misused. The lack of understanding of performance measures has led most monitoring and reporting measures to fail*. The casualty has often been the balanced scorecard, a brilliant tool that can only work if used appropriately.

What do you think is the optimum number of KPIs in your organization? This will be revealed in the master class. You may be surprised by the answer.

The workshop covers how performance measures are broken into four groups (key result indicators, result indicators, performance indicators, and key performance indicators) for measurement and control. It covers how to link performance measures to strategy through critical success factors and how to cascade the performance measures to the organisation's employees, particularly those in the "front line".

It covers the implementation of the "Winning KPIs" methodology with practical examples and exercises to help you implement your own organisational KPIs. These will highlight immediate information about your company's operations and the impact this has on the organisation's critical success factors. It will also show you how to transform your operations to meet your business goals and strategies.

There will be sector break-out workgroups for:

- Government
- Non Profit Agencies
- Manufacturing
- Services
- Finance
- Resources

Led by author,
presenter and
facilitator

David Parmenter
B.Com, FCA (ICAEW)



- Author of six books on performance management all published by John Wiley & Sons
- Over 20 years of consulting experience with a variety of organisations around the world
- Has delivered workshops in over 20 countries
- Has worked for BP Oil, Ernst and Young and Arthur Andersen & Co

Why you should attend?

The workshop gives insights to achieving winning key performance indicators. It gives a practical step by step methodology to rediscover your critical success factors and the underpinning winning key performance indicators. It will become clear how this could offer you a chance to leave a lasting legacy in your organisation.

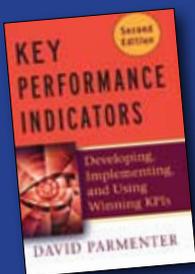
Who should attend?

This programme is suitable for staff responsible for monitoring and reporting the performance of a business unit, division or an organisation as whole.

The programme will be of particular benefit to:

- Human Resources Managers responsible for organisation wide performance measurement
- CFOs and reporting accountants responsible for reporting performance measurement on a regular basis
- CEOs and General Managers who are dissatisfied with performance measurement in their organisation and wish to scope out a complete revisit in performance measurement
- The team in charge of a balance scorecard implementation
- Consultants who wish to be certified on this methodology

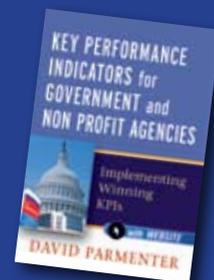
"Amongst the top level of presenters I have experienced in over 30 years of attending courses. He was animated, involving, focused, knowledgeable, passionate and motivational."



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In-House Workshops have been provided for

This course can be presented exclusively for your organisation on an in-house basis tailored to meet your specific needs at a place and time of your convenience. David has successfully conducted in-house training for:

- Peoples Association of Singapore
- Tasco (wood processor), Geelong
- Hong Kong Institute of Certified Public Accountants
- NCB Capital (banking), Saudi
- Dashboard Insight (software developer), Toronto
- Inland Revenue, Fiji
- Open University, UK
- Development Bank, Fiji
- European Space Agency, Rome
- ActewAGL, Canberra
- Australian Post, Western Australia
- Ricoh, NZ
- Pars Khodro (car manufacturer), Iran
- Bank Islam, Brunei
- Lloyds of London (insurance)
- Cropcare, Brisbane
- Queensland Rail

"Attending this master class has given me an impetus to re-launch KPI reporting in the organisation and link operational performance to these KPIs"

Course Format

This course will be held in a highly interactive workshop format with case studies, better practice examples and implementation guidelines.

Certificate of Attendance

Upon completion of this course you will receive a signed Certificate of Attendance.

Course Material

- All delegates will receive a comprehensive course manual
- Electronic templates from the "Winning KPIs" book

Follow-up Webcast

- An invite to join David in a free follow-up webcast to assist with implementation

Programme Schedule for each day

08.45	Registration
09.00	Morning session begins
10.40-11.00	Refreshments & networking
12.45	Lunch
13.15	Afternoon session begins
14.40-15.00	Refreshments & networking
16.45	Finish of day with opportunity for further networking

