Informa Connect

Academy

Key Performance Indicator Professional Certification (KPI-P)

Course Level: Advanced

Duration: Five Days
Attend In-Person or Live Digital

In association with

KPI.ORG

BALANCED SCORECARD INSTITUTE

Center for Excellence in Public Leadership
THE GEORGE WASHINGTON UNIVERSITY

Course Information

Course Overview

KPI and performance measurement development is a discipline that involves articulating what an organization is trying to accomplish and then identifying the most meaningful and useful indicators of success. Simply selecting standard measures from a long list of possible measures is not effective. Performance measures, or KPIs, are a key part of any strategic management system, as they are critical to assessing the effectiveness of strategy implementation. KPIs also help with the analysis of the gap between actual and targeted performance, and with the measurement of organizational effectiveness and operational efficiency.

Operational measures, project measures, risk measures, and employee measures provide an early warning system throughout an organization to help improve performance. Meaningful and strong KPIs provide insight into whether strategies are working, and whether programs, projects, and services are on schedule, on budget, and delivered effectively.

KPIs focus employees' attention on what matters most for success and allow for measurement of accomplishments. This program is designed for all sectors - business and industry, government, and nonprofit-and provides participants with practical tools to develop meaningful strategic and operational performance measures and then develop their skills through a series of practical application exercises.

Delegates are taught how to use tools like the Logic Model, Cause-Effect Analysis, and Process Flow Analysis, used by organizations around the world, to understand and articulate desired results, determine what to measure, set targets and thresholds, develop composite measures using lower level performance measures, measure outcomes, outputs, processes, and inputs, and produce visually appealing reports and dashboards that better inform decision making throughout an organization.

This course is designed to help delegates understand the fundamentals of performance management, then successfully develop, deploy, and manage meaningful KPIs for strategic, operational, or program management.

Course Information

Benefits of Attending

For the Organisation:

- Recognise performance management as a key strategic and competitive differentiator
- Understand the theory and application of corporate performance management through Balanced Scorecards (BSCs) and other frameworks for developing KPIs
- Create buy-in and a culture of continuous performance improvement
- Drive performance-informed budgeting and accountability
- Develop best practice KPIs, performance targets, and management dashboards
- Improve the performance of departments, teams, programs, projects, risks, and individuals
- Program includes multiple performance measurement frameworks and tools, including the logic model, cause-effect, process flow, and many more!

For the Learner:

- Learn a simple, "do-it-yourself" methodology to develop meaningful performance measures
- Accelerate your career in KPI development by earning certification and CEU credits
- Gain understanding based on a wholly integrated performance measurement and management framework
- Provide practical, step-by-step exercises, instruction, and application guidance by expert trainers
- Master through hands-on workshops taught by the most senior Institute facilitating consultants who have decades of practical experience "in the trenches"

Education Partner

About Balanced Scorecard Institute

The **Balanced Scorecard Institute** provides training, certification, and consulting services to commercial, government, and non-profit organizations worldwide. The Institute applies best practices gained from hundreds of consulting assignments and 5,000 trainees in Balanced Scorecard, strategic performance management, measurement, strategic planning, and change management to help executives, managers, and analysts transform their organizations into "performance excellence" organizations.

Most people – whether executives, managers, strategy or performance professionals, or analysts – struggle to develop and manage KPIs or use performance information to make better decisions. This program helps participants who are working to find meaningful KPIs, get true buy-in to performance measurement, align measures to strategy, and use measures to drive improvement to reach targets. The course will be taught by Principals and Senior Associates of the Balanced Scorecard Institute. These instructors have specialized expertise in KPI and balanced scorecard training, facilitation, and consulting in public and private sector organizations.

Balanced Scorecard Institute (BSI), in association with the George Washington University Center for Excellence in Public Leadership, part of the College of Professional Studies, developed the KPI Professional Certification program as a comprehensive program for leaders, managers, or analysts who want to learn how to build, deploy, and sustain KPIs in order to improve organizational strategic or operational performance.

Did You Know?

