

Appendix 2: Are You Ready for a KPI Project?

Is there enough level of commitment?	
1. Is the CEO prepared to be the champion of the KPI project?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. If not, have you considered delaying the project until this level of commitment can be achieved?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Is this the right time to embark on this major project?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Has it been decided what needs to be abandoned to make room for this KPI project?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Has the SMT agreed to the provision of the training and education required to empower employees to create their own performance measures and take immediate remedial action when necessary?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Is the SMT prepared to resource KPI development through training, provision of facilitators, and time off the job for employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7. Are at least half of the KPI team working full time on the project?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8. Are the SMT familiar with the myths of performance measurement?	
<ul style="list-style-type: none"> • Myth #1: Most measures lead to better performance 	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • Myth #2: All measures can work successfully in any organisation, at any time 	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • Myth # 3: All performance measures are KPIs 	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • Myth #4: By tying KPIs to pay you will increase performance 	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • Myth #5: We can set relevant year-end targets 	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • Myth #6: Devising appropriate performance measures is relatively simple 	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • Myth #7: KPIs are financial and non-financial indicators 	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> • Myth # 8 You can delegate a performance management project to a consulting firm 	<input type="checkbox"/> Yes <input type="checkbox"/> No
9. Are the KPI foundation stones acceptable to the SMT? <ul style="list-style-type: none"> • Partnership with the staff, unions, and third parties • Transfer of power to the front line • Measure and report only what matters • Source KPIs from the critical success factors • Abandon processes that do not deliver • Appointment of a home-grown chief measurement officer • Organisation-wide understanding of winning KPI definition 	<input type="checkbox"/> Yes <input type="checkbox"/> No

10. Do the SMT understand that KPIs are too important to be linked to KPIs?	<input type="checkbox"/> Yes <input type="checkbox"/> No
11. Do the SMT understand that the KPI project needs to be managed by in-house resources?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Am I the right person to lead the job?	
12. Have you worked in the organisation for over three years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
13. Are you well networked with operations and head office personnel?	<input type="checkbox"/> Yes <input type="checkbox"/> No
14. Are you prepared to work full time on this project?	<input type="checkbox"/> Yes <input type="checkbox"/> No
15. Have you had experience with:	
• Problem-solving?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Brainstorming?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Information display and charting?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Delivering presentations?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Interviewing?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Completing large implementation projects?	<input type="checkbox"/> Yes <input type="checkbox"/> No
16. Your skill base:	
• Are you a self-starter?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Have you demonstrated innovation in the past?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Have you advanced communication skills?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Are you an "active" listener?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Have you the ability to bring "others on board"?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Do you have a good track record in finishing projects you start?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Are you able to maintain a big picture focus while working on a project?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Are you happy to work with the chosen KPI team members?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• Do you have the flexibility at home to be able to work overtime at critical times?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Your score: Every "No" indicates a problem.