



CERTIFIED PERFORMANCE MANAGEMENT PROFESSIONAL

Transform to perform and grow

LIVE ONLINE CERTIFICATION

2022 EDITIONS:

- > 17 - 21 JULY - ARABIC
- > 25 - 29 JULY
- > 22 - 26 AUGUST
- > 11 - 15 SEPTEMBER - ARABIC
- > 24 - 28 OCTOBER
- > 21 - 25 NOVEMBER



The KPI Institute is an Accredited Provider of the CPD Standards Office, a Continuing Professional Development global assessor.

Key business benefits:

- > Learn how to govern the Performance Management System for improved organizational results
- > Exercise your role as a leader who empowers results oriented and innovative individuals
- > Design processes that are aligned to strategy and support a high performing organizational environment

Over the last years, The KPI Institute's team has:

- > Documented 21,000+ KPIs from 16 functional areas and 25 industries;
- > Reviewed 1,000+ performance reports from 125 countries;
- > Referenced 30,000+ resources as part of the documentation process.



Course overview



The course approaches performance management as a practice that enables structure and alignment to effectively deliver the organizational strategy. The purpose of the course is the harmonious growth of the organization and enhanced organizational results. It focuses on the design of performance management processes that support a high performing organizational culture and environment, as well as defines the framework, tools and techniques required to lead human empowerment. The course summits with a highly interactive and applicative session in which participants learn how to manage and improve organizational results. As part of this process participants are involved with rooting out operational issues based on underperforming KPIs, performing cause and effect analysis, managing/cascading initiatives and designing an overall action plan for organizational improvement.

👤 Participants' profile

> Individuals interested in performance management

Entrepreneurs, analysts, and professionals from different fields, interested in performance management, will acquire the knowledge needed to better understand performance management. The ability to network extensively and the possibility of sharing knowledge and personal experiences make this course a unique learning experience that facilitates the acquisition and assimilation of performance management skills.

> Top/middle/lower management professionals

Individuals from top/middle/lower management and their respective organizations, regardless of their field of expertise, will be glad to discover that the "Certified Performance Management Professional" course provides the pillars, tools, and resources required for the effective implementation of a Performance Management System within their organizations.

> Performance management experts

Professionals who occupy positions such as Strategy Managers, Performance Manager or Performance Architects, who already use certain practices within their organizations or have already implemented certain processes and tools, now have the opportunity to check whether their business activity lives up to the standards and thus, to identify improvement opportunities.

+ Benefits

- > Make the case for a Performance Management System Implementation in your organization
- > Understand the role of the Performance Management Office in the Performance Management System Governance scheme of the organization
- > Identify the main stakeholders involved in the Performance Management Process
- > Discover the role of the manager in decision-making, communicating results, empowering and endorsing the performance culture and capabilities of the organization
- > Develop an action plan for the overall improvement of the performance management process in the organization and achieve high level maturity for your performance management system

+ Learning objectives

- > Build key competencies within Performance Management Office
- > Develop a Performance Management System Evaluation Scorecard
- > Identify the main problems associated with underperforming KPIs
- > Learn how to use the right tools for effective problem solving
- > Develop an action plan for the overall improvement of the reporting process in the organization

Agenda



Day 1 - 4h

MODULE 1 - Introduction to Performance Management

- › Key Performance Management Concepts
- › Evolution of Performance Management
- › Performance Management Frameworks
- › Performance Management System Architecture

MODULE 2 - Trends Shaping Performance Management Practices

- › Digital Transformation
- › Stakeholder Capitalism
- › ESG & Sustainability
- › Agility
- › Resilience

Day 2 - 4h

MODULE 3 - Performance Management System Governance

- › State of Performance Management Systems Worldwide
- › Benefits of Having a Performance Management Office in the Organization
- › Integration Performance Management Processes with Key Organizational Processes
- › Best Practice Profile of the Performance Management Function
- › Performance Management Implementation Business Case

MODULE 4 - Performance Management Tools

- › Desired State of Evolution
- › Strategy Map
- › Performance Scorecard
- › Performance Dashboard
- › Performance Management System Integration

Day 3 - 4h

MODULE 5- The Performance Management Process

- › Main Features of the Performance Management Process
- › Performance Management System Governance Models
- › Performance Reporting Requirements
- › Management Reporting Structure
- › Data Quality and Audit

MODULE 6 - Performance Enablers

- › Leadership and Communication
- › People
- › Organizational Environment
- › Culture and Innovation
- › Technology

Agenda



Day 4 - 4h

MODULE 7: Learning and Improvement

- › Framework for Continuous Improvement
- › Performance Management System Optimization
- › Improving Performance Results
- › Learning and Improvement Techniques

MODULE 8: Corporate Performance Management

- › Performance Management System Evaluation
- › Departmental Scorecard Development Process Map
- › Departmental Scorecard Development RASCI Matrix
- › Performance Management Tools and Initiatives
- › Data Gathering and Reporting

Day 5 - 4h

MODULE 9: Departmental Performance Management

- › Underperforming KPIs and associated problems
- › Cause and Effect Analysis
- › Drafting Improvement Initiatives
- › Cascading Initiatives
- › Key Initiative Performance Indicators
- › Action Plan for Improvement

