

In partnership with:

# THE KPI INSTITUTE



## CERTIFIED KPI PROFESSIONAL & PRACTITIONER

### RIYADH, KSA

26 - 30 JAN 2020 | ENGLISH

05- 09 APR 2020 | ENGLISH

16 - 20 AUG 2020 | ARABIC



### JEDDAH, KSA

16 - 20 FEB 2020 | ARABIC

13 - 17 SEP 2020 | ENGLISH

18 - 22 OCT 2020 | ENGLISH

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

### 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 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.



kpiinstitute.org | www.mile.org



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# Course overview



This learning program is structured on two levels of certifications:

**The KPI Certified Professional** – a three days training course focused on developing know-how in working with KPIs. The certification can be obtained by taking a multiple question Certification Exam in the last day of the course.

**The KPI Certified Practitioner** – a two days training course meant to improve the practical skills in working with KPIs and developing instruments like scorecards, dashboards and KPI documentation forms. The applied exercises of this course will enable participants to complete a trial run of all the steps required to complete the portfolio which is the basis of the KPI Practitioner Certification. The exercises will reflect a complete KPI implementation case study, from project planning to KPI data visualization.

## 👤 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

- › Develop the project plan for a KPI implementation initiative;
- › Practice a sound framework to ensure KPIs are aligned to strategy;
- › Receive personalized feedback on developing the KPI portfolio of instruments;
- › Expand your business network as a member of the Certified KPI Professionals Community;
- › Access +15 templates that help you implement a KPI Measurement Framework in your organization.

## 🎯 Learning objectives

- › Understand KPI measurement challenges;
- › Differentiate between objectives, KPIs and initiatives;
- › Understand KPI selection in different contexts;
- › Select KPIs for scorecards and dashboards;
- › Develop a KPI implementation project plan;
- › Optimize the KPI activation and data gathering process.

# Agenda

## Certified KPI Professional (09:00-17:00)

### Day 1 A standardized approach to KPIs

#### 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 KPI selection & target setting

#### KPI selection

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

#### KPI alignment

- › KPI alignment approaches;
- › KPI selection for corporate scorecard;
- › KPIs cascaded to functional area.

#### KPI documentation

- › KPI documentation form functions;
- › KPI documentation form design;
- › KPI documentation process;
- › Organizational KPI libraries;

#### Working with targets

- › Target setting process;
- › Challenges in working with targets;
- › Negative behaviors setting targets;
- › Weights and indexes.

### Day 3 Data gathering and visualization

#### Data gathering

- › Data quality dimensions;
- › KPI reporting data sources;
- › KPI activation tools;
- › KPI activation techniques;
- › Working with data custodians;
- › Data collection methods.

#### Data visualization

- › Guidelines to designing efficient templates;
- › Usability in terms of visual design;
- › Scorecard and dashboard design.

#### Review & evaluation test

- › Course review;
- › Certification Exam.

## Certified KPI Practitioner (09:00-17:00)

### Day 4 Establishing KPIs

#### KPI Project Coordination

- › The business case for KPI implementation;
- › KPI project plan;
- › KPI workshop preparation (data sources, email notification, KPI selection workshop).

#### KPI Selection

- › Value driver concept mapping;
- › Defining objectives;
- › Value flow analysis;
- › KPI balancing.

### Day 5 Monitoring KPIs

#### KPI Measurement

- › KPI documentation;
- › KPI data gathering template;
- › Data gathering communication.

#### KPIs in Context

- › Organizational Scorecard;
- › Departmental Scorecard;
- › Operational Dashboard;
- › Change log.

#### Review and Assessment Quiz

- › Course review;
- › 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;
- › Expectations - share your expectations regarding the training course;
- › Pre-requisite reading - go through a series of documents to better understand the core-course content.

## ◎ Core course

During the 3 days of Certified KPI Professional 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 analyses 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;
- › Creating a network of KPI Professionals;
- › Constantly evaluating the participants' knowledge, through short quizzes to support the certification exam.

The 2 days of Certified KPI Practitioner training are characterized by high interactivity and group activities, combined with individual work. The learning experience is designed to help participants develop the final portfolio necessary to obtain the KPI Practitioner Certificate. During this stage, you are:

- › Dedicating 90% of the time to KPIs related practical exercises;
- › Completing exercises that are designed based on real life examples, following a KPI implementation case study, from project planning to KPI data visualization;
- › Receiving tips and tricks for overcoming the most common challenges of performance measurement;
- › Sharing experiences and forming a community of practice;
- › Receiving assistance and constant feedback on your work.

## After-course

The learning process is not finalized when the core-course ends. After the 5 days of training participants are required to take the following steps, to become Certified KPI Professionals:

- › Forum discussions - initiate a discussion and contribute in a discussion opened by another participant;
- › 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;
- › Action plan - create a plan for the actions and initiatives you intend to implement after the training course;
- › 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.