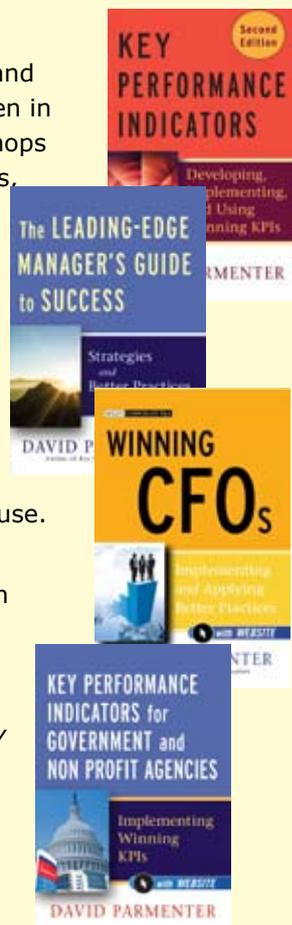
Presenter

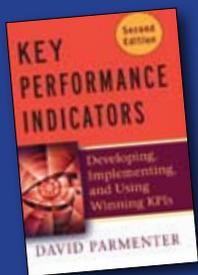
David Parmenter is an international presenter who is known for his thought provoking and lively sessions, which have led to substantial change in many organisations. He has spoken in over 30 countries and in most continents in the world. Besides delivering in-depth workshops he has been a keynote speaker for the IBM Finance Forum, The World Capability Congress, TEC Malaysia, and Profiles International Romania. David is a leading expert in: the development of winning KPIs, replacing the annual planning process with quarterly rolling planning, quick month-end processes and making reporting a decision based tool.

John Wiley & Sons Inc have published his four books, including "Winning CFOs: Implementing and Applying Better Practices", "The leading-edge Manager's guide to success - strategies and better practices", "Key Performance Indicators - developing, implementing and using winning KPIs" and "Key Performance Indicators for Government and non profit agencies - implementing winning KPIs".

David has also worked for Ernst & Young, BP Oil Ltd, Arthur Andersen, and Price Waterhouse. David is a fellow of the Institute of Chartered Accountants in England and Wales.

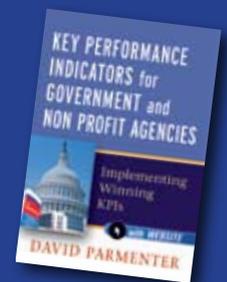
He has written over 50 articles for the accounting and management journals. He has won two 'article of merit' awards from the International Federation of Accountants. (2007 and 2009). His published articles titles include: "Quarterly rolling planning - removing the barriers to success", "Throw away the annual budget", "Beware corporate mergers", "Implementing a Balanced Scorecard in 16 weeks not 16 months", "Convert your monthly reporting to a management tool", "Smash through the performance barrier", "Is your board reporting process out of control?" "Implementing winning Key Performance Indicators", "Quick month end reporting" "Conquest leadership- lessons from Sir Ernest Shackleton" "Should we abandon performance measures?" "Putting the finance team on the map" etc.





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This workshop will enable you to:

- Gain an in-depth understanding of the characteristics of key performance indicators (KPIs)
- Understand how key result indicators, performance indicators and KPIs fit together
- Understand how to report KRIs, RIs, PIs and KPIs in a better practice way
- Breathe new life into an underperforming balanced scorecard
- Understand KPIs which may be of relevance to your organisation.
- Implement the suggested 'road maps' to develop KPIs in your organisation
- Cascade performance measures down to teams
- Find your organisation's critical success factors

Participants will immerse themselves into:

- Cutting-edge knowledge and concepts for KPI development
- Management models that have a profound impact on KPIs
- The 12 step "winning KPI" model
- How to set up a KPI project team
- Implementation issues for large, medium and small organisations
- Implementation issues for your size of organisation

The twelve step process

- 1: SMT commitment
- 2: Establishing a "winning KPI" team
- 3: Establish a "just do it" culture for this project
- 4: Setting-up a holistic KPI development strategy
- 5: Marketing KPI system to all employees
- 6: Identifying organisation-wide CSFs
- 7: Recording of performance measures in a database
- 8: Selecting team-level performance measures
- 9: Selecting organisational "winning KPIs"
- 10: Developing the reporting frameworks at all levels
- 11: Facilitating the use of winning KPIs
- 12: Refining KPIs to maintain their relevance

Course content

What are Key Performance Indicators?