MODULE 10: Individual Performance Management

- › Agile Employee Performance Management
- › Continuous Employee Performance Management Cycle
- › Meetings and Check In Discussions
- › Performance Matrix Analytics

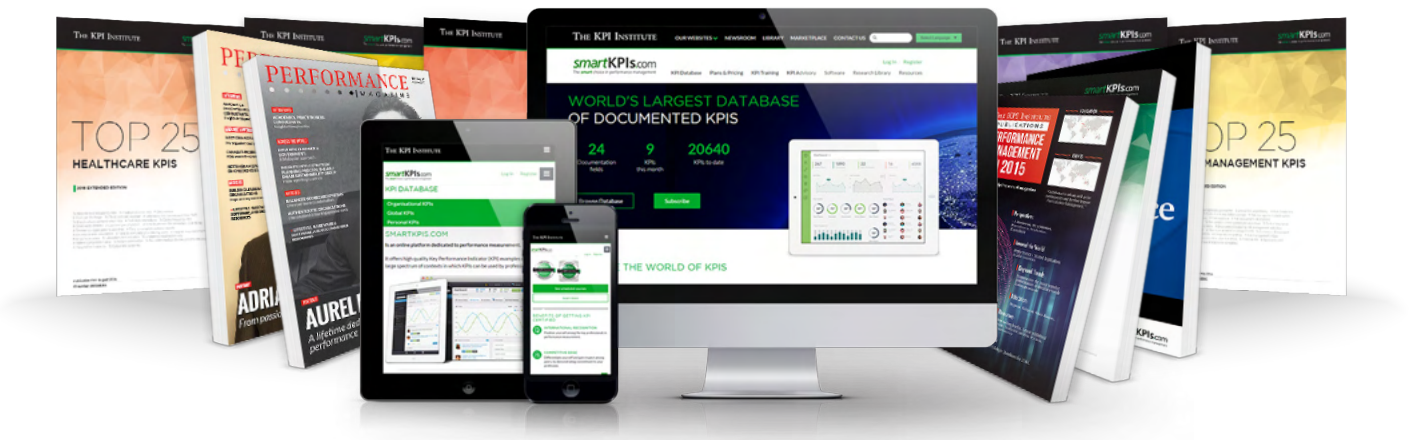
Certification Process



The certification process is finalized only when you complete all 3 stages of the learning experience. You will receive:

- > Certificate of Completion (soft copy): after completing pre-course activities and passing the Certification Exam;
- > Certificate of Attendance (soft copy): after taking part in the 5 days of the live session course;
- > Certified Professional diploma (soft copy): after you have successfully completed all 3 stages of the learning experience and the contractor has received full payment.
- > CPD Certificate of Attendance (soft copy): once you have successfully obtained the Professional status.

Educational resources



Course materials

- › Course Slides;
- › Course notes;
- › Course quiz;
- › The Performance Management Infographic;

Fact sheets

- › Terminology review;
- › History;
- › Performance Improvement Maturity Model.

Webinars

- › Free access to all Performance Management webinars series to date.

The qualitative reports

- › Performance Management - State of Discipline, Editions 2012-2020

Performance Management Toolkit

- › Templates: Desired State of Evolution, Strategy Map, Performance Scorecard, Performance Dashboard, Performance Healthogram, Performance Maturity Model, Initiatives Portfolio, Performance Management System Architecture, Monthly Performance Management Process, Employee Scorecard, KPI documentation form;
- › Manuals: Performance Scorecard guide for administrator, Performance Dashboard guide for administrator;
- › Publications: KPIs for Call Center Dashboard, KPIs for Call Center Scorecard.

Catalogues

- › Scorecards;
- › Dashboards;
- › Glossary of terms;
- › Initiative Documentation Forms in Practice.

Videos

- › 11 Videos dedicated to Performance Management.

Premium subscription on smartKPIs.com

Available for 6 months, providing access to 500 fully-documented KPIs, over 20,000 listed KPIs, and one research report from the Top 25 KPIs series.

Facilitator



Andrea Minelli

Management Consultant, The KPI Institute



Andrea Minelli is a Management Consultant at The KPI Institute.

The KPI Institute is a research institute specialized in business performance which operates research programs in 12 practice domains ranging from strategy and KPIs to employee performance and from customer service to innovation performance.

Andrea is a Certified KPI Professional, Certified KPI Practitioner and Certified Benchmarking Professional and has delivered over 400 training and advisory workshop hours last year.

As a researcher, Andrea's work in the field of performance measurement and performance management lead to the development of "The Utilities Performance Benchmarking Report Series 2017" a 6 Report-Series based on Utilities Performance. Besides documenting and reviewing KPIs, Andrea's research activity in the Performance Management and Organizational Development field is completed by writing research-based articles for the Performance Magazine, The KPI Institute's online magazine dedicated to strategy and performance.