In order to obtain the Certified KPI Practitioner title, the following actions are required:

- › KPI practitioner Portfolio – develop 15 key performance management tools based on the best practices promoted by the KPI Institute.
- › Practitioner journal - strengthen the learning process incurred by the development of the KPI Practitioner Portfolio by reflecting upon each tool.
- › Evaluation conversation – participate to a 30 minutes' discussion meant to provide more insights to The KPI Institute's Evaluation Commission into the approach of developing the KPI Practitioner portfolio.

## 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 Completion (soft copy): after completing pre-course activities and passing the Certification Exam;
- › Certificate of Attendance for Certified KPI Professional: after participating at the 3 days of on-site training course;
- › Certificate of Attendance for Certified KPI Practitioner: after participating at the 2 days of on-site training course;
- › Certified KPI Professional diploma: after you have successfully completed all of the 3 stages of the learning experience.

We strongly advise you to ensure that you will receive your Certified KPI Professional title, as this certifies the skills and knowledge related to performance measurement field.

In order to obtain the Certified KPI Practitioner status, a submission of an Application Portfolio is required. To access the application guide, [click here](#)



# Educational resources

## Course materials

- > Course slides;
- > Course notes;
- > The KPI Infographic.

## Catalogues

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

## 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.

## Webinars

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

## The qualitative reports

- > Performance Management in 2014;
- > Performance Management in 2015.

## Videos

- > 11 Videos dedicated to Performance Management.

## Fact Sheets:

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

## KPI Practitioner Course Application Templates

- > KPI Project Plan;
- > KPI Selection Workshop Notification;
- > Primary and Secondary Data Sources List;
- > KPI Selection for Expo;
- > Value Flow Analysis;
- > Balancing KPIs;
- > KPI Documentation Form;
- > Change Log;
- > KPI Data Gathering Template;
- > Data Gathering Communication;
- > Organizational Scorecard;
- > Organizational Dashboard;
- > Departmental Scorecard;
- > Departmental Dashboard;
- > KPI Reporting Page.

## 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.

# Facilitators



## Mihai Toma

Head of Professional Practice  
TKI MENA

Mihai Toma is the Head of Professional Practice MENA at The KPI Institute, the global authority on Key Performance Indicators research and education. His research activity in the Performance Management field has resulted in the documentation and revision of over 1000 Key Performance Indicators.

Mihai has developed a solid background in implementing performance management systems due to facilitating the establishment of The KPI Institute's strategic direction and the cascading of KPIs from the organizational level to the individual one.

Mihai has been actively involved in the implementation and design of KPI operational dashboards and functional performance scorecards, assisting in the development of the performance management system architecture for The KPI Institute's clients from various industries and functional areas.

As a Master Trainer, certified by The Association for Talent Development, Mihai has developed and delivered training courses on selecting and documenting KPIs, managing individual performance, performance improvement.

As a Certified KPI Practitioner, Mihai has advised and worked with a variety of international clients from industries such as petrochemicals, utilities, healthcare, construction materials production, pension funds, food production and professional services.

Mihai holds a Bachelor's Degree in Business Administration in Tourism and Services and a Master's Degree in Business Administration /Managerial Economics from the Lucian Blaga University, Faculty of Economic Studies. Mihai's educational and professional background is complemented by an international Certificate in KPI Management granted by The KPI Institute, as well as participating at a series of international seminars and conferences in the field of Performance Management.



## Testimonials

*"I was really happy participating in this course. I liked the course instructor's style in trying to give us all the knowledge and skills related to the course."*

**Ragheb Al Qirshi**

Supreme Council of Health, Qatar

*"Great value in content, which could be easily applied to our organization."*

**Fahad Alhammadi**

Qatar Petroleum, Qatar

*"The course was very comprehensive and informative. It helped me have a clear understanding of KPIs and developed my skills around setting my own department KPIs. Thank you!"*

**Maha Ayish**

Abu Dhabi Capital Group, UAE

*"Very dynamic, interactive course; knowledgeable, approachable course facilitator."*

**Arturo Cruz**

Abu Dhabi Aviation, UAE

*"Considering the certification course I attended, I would describe my learning experience by saying that I gained knowledge and skills that can be of much help in future."*

**Thaera Abdulwahid M. Muslat**

Supreme Council of Health, Qatar



## Manhal Al Dakhl-Allah

Management Consultant  
The KPI Institute

Manhal Al Dakhl-Allah enjoys a successful international career as an HR/OD practitioner and a bilingual professional training consultant with extensive experience in the UK and Middle East markets. Holding several senior HR management and advisory positions, he led training management projects across a variety of industry sectors including oil and gas, engineering, technology, learning/ training management, telecommunications, supply chain logistics, healthcare and government sector's organisations including KSA National Centre for Performance Measurement (ADAA), the Dubai Government Human Resources Department and the Public Administration Sector of the Abu Dhabi Executive Council. He recently led a full-scale restructuring and strategic planning process of the Social Care and Minors' Affairs Foundation in UAE. Manhal is a certified associate trainer with the UK's Chartered Institute of Personnel and Development (CIPD) and is also a licenced facilitator with the European Foundation for Quality Management (EFQM). He holds the prestigious status of a CIPD Chartered Fellow.

