

All participants will develop their department objectives and KPIs

# Certificate in KPI Selection & Management

A Practical Course To Help Managers Define And Manage Performance Measures That Will Deliver Success For You And Your Team



Led by: **Tom Raftery**

## Top 5 Learning Objectives

1. **Monitor** and manage progress against objectives and Key Performance Indicators (KPIs) at a department and individual basis
2. **Understand** the critical role of measuring performance at a department and individual level to ensure business success
3. **Appreciate** the Balanced Scorecard and other models where defining and managing KPIs are critical
4. **Define** objectives and KPIs that will drive performance, through practical exercises
5. **Explore** how KPIs can be used to manage and influence individual performance

**22 – 24 April 2018\***

Conrad Hotel, Dubai, UAE

**30 September – 2 October 2018\***

The Address Hotel, Dubai Marina, Dubai, UAE

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The CPD Certification Service

### About CPD

Established in 1996, The CPD Certification Service is the independent CPD accreditation centre working across all sectors, disciplines and further learning applications and supports policies of institutional and professional organisations globally.

CPD is the term used to describe the learning activities professionals engage in to develop and enhance their abilities and keep skills and knowledge up to date. This course is an accredited Continuing Professional Development (CPD) training which means it meets CPD standards and benchmarks. The learning value has been scrutinised to ensure integrity and quality.



### Course Requirements And Certificates

Delegates must meet two criteria to be eligible for an Informa Certificate of Completion for a course:

1. Satisfactory attendance – delegates must attend all sessions of the course. Delegates who miss more than 2 hours of the course sessions will not be eligible to sit the course exam
2. Successful completion of the course assessment

Delegates who do not meet these criteria will receive an Informa Certificate of Attendance. If delegates have not attended all sessions, the Certificate will clearly state the number of hours attended.

### Who Should Attend

The course is designed for executives, operational managers and analysts from both delivery and support functions such as finance, accounting, project management, human resources, sales, marketing, logistics, quality control and improvement, strategy/planning and operations.

### Would you like to run this course in-house?

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### About Your Expert Course Director



**Tom Raftery** has established a human capital consulting company – it's all about people – based in Dubai, utilising his extensive experience in HR strategy, processes and systems, organisational design, leadership development, change management and compensation and benefits.

Prior to this, he was VP HR for Arc International, the world's largest glass and tableware manufacturer and was responsible for a workforce stretching from Japan to Africa, based in Dubai. Tom has over 30 years' international HR experience and has spent over 15 years in the Middle East, including working at Board level with the Nazer Group in KSA and as a consultant with a local HR consultancy.

In addition to this, Tom was the head of HR for a major division of British Aerospace and HR Manager for a subsidiary of Sedgwick Forbes, the insurance company, based in Athens. Tom has extensive consulting experience gained working for Towers Watson, Meirc, Arthur Andersen and his own consulting company. This experience covers all aspects of HR in addition to work on large change management projects and leadership development and facilitation work with senior executives.

Tom's mixture of senior line management and consulting experience has given him a wide range of methodologies and frameworks to call on as well as the experience of how to effectively implement them. In his recent line roles he has been heavily involved in developing incentive schemes, recruiting, performance management and talent management processes that actually work.

Tom is now focusing on Human Capital Consulting, that involves listening to and understanding the client's needs and then developing appropriate solutions, along with the business case, that are fit for purpose. This will ensure that the solution will add value to the business. He has launched Coaching for HR by HR™ to support HR professionals and Impact Role Play™ utilising professional actors in role play in training and assessment centres.

Tom has a degree in industrial sociology, an MBA from Warwick University and is a member of SHRM and CIPD. He has presented at various conferences in Europe and the Middle East and is an engaging facilitator and trainer.

Tom has been awarded the Human Resource Business Professional (HRBP®) which is a global, competency-based credential that is designed to validate professional-level core HR knowledge and skills.

### Benefits Of Establishing KPIs

- Help to ensure your company achieves its business objectives
- Methodology and process to manage performance progress and actions against each KPI
- Mapping them from department to individual KPIs, thus helping direct employee behaviour in terms of what is expected of them
- Make performance more visible to the employee and manager
- Focus attention on a few key indicators that are critical
- Clarify expectation as they contain information on tasks, measures, targets, actions etc.
- Provide objectivity and consistency
- Improve decision making and execution
- Promote understanding and provide a means for giving regular feedback

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## Course Timings

Registration will be at 08:00 on Day One. Course sessions will start promptly at 08:30 and end at 14:30. There will be two short breaks for refreshments and lunch will be served at the end of each day's sessions.

## Course Methodology

The course will be highly practical with lots of opportunities to work in teams to develop objectives and KPIs, through breakout and group sessions during the course.