- Informa has been #1 in the GCC market for nearly 20 years, producing over 2,300 training courses for around 35,000 participants. Informa brought the Balanced Scorecard to the GCC in 1998 and since then over 1,000 people have completed our courses and conferences

- The Balanced Scorecard Institute was the first organisation in the world to create a certification program and certify practitioners and has been doing so for 20 years

- The Institute has been certifying professionals since 2006 and has been training measurement (KPI), balanced scorecard, and strategy practitioners for twenty years with more than 6,000 participants in over 80 countries

- It was the first organization in the world to recognize that strategic planning, strategic alignment, and strategy execution made up an integrated system. It was the first to incorporate strategic thinking, change management, and communication planning into scorecard system design

- It was also the first organization to recognize the difference between the private sector and mission-driven sectors and create separate frameworks for each sector. It was the first to incorporate just-in-time training into scorecard development

Course Information

Who Should Attend

This course is recommended for:
- Teams or individuals with performance measurement/management responsibility
- Senior managers or leaders who are establishing, leading, and managing performance management and/or measurement programs and systems
- Managers, planners, and analysts who are part of a strategic planning and management team and are seeking the best practical ideas for improving organisational performance
- Employees who have been tasked to plan, develop, or improve dashboards, KPI scorecards, business processes, program and project management, portfolio management, or other measurement systems
- Managers, planners, or analysts who are involved with defining performance measures or complying with regulatory and other reporting requirements
- Budget analysts who need performance information to formulate budgets and evaluate programs

Requirements and Certificates

- **Attendance** – Delegates must attend all sessions of the course. Delegates who miss more than two hours of the course sessions will not be eligible to sit the exam
- **Certificate of Completion** – Delegates will receive an Informa Certificate of Completion after successful completion of the course
- **Certificate from The Balanced Scorecard Institute** – Delegates will receive a globally recognised certificate from The Balanced Scorecard Institute in association with The George Washington University upon successfully passing the certification
- **Laptops** – Delegates are required to bring their laptop all throughout the session

Course Timings

The course will commence at 09:00 and conclude at 17:00 GST, each day. There will be short refreshment breaks and an hour-long lunch break around 12:45.

Course Information

What's Included in the Course Fee

- Course materials
- Two certification attempts
- Approved BSI subject matter experts
- Refreshments and lunch at the course for in-person attendees
- Networking with other delegates
- Five-star hotel venues in Dubai

Other Course Offerings

Other credentials offered by the Balanced Scorecard Institute:

- Key Performance Indicator Professional Certification (KPI-P) for the Government Sector (Arabic)
- Balanced Scorecard Professional Certification Boot Camp (English & Arabic)
- Balanced Scorecard Professional Certification Boot Camp for the Government Sector (Arabic)
- Balanced Scorecard Master Professional (BSMP) Certification Application
- Objective & Key Result (OKR) Professional Certification
- Strategy Execution Professional

Course Methodology

Through case studies and a series of interactive small-group workshops, participants will apply the KPI development and management concepts to meet the challenges facing a typical organization. Exercises performed throughout this program include:

- Identify KPI challenges
- Utilize diagnostic tools, such as the Strategic Maturity Model, Logic Model, and Process Flow
- Develop Strategic Themes and Results
- Develop Strategic Objectives
- Understand how well articulated performance results lead to more meaningful measures
- Utilize a Measure Design and Measure Definition templates to develop meaningful measures
- Develop a Performance Measures dashboard
- Identify best practices in building and sustaining a performance culture
- Develop Performance Measures for each of the measurement families: strategic, operational, project measures, risk and employee
- Prepare and deliver your own KPI Application Project

Course Outline

Day One: Introduction to KPIs and KPI Development

Learning Objectives: **The focus of Day One** is on understanding basic KPI terminology and the purpose of measurement, as well as the strategic context needed to develop and align meaningful KPIs.

- Introduction to Application Exercises, KPI Case Studies, Tools, Templates, and Supplemental Resources
- Introduction to KPIs and Strategic Management
- Different Types of KPIs
- Understanding Strategic Context and Goal Setting
- Developing and Mapping Strategic Objectives
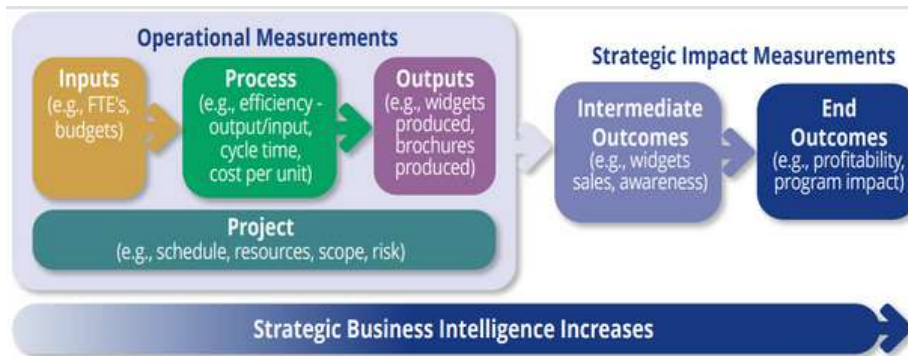- Creating the Right Performance Measurement Culture to Build Buy-in

Figure 1. Interconnectivity relationships among different types of performance measures

Day Two: Performance Measure Development Process

Learning Objectives: **On Days Two and Three,** delegates learn and apply advanced concepts of performance measurement. Delegates focus on making strategy measurable and easier to communicate and cascade. They select and design KPIs in a consistent way, using the right data and with the right ownership. With this knowledge, the delegates design insightful and actionable reports and dashboards that focus discussion on improvement and are able to clearly see the real signals from measures about whether performance is improving or not.

