

(continued from front flap)

Written by KPI expert David Parmenter, this book dispels the myths about measuring performance and addresses common mistakes with advice, for example, "KPIs should not be financial." His winning KPIs methodology is breathtaking in its simplicity and yet profound in its impact. Directors, CEOs, managers, human resources and finance teams, and consultants who are interested in monitoring and reporting performance should read this book. You will never think about KPIs the same way again!



Photo: Jennifer Gilchrist

**DAVID PARMENTER** is an international presenter who is known for his entertaining and thought-provoking sessions, which have led to substantial change in many organizations. He is a leading expert in the development of winning KPIs, replacing the annual planning process with quarterly rolling planning and management practices that will get you to the top. David has delivered workshops to thousands of attendees in many cities around the world, including Sydney, Melbourne, Hong Kong, Kuala Lumpur, Singapore, Tehran, Jeddah, Muscat, Johannesburg, Prague, Rome, Dublin, London, Manchester, Edinburgh, and Toronto. He has worked for Ernst & Young, BP Oil Ltd, and Arthur Andersen, and is a Fellow of the Institute of Chartered Accountants in England and Wales. David is a regular writer for professional and business journals. He is also the author of *Winning CFOs: Implementing and Applying Better Practices* and *The Leading-Edge Manager's Guide to Success* (both from Wiley). David can be contacted via [parmenter@waymark.co.nz](mailto:parmenter@waymark.co.nz) or +64 4 499 0007. His website, [davidparmenter.com](http://davidparmenter.com), contains many white papers, articles, and freeware that will be useful to readers.

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## Praise for KEY PERFORMANCE INDICATORS for GOVERNMENT and NON PROFIT AGENCIES

"David Parmenter is a leading thinker on performance measurement. I admire his work very much. This application of David's seminal thinking on KPIs to the public and non profit sectors is a major contribution to the field. Any practitioner or manager who is serious about improving measurement in their organizations should read this book."

—Dean R. Spitzer, PhD, author of *Transforming Performance Measurement*

"Government and non profit agencies are both completely different and at the same time exactly the same as private sector organizations. David has done a brilliant job of presenting the best practices and lessons (hard) learned from the private sector, as applied in the mission-driven sector. This powerful and unique view should help prevent society from 're-learning' what has been learned, and leverage those best practices forward to benefit all. This work surpasses all previous works in capturing what society has learned and applying it where it is needed most."

—Brett Knowles, Executive Partner, pm2 - Performance Measurement and Management

"It's about time someone raised the questions that David Parmenter does in his new book *Key Performance Indicators for Government and Non Profit Agencies*. For too long, managers and strategy and performance professionals have blindly followed assumptions about what performance measurement is about, wasting vast amounts of time and effort measuring the wrong things in the wrong ways. David reminds us, in his usual practical fashion, how to return to a more meaningful way of measuring performance."

—Stacey Barr, author, presenter, and facilitator, PuMP Performance Measure Blueprint Workshops and Online Programs

"In his new book, David Parmenter brings a breath of fresh air to the art of crafting and implementing performance metrics. With a keen eye for how measurement works in the crucible of business operations, David once again provides page after page of practical, no-nonsense advice about how to measure business performance. And with his relentless focus on results, he's not afraid to poke holes at sacred methodologies and complex approaches. This book is chock-full of practical nuggets of advice. It's a manual for performance management success."

—Wayne Eckerson, Principal, BI Leader Consulting

PARMENTER

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Implementing  
Winning KPIs

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## Implementing Winning KPIs



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## KEY PERFORMANCE INDICATORS for GOVERNMENT and NON PROFIT AGENCIES Implementing Winning KPIs

Performance measurement is failing organizations worldwide, whether they are multinationals, government departments, or non profit agencies. The KPIs that have been adopted were dreamed up one day without any linkage to the critical success factors of the organizations. The lack of understanding of performance measures has led most monitoring and reporting of measures to fail, including balanced scorecard initiatives.

A companion to Parmenter's earlier book, *Key Performance Indicators: Developing, Implementing, and Using Winning KPIs, Second Edition*, this book represents a significant shift in the way KPIs are developed and used. It is designed to help managers who are about to embark on a KPI project, with features to assist you with implementation, including:

- Discussion of the myths of performance measurement
- Understanding the dark side of measures
- Revitalizing performance management, including reference to the work of the paradigm shifters (Drucker, Collins, Welch, Hamel, Peters & Waterman)
- A 12-step "winning KPI" methodology
- A kit to help you find your organization's critical success factors
- Government and non profit agency examples and case studies
- Suggestions on how to help sell the process
- Templates for reporting performance measures
- A companion website with free and for fee electronic media to save you time

(continued on back flap)