TrainingConcepts

A ONE-DAY PRACTICAL WORKSHOP

Setting *KPIs*

Turning strategy into measures people act on.

Most organisations do not lack measures. They lack measures anyone acts on. This workshop takes a group from its strategic objectives down to a short set of indicators that are aligned, defensible and used in the room where decisions are made.

1 day
0900 to 1700

7
tiers from mission to target

12
steps across three phases

3
KPI types mastered

FORMAT
In-house, built on your own strategy documents

LED BY
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GROUP SIZE
Up to 20 managers and heads of department



01 The measures exist. The acting does not.

Almost every organisation already measures something. Reports are produced, dashboards are published, and a monthly meeting is held to review them. Very little changes as a result.

The failure is rarely effort. It is that the measures were never derived from the strategy, so nobody can say what a movement in one of them should cause anyone to do. This workshop rebuilds that line — from mission down to target — until each number has a decision attached to it.

WHAT PARTICIPANTS BRING INTO THE ROOM

- Too many metrics, and no agreement on which of them actually matter
- Measures that are not aligned to strategy, so effort flows to what is counted rather than what counts
- Stretch targets set in January and quietly abandoned by the second quarter
- Performance data that can be influenced by the people being measured — and everybody knows it
- Numbers that cannot be validated, so review meetings argue the data instead of the performance
- Objectives and measures that are never reassessed once they are set

WHO SHOULD ATTEND

- Directors and heads of department setting group targets
- Managers accountable for a scorecard, dashboard or KPI set
- Strategy, planning and transformation leads
- HR and performance management practitioners
- Finance and business partners who report on performance
- Team leaders translating corporate goals into team measures

THE WORKSHOP GOAL

To equip participants to translate strategy into a disciplined set of performance measures and targets — so that performance is managed rather than merely reported, and progress can be proved rather than asserted.



WHY MEASURE AT ALL

IMPROVEMENT Spot problems and address them promptly, while they are still small.	**PLANNING AND FORECASTING** A progress check against goals, and the basis for revising budgets and forecasts.
COMPETITION Identify weak areas and address them to sharpen the competitive edge.	**REWARD** Distribute performance-based incentives and rewards fairly across direct reports.
COMPLIANCE Meet government regulations and international standards with evidence rather than assertion.	

02 What you will be able to do

Five objectives, each worked on the participant's own strategy documents rather than on a textbook example.

01	Understand why measuring your group's performance matters — and what goes wrong when it is left to instinct
02	Gain familiarity with formal performance measurement systems, from dashboards through to balanced scorecards
03	Apply a disciplined six-step process that runs from strategic objective to defensible target
04	Recognise and avoid the seven common performance measurement pitfalls
05	Use measurement to manage performance, rather than only to report it

HOW THE DAY RUNS

0900	0945	1045	1130	1300	1400	1515	1615
Why measure	The cascade	Objectives	CSFs	Lunch	Metrics	Targets	Sanity check

WHAT YOU TAKE AWAY

- A drafted set of strategic objectives, each opening with an action verb
- Two or three critical success factors behind every objective
- Performance metrics translated from those factors, balanced lead against lag
- A three-point target range with a defensible baseline
- A sanity-checked line of sight from objective through to action plan



03 The line of sight, mission to target

Seven tiers. A measure that cannot be traced upward to a goal is overhead, and a goal that cannot be traced downward to a target is a sentiment. The day is spent making the trace hold.

1 **Mission**	Why we exist
2 **Vision**	What we want to be
3 **Goals**	What we must achieve to be successful
4 **Objectives**	Specific outcomes expressed in measurable terms — not activities
5 **Initiatives**	Planned actions to achieve the objectives
6 **Measures**	Indicators and monitors of success
7 **Targets**	The desired level of performance, and the timeline

THE FOUR FUNDAMENTAL QUESTIONS

Where are we now? ASSESSMENT	**Where do we need to be?** GAP AND FUTURE END STATE
How will we close the gap? STRATEGIC PLAN	**How will we monitor progress?** KEY PERFORMANCE INDICATORS

OBJECTIVES, NOT ACTIVITIES

An objective is a specific outcome expressed in measurable terms. “Run four training sessions” is an activity. “Raise first-year retention to 85%” is an objective.

THE TEST THAT ENDS THE ARGUMENT

The sanity check

Objective, measure, target, initiative, action plan — traced end to end, out loud, in front of the group. Where the line breaks is where the strategy was never really agreed.

04 Three phases, twelve steps

Decide what to measure, gather the data, interpret it. The sequence matters — most measurement systems fail in phase one and are blamed in phase three.