- The Process of Developing Performance Measures
- Step 1: Describe the Intended Result(s)
- Step 2: Understand Alternative Measures
  - Using the Logic Model to Develop Alternative Measures
  - Using the Process Flow Analysis to Develop Alternative Measures

Day Three: Performance Measure Development Process

- Step 2: Understand Alternative Measures, cont.
  - Using the Cause-Effect Analysis to Develop Alternative Measures
- Step 3: Select the Right Measurement(s) for Each Objective
- Step 4: Define Composite Indices as Needed
- Step 5: Set Targets & Thresholds
- Step 6: Define and Document Selected Performance Measures

The KPI Certification Part 2 is designed to help delegates who understand the fundamentals of performance management successfully, to develop their skills through a series of practical application exercises. The course covers more advanced KPI topics including the development of strategic, operational, project, risk, and employee measures, as well as creating KPI alignment by cascading objectives and managing with performance information.

Course Outline

Day Four: Application – Different Types of Measures

Learning Objectives: **On both Days Four & Five,** delegates learn an early-warning system that can be used throughout an organization to help improve performance. Throughout the course, delegates will be applying the framework and learnings to an individualized KPI project that reflects improvements in their organization. At the conclusion of the program each participant will share their application project for peer and faculty feedback.

- Course Application Project Introduction and KPI Case Studies
- Application: Develop Measures for Your Own Organisation
- Developing Measures for Strategy Execution
- Developing Measures for Operations
- Developing Measures for Projects
- Developing Measures for Employee Performance
- Measuring and managing risk: developing KRIs (Key Risk Indicators)

Figure 2. Measure-Perform-Review-Adapt framework

Day Five: KPI Advance Topics and Delegate Presentations

- Creating KPI Alignment by Cascading Objectives
- Managing Strategically with Performance Information
- KPI Development Application Project for Delegate Organizations
- Final Participant Application Project Presentation and Discussion
- End of course online certification examination

At the end of the course, delegates will be able to: improve managers' and employees' perception of the value and importance of measuring performance; lift the skill level of managers and employees in selecting meaningful measures and using measures to support their decisions increase the active involvement of employees in selecting and implementing performance measures; reduce the cycle time of implementing new performance measures, from choosing them to using them; and increase the proportion of strategic and operational business objectives that have meaningful measures identified

Meet Your Course Director

Eddy Abou Chakra
Managing Partner
Vanguards Consulting

He has over 20 years of strategy and business transformation experience acquired through various engagements in Middle East, and Europe.

His key focus is on strategy formulation, strategy execution, perfor-mance management, organization transformation, business process improvement, information systems, marketing, and business development. Eddy has advised governments, financial institutions, telecom operators, construction and real estate companies. He has led major strategy and transformation engagements with key focus on value proposition enhancement, governance, technology, product development, service delivery, business models, due diligence, and HR. Eddy has extensive experience in leading focused strategy engagements as well as large transformation projects.

Eddy held various positions in international audit and consulting and headed the IS Audit and consulting function at two of the top 10 international audit and consulting firms.

Eddy is a Certified Information Systems Auditor (CISA – ISACA), certified Balanced Scorecard Master Professional (BSMP – George Washington University), and Certified E-business Consultant (CEC – ICECC).

"Testimonial"

"Well thought through materials and presentation".

- Supervisor Research, Planning & Development, Uganda Revenue Authority, Uganda

Meet Your Course Director

Rami Itani

Partner, **Vanguards Consulting**
President of the Association of Business Process Management
International (ABPMP, Middle East Chapter)

Rami is currently a Partner at VANGUARDS Consulting, a management consulting firm with deep functional knowledge spanning strategy formulation and execution, business process management and information technology. His areas of expertise include strategy formulation and execution (using the Balanced Scorecard framework), organisational design, business process optimisation and workflow, manpower optimisation, as well as developing and implementing policies and procedures relating to human resources, and finance and accounting.

