Photo credit: Jennifer Gilchrist

DAVID PARMENTER has spent the last twenty years of his working life leading organizations, that will listen, to remove the shackles of broken bureaucratic management practices. He has written more books and published papers on KPIs than any other author and is driven by his vision "To change how leading organizations, around the world, measure and manage performance – by 2030". He has delivered workshops to thousands of attendees in 32 countries. He has worked for Ernst & Young, BP Oil Ltd, Arthur Andersen, and PricewaterhouseCoopers, and is a fellow of the Institute of Chartered Accountants in England and Wales.

He is a regular writer for professional and business journals. He is also the author of The Financial Controller and CFO's Toolkit 3rd edition, Key Performance Indicators for Government and Non-Profit Agencies, and The Leading-Edge Manager's Guide to Success (all from Wiley).

He can be contacted via parmenter@waymark.co.nz or +64 4 499 0007. His website, www.davidparmenter.com, contains many toolkits, articles, and freeware that will be useful to readers.

This book, already a performance measurement classic, firmly establishes David Parmenter as the "King of the KPIs". His first chapter, a timeless classic, is worth the cost of the book alone. Harry Mills, subject matter expert on persuasion for the Harvard ManageMentor program.

Rife with examples, worksheets, practice exercises, templates, and other valuable tools, Key Performance Indicators is truly a field guide. Readers will walk away with an understanding of the what, why, and—most importantly—the how of building appropriate and effective KPIs into organizations of all sizes.

Key performance indicators are crucial to defining and tracking your organization's progress toward its goals. Setting up the wrong performance measures can lead to unwanted behaviors across an organization, perhaps even destroying value through misalignment and confusion.

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This fourth edition has been improved by:

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- Refining the "selling the change" process by incorporating more reference to the psychology behind resistance to change.
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- New methods he has used in more recent KPI implementations
- A further refined performance measures database
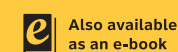
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David Parmenter's first edition of Key Performance Indicators was the first book to bring to light three discoveries to unlock performance measures from their shackles.

1. An organization operating without its critical success factors, known by all is aimless

2. Most measures are not in fact KPIs they are result indicators - measures that show how teams have worked together, often measured monthly leading to a busy reporting machine that fails the organization

3. All KPIs are non-financial, measured 24/7, daily or at the very least, weekly.

This fourth edition has been further refined to help project management professionals, senior leadership, and external KPI facilitators implement a successful KPI project. The book includes:

- The seven characteristics of KPIs and why you only need up to 10 KPIs
- The difference between result and performance indicators
- Getting the right mix of past, current and future measures
- A kit to help you find your organization's critical success factors, the source of all meaningful measures
- The myths driving current measurement thinking that need to be avoided
- How to minimize the dark side of performance measures
- How rules to follow when designing performance measures from the CSFs
- How the in-house KPI team should sell and lead a KPI project
- A PDF toolkit full of worksheets, checklists, and questionnaires for the KPI team
- Over 200 carefully designed performance measures