PHASE 1 · DECIDE WHAT TO MEASURE

What matters enough to count?

Define strategic objectives
Every objective opens with an action verb — increase, reduce, initiate, improve — because the verb is what tells you how strategy will be executed.

Define critical success factors
Two or three actions that together deliver each objective. Industry, strategy, environmental and temporal factors are separated out.

Translate CSFs into metrics
Each critical success factor becomes one or more measures, expressed numerically, in language the whole group can read.

Enlist subject-matter experts
A task force of internal experts, external benchmarks and industry data — so the measure set is not drafted by one person in a room.

PHASE 2 · GATHER PERFORMANCE DATA

Can we trust the numbers?

Consider the source
Where the data comes from, how subjective data is captured, whether composite measures are appropriate, and whether the result will be reliable.

Benchmark externally
Industry benchmarking data and external sources used to sense-check objectives, metrics and targets before they are published.

Involve your employees
The people who generate the data help define it — the fastest route to measures that are neither gamed nor resented.

Test the measurement system
A deliberate pilot before the system goes live, including the effect the act of measuring has on behaviour.

PHASE 3 · INTERPRET PERFORMANCE DATA

What is the number telling us?

Compare actual against target
The core discipline — and the point at which most review meetings either sharpen or collapse.

Look for trends, not points
One reading is an anecdote. Four readings are a trend, and only a trend justifies a decision.

Account for natural variability
Every process varies. Distinguishing ordinary variation from a real signal prevents expensive over-correction.

Ask what must change
The cause of the variation, and whether the fault lies in the performance, the target or the metric itself.

SIX HANDS-ON ACTIVITIES

Brainstorm your objectives
Each participant drafts the objectives for their own group, then rewrites every one to begin with an action verb.

Identify critical success factors
For each objective on the final list, decide which two or three actions would best enable the group to accomplish it.

Create performance metrics
Translate each critical success factor into measures, then test them for availability, validity and reliability of data.

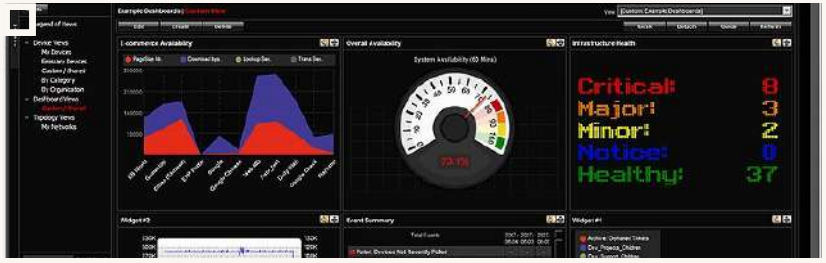
Set performance targets
Establish a baseline from trend data and build a three-point range — minimum, moderate and stretch — for each metric.

Run the sanity check
Trace one objective all the way through measure, target, initiative and action plan, and find where the line of sight breaks.

The task force case study
A three-part case following a manager charged with building a measurement system, with a decision to make at each stage.

FLY ON INSTRUMENTS

A pilot does not navigate on one dial. Neither does an organisation — which is why the balance of the measure set matters as much as any measure in it.



05 Choosing the right indicator

Three types of KPI, two directions of travel, and five criteria that any measure must pass before it earns a place on the dashboard.

PROCESS KPIS

Measure the efficiency or productivity of a business process.

Product-repair cycle time · Days to deliver an order · Rings before a call is answered · Weeks required to fill a vacant position

INPUT KPIS

Measure the assets and resources invested to generate business results.

Spend on research and development · Funding for employee training · New hires' knowledge and skills · Quality of raw materials

OUTPUT KPIS

Measure the financial and non-financial results of business activity.

Revenue · New customers acquired · Return on investment (ROI) · Economic value added (EVA)

Leading INDICATOR

Refers to future developments, drivers and causes — it tells you where you are heading while there is still time to steer.

- Average time to initiate customer contact — shorter time should lead to better service
- Average response time to an incident — faster response should lead to more effective handling
- Facilities meeting an A1 quality rating — should lead to improved operational readiness

Lagging INDICATOR

Refers to past developments, effects and results — it tells you, reliably, what has already happened.