Previously, Rami worked on performance improvement services at PriceWaterhouseCoopers. He has a vast exposure to multinational companies and his main focus is on helping clients translate their strategy into operations thus reengineering existing processes to accommodate the new strategic direction of the organisation, as well as increase efficiency and effectiveness. Rami is a member of the Association of Business Process Management International (ABPMP), an
international organisation dedicated to the advancement of business process management concepts and practices.

Rami has led assignments across different industries including banking, contracting, F&B, media, manufacturing, production, etc. Such assignments ranged from complete turnaround situations (strategy formulation, organisation restructuring, and business process management) to scope specific projects like developing/
cascading scorecards or restructuring of certain functions or processes.

"Testimonial"

"One of the best learning experiences in KPIs".

- Supervisor, Ebrahim M. Almana & Bros. Co, Saudi Arabia

Meet Your Course Director

Alan Fell

Director, Alan Fell Consultancy Ltd (UK)

Alan Fell is a hugely experienced management consultant and trainer specialising in the Balanced Scorecard / KPIs and the wider discipline of Strategy Execution.

Alan had successful career with a major UK bank, during which he led a pioneering Balanced Scorecard programme in 1994 – 96, and today has an almost unrivalled 30 years' experience with the "BSC". Subsequently Alan has operated world-wide in his consulting / training role, leading literally hundreds of training courses and client consultancy assignments.

He places a special focus on engagements in the GCC with more than half of his work schedule being devoted to the Region.

In 2010 became a Senior Associate of the Balanced Scorecard Institute and has run numerous training and consultancy assignments for BSI, in the Middle East in exclusive conjunction with Informa, and more widely in other Regions. The BSI training courses that Alan teaches include:
- Balanced Scorecard Professional – BSP
- Balanced Scorecard Master Professional – BSMP
- KPI Professional – KPIP
- Strategy Execution Professional – SEP

In addition to his Balanced Scorecard focus, Alan has led many Strategy Execution training programmes both public and on a customised in-company basis.

His extensive experience includes consulting and customised in-house training solutions covering many industry sectors, types of ownership and with a wide geographic spread including UK, South and South-East Asia, Australia, Africa as well as comprehensive assignments throughout the GCC.

Overall, Alan brings a robust and pragmatic approach to his training and consulting. Focused on common sense practicalities and logical disciplines rather than intellectual niceties.

Meet Your Course Director

Amin Issa

With over 39 years of extensive experience, Amin Issa is a seasoned senior professional proficient in various domains such as quality and business process management, Balanced Scorecards strategies, OKR development, strategic performance management programmes, transformation programme design, and execution, among others.

As a Master Trainer, Senior Consultant, Coach, and certified professional in various methodologies, he has held Senior and C-level positions in international companies in the Telecom, Marine, and consultancy sectors. His consultancy and training missions have spanned numerous public and private sector organisations, including notable entities like SITA, SME Dubai, Sohar International, STC, SASO, Asia Cell, SAJA Pharma Suclean, Petra Eng. Nuqul Group, and various government entities in Saudi Arabia, Abu Dhabi, Jordan, and Dubai.

Amin Issa's qualifications include certifications as a Senior Associate partner with the Balanced Scorecard Institute, Certified Balanced Scorecards Master Professional, Certified KPI Professional, Objectives & Key Results Professional, Certified ISO 9000 Lead Auditor, Certified Trainer for Process Management professionals, and various others. He is a keynote speaker at conferences on process management, customer experience management, change management, and strategy management & execution.

His educational background includes a Master's in Marine Engineering from the Arab Maritime Academy, along with various marine engineering certifications.
Additionally, he is at the forefront of virtual training, reflecting an adaptive and agile mindset in the industry, delivering sessions with value and interactivity on par with face-to-face interactions.

Meet Your Course Director

Agnes Mouawad

Agnes stands as a distinguished Senior HR Advisor, renowned for her adept handling of comprehensive HR transformations. With a profound background in human resource management, organizational restructuring, and strategy formulation, she has become a go-to expert in the field.

Agnes strategic vision is evident in her meticulous approach to planning, documenting, and executing critical aspects of HR, including recruitment strategies, talent development initiatives, and performance management frameworks. She has left an indelible mark by guiding various institutions and government entities through transformative HR journeys. Her contributions extend beyond strategy formulation, encompassing the design of organizational structures, creation of detailed job descriptions, establishment of competency frameworks, and the seamless implementation of performance management systems.