He has postgraduate qualifications in Management and Linguistics and is currently completing his PhD research degree in Organisational Behaviour at the University Of Sheffield, UK. In addition to Arabic being his first language, Manhal speaks flawless English with exceptional writing skills and research capabilities. He is a member of several professional bodies:

- Chartered Fellow (FCIPD), Chartered Institute of Personnel and Development (CIPD) - UK
- Member, International Public Management Association for Human Resources (IPM-HR) - USA
- Member, Arabian Society for Human Resource Management (ASHRM) - KSA
- Member, American Society for Training and Development (ASTD) - USA
- Member, Institute of Human Resources Management (IHRM) - SYRIA
- Member, Chartered Institute of Linguists (IoL) - UK
- Member, Dubai Quality Group (DQG) - UAE



## Testimonials

*"Dr. Manhal Al Dakhl-Allah was flexible in dealing and delivering the information excellent and his road is good, I wish him continued success."*

**Hattan Alsofui**  
Generation Engineer, SEC

*"Manhal Dakhl-Allah is one of the best trainer that I ever had. He covered all the areas brilliantly. Manhal is an excellent trainer and could answer all questions asked and delivered the course in an interesting format."*

**Fayez Almutairi**  
L&D Specialist, Taiba Holding

*"The facilitator provided a cleared training contexts, using professional methods based on his remarkable knowledge."*

**Ahmed Felemban**  
Operation Support Division Manager, SEC



# Fees and venue

## Course fees

General fee	TKI members	Early bird	2 or more participants
US \$4,700	US \$4,600	US \$4,300	US \$4,000
US \$4,700	US \$4,600	US \$4,300	US \$4,000
US \$4,700	US \$4,600	US \$4,300	US \$4,000

The course fees include course materials, lunch and coffee breaks. It also covers the cost of the certification process, valued at \$350, ensuring a smooth certification system.

Standard certification	Applicants who register within 3 months from the date of obtaining KPI Professional certification:	*Reassessment	Applicants who have attended the Certified KPI Practitioner preparation course in 2018/2019
US \$500	US \$400	US \$200	US \$0

\* Review for the second time or more of the application portfolio

**Note:** Applicants who have completed the Certified KPI Practitioner preparation course are not required to pay the additional fee associated to the KPI Practitioner certification process. To access the application guide, [click here](#).

## 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

**Khaled Saeed**

Projects Manager, Consulting Division  
MILE - Knowledge Economic City, King Abdul Aziz Road, P.O Box 43033, Madinah 41561, Saudi Arabia

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www.mile.org



# Registration

## 3 ways to register

### Online

marketplace.kpiinstitute.org

### Direct contact

Call us and we will assist you through the registration process.

#### Teodora Gorski

teo.gorski@kpiinstitute.com

T: +971 4 563 7316

#### Khaled Said

kpi@mile.org

T: +966 55 361 9327

### Registration form

Use one of the following options:

- Complete this form and fax it to our Dubai Office at:  
+971 4 332 8810
- Email us with your registration details

## Payment

### Credit card

Use one of the following options:

1. Fill in and submit the registration form available online
2. Pay by credit card using the online facility;
3. A tax invoice together with the registration confirmation will be sent to you via email (after the attendance fee payment is confirmed).

### Bank transfer

1. Send an email containing your contact details and registration request;
2. An email confirmation containing the tax invoice and bank account details will be sent to you;
3. Proceed with the attendance fee payment by bank transfer;
4. Send through email the proof of the payment transaction completion;
5. A tax receipt together with the registration confirmation will be sent to you via email (after the attendance fee payment is confirmed).

## Registration form

Please fill out all the fields below:

Mr.       Mrs.

.....  
First name

.....  
Last name

.....  
Telephone

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Email

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Training course

.....  
Date of training course

.....  
Job title

.....  
Department

.....  
Organization

.....  
Organization size

.....  
Industry

.....  
Address

.....  
City

.....  
State / Province

.....  
Country

.....  
Postal Code

.....  
How did you hear about us?

### Registration cancellation procedure

Any withdrawals have to be announced at least two weeks before the beginning of the course, through fax or e-mail. In this situation, the attendance fee will be refunded, less \$400 retained for administrative expenditure.

The attendance fee will not be refunded if the withdrawal from the course takes place less than 2 weeks before its start date. If you find yourself in the impossibility to attend the course after the registration process is already completed you may delegate another person to attend the course in your place without any further fees charged. If you have confirmed and made the attendance fee payment but you didn't attend the course, the course attendance fee will not be refunded. If you attend the course only partially (one day or a limited number of sessions), you will not benefit from any attendance fee reduction or refund.



## EUROPEAN DIVISION

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