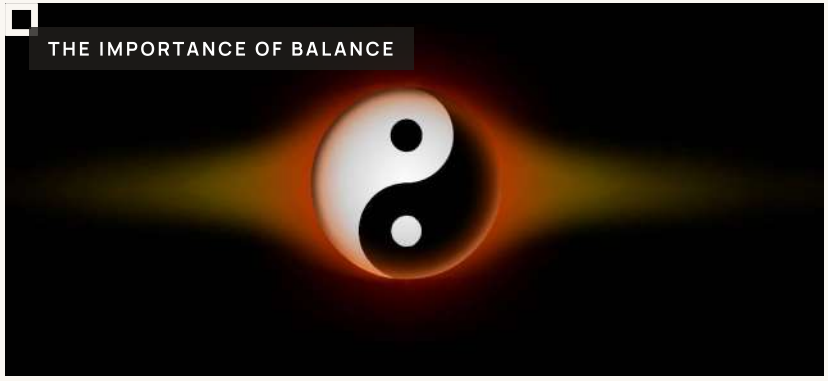
- Overall customer satisfaction rating — how well you did, looking back
- Business units meeting budgeted service-hour targets — after-the-fact reporting of delivery volume
- Number of category C safety incidents on site — a historical record of what has taken place

CRITERIA FOR A GOOD MEASURE

Integrity	Complete, useful and inclusive of several types of measure — designed around the organisation's most important activities.
Reliable	Consistent. The same input produces the same reading, whoever takes it.
Accurate	Correct. The measure records what it claims to record.
Timely	Available when it is needed, reported in a usable timeframe rather than a retrospective one.
Secure	Confidential where it must be, and protected from inappropriate release or interference.

THE SEVEN PITFALLS — NAMED, THEN DESIGNED OUT

- Confusion over the number of metrics
- Metrics that are not aligned to strategy
- Overly aggressive targets
- Risk of manipulation of performance data
- Difficulty validating your data
- Inappropriate responses to performance shortfalls
- Failure to regularly reassess objectives and measures



06 Targets that survive the year

Every measure carries at least one target. A target should stretch the organisation, rest on a baseline drawn from trend data, and be set with the people who will be held to it.

START FROM THE PROBLEM YOU ACTUALLY HAVE

YOUR PAIN POINT	WHAT THE DAY GIVES YOU	WHAT CHANGES
Too many metrics	The balance test and cascade	**A defensible short list, tied to strategy**
Measures nobody acts on	Lead and lag classification	**Early warnings, not just post-mortems**
Targets missed by February	Three-point target ranges	**Stretch that survives the first quarter**
Arguments over the data	Source and validity review	**Review meetings about performance, not numbers**
Gaming and manipulation	Employee involvement in design	**Measures the team will defend rather than dodge**

WHAT MAKES A MEASUREMENT SYSTEM STICK

- Start from strategy — let the objective choose the measure, never the reverse
- Keep the set short enough that every measure is reviewed every cycle
- Balance leading against lagging, and subjective against objective
- Involve the people who generate the data in defining it
- Reassess the objectives and the measures on a fixed schedule, not when they fail

THE THREE-POINT RANGE

Minimum, moderate and stretch. One figure invites either sandbagging or despair; three give a team somewhere honest to stand.

SETTING THE NUMBER

- Establish a baseline from trends, not from last year's single figure
- Build incremental improvement into each successive period
- Gather feedback from customers and other stakeholders
- Get your director's input before the target is published



07 Your trainer



Shareef Jaffar

PBS (Polis) · LLM Corporate Governance · MSc Strategic Planning · MEd · FCIM, FCGI, FMDIS, FInstAM

Shareef has more than 35 years in management and training design across 16 countries, with a master's degree in strategic planning and a practitioner's history of setting and defending performance measures — as a Superintendent of Police, as an NS Commander, and as a senior general manager in hospitality and human resource development.

He has designed and delivered strategic retreats and KPI programmes for government agencies, statutory boards and credit cooperatives across the region. Every delivery is built on the client's own mission, strategy documents and current measure set, gathered before the day.

RELATED WORKSHOPS

Time Management for Technical Managers · Crisis Prevention & Management · Problem Solving Tools · Developing Effective Collaborative Partnerships · Presentation Skills

TRAINING CREDENTIALS

- Advanced Certificate in Learning and Performance (ACLP), Singapore WSQ
- MSc Strategic Planning
- MA Education (Merit), University of Nottingham
- Certified Assessor, Quality Management Systems

DELIVERED FOR

- Port of Singapore Authority and Singapore Police Force
- PUB and the Singapore Civil Defence Force
- Credit and service cooperatives across Singapore
- Nokia, Motorola, Shell (Brunei) and Western Digital

BOOK THE WORKSHOP

If nobody acts on it, it is not an indicator.

Run in-house and built on your own strategy documents, your current dashboard and the measures you already argue about. Tell us the team and the dates.

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