Notably, Agnes excels in fostering the development of robust HR policies and procedures that align with the evolving needs of the organizations she serves. Her wealth of experience, coupled with her certifications, positions her as a catalyst for positive change in the HR landscape. Agnes continues to be a driving force in shaping HR excellence and facilitating the success of the organizations she collaborates with.

As a double-certified professional holding the prestigious SHRM-SCP certification from the Society for Human Resources Management and the Senior Professional Human Resources international (SPHRi) certification from the HR Certification Institute, Agnes is uniquely equipped to orchestrate impactful HR projects.

With years of hands-on experience and a proven track record in virtual delivery, Agnes brings a unique blend of skills and expertise to seamlessly navigate and excel in virtual environments including digital proficiency ensuring a smooth and efficient virtual delivery experience, in addition to clear, concise, and engaging communication, where she excels in conveying complex ideas virtually, fostering meaningful connections with diverse audiences as well as adapting a dynamic and interactive approach, keeping participants engaged and informed.

Qualifications & Achievements:
- Senior Certified Professional (SHRM-SCP) from the Society for Human Resources Management
- Senior Professional Human Resources international (SPHRi) from the HR Certification Institute
- Certified Key Performance Indicators Professional (KPIP) from the Balanced Scorecard Institute and George Washington University
- Certified Balanced Scorecard Professional from the Balanced Scorecard Institute and George Washington University

Frequently
Asked Questions

Why Get Certified?
There has never been a better time to accelerate your career in KPI development and/or balanced scorecard facilitation, and earning a certification is a great way to do just that. Even if you have been working with KPIs and metrics for 15 years, certifications are an excellent way to market yourself and stand out from the crowd. Earning certifications shows a potential employer (and your current one) that you are willing to go the extra mile.

Certification Exam
- Administered online
- 40 Questions (multiple choice or true/false pulled randomly from a larger pool of questions)
- 75-minute time limit to complete the exam
- Score of 75% is needed to pass
- Results are posted immediately
- Certifications will be mailed within 4-6 weeks of processing

What is the Certification Validity?
KPIP Certifications expire on December 31, three years from the year a person was originally certified (e.g., if you were certified in 2017, regardless of which month of the year, your certification is due for renewal by December 31, 2020)

Continuing Education Units
All BSI Certification Program participants qualify for Continuing Education Units.
Attendees completing the entire 5-day course will qualify for 4 CEUs through our alliance with George Washington University

How to attend?
Delegates can choose to attend in person or remotely online. It is offered in English and Arabic. In-person classes are held in Dubai, UAE, and London, UK.

Have more questions?
Email us at : MEenquiries@informa.com

Key Performance Indicator Professional Certification (KPI-P)

APPLY NOW

Attend In-Person	Attend Live Digital
US$ 5,945	US$ 4,595

Pricing excludes 5% VAT, charged where applicable.

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ABOUT INFORMA CONNECT ACADEMY

Informa Connect Academy

Informa Connect Academy is a premier provider of global education and training solutions that caters to a diverse range of professionals, industries, and educational partners. We are dedicated to promoting lifelong learning and are committed to offering learners expert guidance, training, and resources to help them stay competitive in a rapidly changing world.

Our comprehensive range of courses and programmes are tailored to meet the needs of all professionals, from aspiring specialists to seasoned experts. We partner with elite academic organisations and industry leaders with unmatched expertise in their respective fields to deliver an exceptional learning experience.

ABOUT PRICING AND DOCUMENTATION

Pricing excludes 5% VAT, charged where applicable.

Course fees include documentation, luncheon and refreshments for in-person learners. Delegates who attend all sessions and successfully complete the assessment, will receive a Informa Certificate and any applicable partner certificates. A hard copy will be provided to in-person learners and a soft-copy will be provided to virtual learners.

AVOID VISA DELAYS – BOOK NOW

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible.

Visas for non-GCC nationals may take several weeks to process.

REGISTRATION, PAYMENTS AND CANCELLATION

All registrations are subject to our terms and conditions which are available at www.informa-mea.com/terms. Please read them as they include important information. By submitting your registration, you agree to be bound by the terms and conditions in full. All registrations are subject to acceptance by Informa Connect which will be confirmed to you in writing.

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the course. Only those delegates whose fees have been paid in full will be admitted to the course.

For full cancellation details, please visit https://informaconnect.com/terms-of-use/
All cancellations must be sent by email to register-mea@informa.com marked for the attention of Customer Services Cancellation. Due to unforeseen circumstances, Informa Connect reserves the right to cancel the course, change the programme, alter the venue, speaker or topics. For full details, please visit www.informaconnect.com

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