- Difference between the four types of performance measures
- The characteristics of a winning KPI
- How KPIs tie to business goals and strategy
- Lead and lag indicators revisited
- The 10, 80, 10, rule for performance measures
- Importance of knowing your critical success factors

Understanding the myths of performance measurement that lead to failure

- By tying KPIs to pay you will increase performance
- Most measures lead to better performance
- All performance measures are KPIs
- Monitoring monthly performance measures will improve performance
- KPIs are financial and non financial indicators

Finding the Critical Success Factors (CSFs) in Your Organisation

- Case studies
- The three stage process
- Workshop: Brainstorm the success factors in sector groups
- Learn how to use relationship mapping to find the success factors with the greatest influence (Airline example)
- **Workshop:** Reword the success factors to reflect your sector
- Learn how to use relationship mapping to find the success factors with the greatest influence

Brainstorming Performance Measures

- Using mind-maps to brainstorm measures
- Understanding the need for past, present, and future measures
- **Workshop:** Brain storm performance measures for a CSF

12 Step Model to Develop and Use Winning KPIs

- The seven foundation stones
- Walk through the twelve steps

How to Present your Performance Measures

- How to improve your reporting of performance by the adoption of Stephen Few's work
- Better practice reporting techniques
- **Workshop:** Develop reporting formats for the board and the senior management teams

Getting performance measures into teams

- Learning how to get teams to develop their own team balanced scorecard

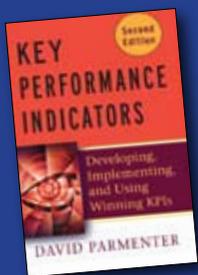
KPIs for your enterprise

- A question and answer session where David shares his thoughts on your organisation's KPIs

KPIs: The Road Ahead – the implementation issues

- Selling the change to the SMT through their emotional drivers
- Next steps post course

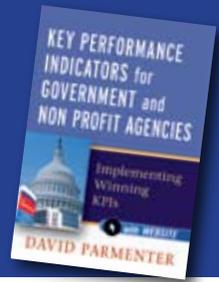
"The exercise sessions on identifying KPIs were very practical and extremely useful"



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On successful completion of this workshop delegates will receive:

- A comprehensive user guide on how to introduce performance measures, covering a detailed 12 step process
- A grounding in how to find the critical success factors (CSFs) in their organisation
- In-depth understanding of the four types of performance measures – a new major breakthrough to ensure greater clarity
- Many KPI reporting templates which can be adopted immediately
- Access to electronic media to save time with implementation
- A breath of new life into their balanced scorecard
- Ongoing communication with David Parmenter to support the implementation process*

Certification for Consultants

David will be giving “winning KPIs implementer” certification to any consultants who attend this workshop and who complete a KPI project, using the methodology. The “winning KPIs” implementer status will become a sought after international accreditation entitling recipients the use of the latest intellectual property upon membership.

“The general consensus was that this was one of the most worthwhile professional development master classes that any of us had attended in quite a while. David’s passion for KPIs came across, and was backed up by his subject matter expertise and practical experience. The friendly, interactive nature of the master class was a big plus.”

“I am already thinking of how best to put the skills I have gained into practice. The master class really helped me gain a workable knowledge of the techniques”

Venue Information

Lisbon venue: TBA

Porto venue: TBA

Lunch is provided. We will aim to start around 8.45am and finish at 4.45pm enabling those travelling a long distance to get back at a reasonable time.

Course Cancellation Policy

Cancellations up to two weeks prior to the workshop

- Bookings can be cancelled with a 10% administration surcharge up to 2 weeks before the course; or
- all course papers sent as final settlement; or
- another person can be sent as a substitute; or
- the fee paid can be carried forward to another course.

Cancellations within the last two weeks:

- Another person can be sent as a substitute; or
- all course papers sent as final settlement; or
- the fee paid can be carried forward to another course.

In all cases fee is payable within the original stated dates in the brochure.

Course Booking

The early bird registration price per person is €600 excl VAT

After 16 September registration price per person is €800 excl VAT

If three attendees come from the same organisation two members of the senior management will receive an invitation to attend a 1.5 hour web seminar were David will give an overview of the major issues covered in the master class, free of charge.

Valued at over €400 excl VAT.

Name(s) & Titles of those attending	Date	Price	Sub total
		VAT 23%	€
		Total	€

Email your order form to rui.patricio@digitalflow.pt

All phone call enquiries can be made to:

Rui Patrício, Managing Director – Digitalflow

m +351 927942330

o + +351 225322015/225322065

The invoice will be emailed and will include direct credit details.

