

TWO-DAY CSF & ASSOCIATED KPIs WORKSHOP

[name of organization]

Learning Outcomes: Attendees after this workshop will be able to:

- **Explain** the difference between the four types of performance measures and why most measures are not KPIs they are result indicators
- **Identify** measures that are KPIs by using David Parmenter's seven characteristics of a winning KPI
- **Apply** David Parmenter's methods to word your organisation's success factors and desired external outcome statements
- **Understand** how to complete the CSF and KPI workshop exercises
- **Use** techniques to develop meaningful measures
- **Ascertain** some KPIs that will help transform the business
- **Design** dashboards and reports using Stephen Few's guidelines
- **Understand** the amount of commitment required to complete the CSF /KPI project

Suggested attendees:

- CEO (at least first and last session)
- Selection of senior management (whole workshop)
- Experienced staff from different business units around the organisation (the oracles)
- All staff who would be involved in the KPI project and subsequent monitoring and reporting performance
- Local consultant who knows the business if one is to be used as a KPI facilitator

Recommended pre work:

Attendees are to read Chapters 1 & 7 from D Parmenter's KPI book 4th edition.

Requirements:

- At least 18 people who fit the oracle status in the _____
- KPI team is appointed and they are trained beforehand and do the success factor research and initial rewording
- Organise a laptop and flip chart for workgroup, a data show projector, 2 white boards, a data show screen and a lapel microphone for the presenter(s).

Day 1

From 8.30am	Registration and breakfast
9.00	Opening remarks by CEO - Setting the context of the workshop
9.10	Presentation #1: The importance of knowing your critical success factors <ul style="list-style-type: none">• Importance of knowing your organisation's critical success factors• Rocks, pebbles sand analogy• Statements made in the past in _____• Wording success factors by avoiding empty words

9.40	<p>Presentation #2: All work that has been already done in wording success factors will be tabled delivered by a KPI team member</p> <ul style="list-style-type: none"> • What documents were sighted • Handout the current list of success factors for review and editing
10.00	<p>Commence workshop #1 Revisiting your organisation's success factors (SFs) and outcomes. Groups rework their allotted share of the success factor list weeding out empty words, improving the clarity (passing the 14 year old test) and combining similar statements.</p>
10.40	Morning break
11.00	<p>Groups give their feedback on the SFs and outcomes.</p> <p><i>During this discussion two KPI team members update the success factors list and show any contrasting version sided by side</i></p>
11.20	<p>Presentation #3: More on CSFs and mapping SFs</p> <ul style="list-style-type: none"> • How critical success factors differ from outcomes • The end goal for the CSFs • How to perform sphere of influence mapping by using the airline example <p><i>During this discussion the two KPI team members continue their work updating the success factors list and show any contrasting version sided by side</i></p>
11.40	<p>Commence workshop #2 Relationship mapping using an airline's success factors</p> <p><i>During this discussion the two KPI team members continue their work updating the success factors list and show any contrasting version sided by side</i></p>
Noon	<p>Commence workshop #3 Success factor list tabled and workgroups review for clarity (passing the 14 year old test) and combining similar statements. This time each group gets two sections to increase the overlap. Output collected from KPI team.</p>
12.20	Lunch
12.50	<p>Commence workshop #4 Sphere of influence mapping of [your company]'s success factors (using the new list of success factors and the A4 mapping page. Making sure there are at least nine teams so there is an overlap X 3)</p>
13.50	<p>Presentation #4: The new thinking on key performance indicators</p> <ul style="list-style-type: none"> • KPI stories • The difference between the four types of performance measures • The characteristics of a winning KPI • The 10,80,10 rule for performance measures • Why finding measures need more rigour • The need for past, current and future measures