## Course Overview

Defining, agreeing and implementing Key Performance Indicators (KPIs) for managers are essential for an organisation to achieve its business strategy and objectives. Defining and then managing these KPIs is often difficult for managers to do and in particular defining KEY leading indicators that reflect the strategic performance of an organisation. The problem is that managers do not spend sufficient time thinking through their KPIs, so there are often too many, they may not be focused and as a result they often have limited impact on the business strategy.

The effectiveness of KPIs can be directly related to the care with which they are defined and implemented.

The aim of this course is to make sure you understand the role and benefits of KPIs to an organisation's success and provide you with practical experience to define your KPIs for yourself and your employees.

## Course Objectives

1. Understand the role of objectives and KPIs in driving business and individual performance
2. Appreciate the performance management cycle and links to strategy
3. Learn how KPIs can help manage performance at an individual, department or company level
4. Understand the Balanced Scorecard model
5. Define KPIs for an individual and/or department, which are Specific, Measurable, Achievable, Realistic and Time bound (SMART)

## Course Outline

### Day One

#### Importance Of Performance Measures

- Importance of goals and objectives in driving business performance
- Challenges of business strategy and making it tangible to departments and employees through measurement
- Types of performance measurement
  - Management by objectives
  - Balanced Scorecard
  - Other management measurement frameworks

- The performance management cycle
- Building a performance management system
  - Gaining commitment to measurement
  - Choosing what to measure and how to measure
  - Ensuring you have the data to measure
  - Putting performance management into action

#### Case Study

*From a company strategy build the key business objectives and method of measurement*

### Day Two

#### Objectives And KPIs

- Difference between "objectives" and "goals"
- How to develop SMART objectives
- The Balanced Scorecard
  - Strategic roadmap
  - How to develop a Balanced Scorecard
  - How to roll it out to an organisation
  - Some of the problems with the Balanced Scorecard
- Developing a performance 'dashboard' for senior management and departments
- Utilising other measurement frameworks such as business excellence model, TQM, OSGM etc.
- How and when to review progress against performance measures
- Introduction to KPIs
- How to establish KPIs

**Case Study** – *Develop a business scorecard to achieve company's business strategy and objectives*

#### Group Exercise

*Define Objectives for your division\department and map back to Corporate objectives*

### Day Three

#### From Theory To Practice

- Defining targets, measures and timelines for KPIs
- How to manage KPIs, including formats and tools
- Linking KPIs back to business objectives and strategy
- Linking department to individual KPIs
- Linking KPIs to reward
- Communicating goals and KPIs to employees and giving feedback
- Managing individual performance against KPIs

#### Group Exercises

- *Develop KPIs for the division\department objectives*
- *Define the KPIs, targets, measures and timelines for these objectives*

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## FIVE WAYS TO REGISTER

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Course	Course Fee Before 11 February 2018	Course Fee Before 18 March 2018	Final Fee
Certificate in KPI Selection & Management (BC7007) 22 – 24 April 2018*	US\$ 2,995	US\$ 3,495	US\$ 3,995

Course	Course Fee Before 22 July 2018	Course Fee Before 26 August 2018	Final Fee
Certificate in KPI Selection & Management (BC7173) 30 September – 2 October 2018*	US\$ 2,995	US\$ 3,495	US\$ 3,995

## DISCOUNTS AVAILABLE FOR 2 OR MORE PEOPLE

CALL: +971 4 335 2483  
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Course fees include documentation, luncheon and refreshments. Delegates who attend all sessions and pass the course examination will receive an Informa Certificate of Completion.

All registrations are subject to our terms and conditions which are available at [www.informa-mea.com/terms](http://www.informa-mea.com/terms). Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.

**Pricing excludes 5% VAT, where applicable**

\*Book and pay full fee for two colleagues and the third attends for FREE.

Not applicable in conjunction with corporate discounts.

Payment to be settled before start of the course to avail the offer.

The 3 for 2 offer is valid on full price final fee registration only.

## DELEGATE DETAILS

First Name: Surname:

Job Title:

Company:

Address:

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## PAYMENTS

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event.

## AVOID VISA DELAYS – BOOK NOW

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process.

## CANCELLATION

- If you are unable to attend, a substitute delegate will be welcome in your place
- Registrations cancelled more than 15 days before the Event are subject to a US\$ 250 administration fee
- Registrations cancelled between 14 – 8 days before the Event are subject to a 25% cancellation fee
- Registrations cancelled 7 days or less before the Event must be paid in full
- All registrations are subject to acceptance by Informa Middle East which will be confirmed to you in writing
- Due to unforeseen circumstances, Informa reserves the right to cancel the course, change the programme, alter the venue, speaker or topics
- For full details, please visit [www.informa-mea.com/terms-and-conditions-for-delegates](http://www.informa-mea.com/terms-and-conditions-for-delegates)

BC7007/BC7173

## EVENT VENUE

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## ACCOMMODATION DETAILS

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