As a consultant, Andrea has gathered experience in guiding professionals, operating in different industries and sectors, in their journey of implementing Performance Management Systems using solutions such as the Balanced Scorecard. Some of the most significant consultancy projects: Performance Management System Implementation at Corporate, Departmental, Function and Individual Level, Agile Employee Performance Appraisals. In terms of training, some of the significant projects are the in-house training program for Qatar Foundation, The Certified KPI Professional training for Poivre Corporate Services (Mauritius) and the open-course training in Algeria, Philippines, Serbia, Malaysia, Bangladesh and Cambodia among others.

As an educator, Andrea has delivered open format and in-house training courses, workshops, business simulations, podcast and webinars related to the use of KPIs in organizational context, performance measurement, management, utilization of the Balanced Scorecard and healthcare Performance Management to professionals from a variety of domains. The main training programs include: Certified KPI Professional, KPI Masterclass, Certified Performance Management Professional. Andrea has delivered webinars on several topics, such as: KPI Selection Techniques, Best practices associated with PMS implementation, Healthcare Performance Management Systems and Stakeholders buy-in.

Facilitator



Fadi Al-Jafari

Management Consultant, The KPI Institute



Al-Jafari Fadi Fuad Al-Jafari is a Management Consultant at The KPI Institute with Specialities in Data Analysis and Visualization.

Fadi has a Bachelor Degree in Communication Engineering from Al-Balqa Applied University in Jordan and a Master Degree in Business Administration from German Jordanian University in Jordan.

Fadi is a Certified Project Manager Professional, has several certifications in Statistics Foundation, Data Analysis using Excel, Analyzing and Visualizing Data with Excel, Working with Real-Time Data in Excel, Excel Macros in Depth, Predictive Analytics using BigML, Train of Trainers and he has been part of several projects in the last years.

He has worked in different projects, such as: Network Statistics Reporting Tool, Network Operation Center Balanced Scorecard, Business Specification Documents for Network Operations Center, Align Zain's Procedures with APQC's PCF, Robotic Process Automation for Network Operation As work experience, apart being a consultant for The KPI Institute, Fadi was a Network Operations Engineer starting from 2014 until 2019 and his job responsibilities include: Monitoring of Telecommunication Radio and Transmission Systems; Network Performance Management by identifying network elements' statistics, prepare network health technical reports and take corrective actions to maintain the best served quality and he facilitated, monitored and worked on network planned activities and projects work.

Facilitator



Alina Miertoiu

Senior Consultant, The KPI Institute



Alina Miertoiu is a Senior Consultant within The KPI Institute, a research institute specialized in business performance improvement, considered today the global authority on Key Performance Indicators research and education. She is a Certified KPI Professional and Certified OKR Professional and has delivered over 1000 training and consulting hours last year.

Alina's recent research and consulting work in the field of strategy execution and performance improvement lead to the development of the training course and advisory services on OKRs, as well as to the establishment of the GCC Utilities Performance Program, dedicated to electricity utilities. Moreover, Alina's significant research projects focused on developing a benchmarking study in the utilities sector for Water, Gas and Electricity; and a National Development Indices Catalogue, containing 57 fully documented indices in a standardized format.

Alina is also frequently writing research-based articles for the Performance Magazine, The KPI Institute's online magazine dedicated to strategy and performance.

As an educator, Alina delivered the Certified KPI Professional and Practitioner, Certified Benchmarking Professional, Certified Performance Management Professional and Certified OKR Professional, both as an in-house and open course in Europe, Middle East, Asia and Africa and several webinars on the topic of performance management and benchmarking.

As a consultant, one of Alina's significant projects focused on the implementation of an OKR system in a governmental entity from Middle East. Moreover, she worked on developing and implementing customized performance management systems based on KPIs for companies from different sectors, such as government, manufacturing, IT, financial and asset management.

Facilitator



Alin Sonda

Head of Performance Audit Services,
The KPI Institute



Alin Sonda is the Head of Performance Audit Services at The KPI Institute, a research institute specialized in business performance which operates research programs in 12 practice domains ranging from strategy and KPIs, to employee performance and from customer service to innovation performance. The KPI Institute is also considered today the global authority on Key Performance Indicators (KPIs) research and education.

He is an experienced professional that worked for over 10 years in the banking sector. He acquired skills in performance measurement and improvement, training, coaching and coordinating teams, sales and project management, auditing and financial analysis.

As a trainer, Alin has facilitated open, online and in-house training courses on Key Performance Indicators and Performance Auditing, designed to support performance measurement and improvement. He drives value for client organizations by training professionals, providing consulting services and solutions, to improve performance management practices.

As a sales coordinator for key accounts, Alin has developed the sales strategy, monitored products performance and trained consultants to deliver great customer service.

For more than 3 years he was an Internal Auditor, gaining an analytical perspective on operations and valuable insight on risk assessment and auditing methods and procedures. As an auditor, he holds valuable experience in the design and implementation of internal processes to properly identify and assess risk and compliance with regulations and reporting requirements. His expertise and knowledge range from auditing and risk assessment to operational and overall performance improvement.

Facilitator



Amalia Rosdianingtyas

Management consultant at The KPI Institute



Amalia is a management consultant at The KPI Institute, carrying 5+ year of experience in research and involves in innovation management system in the organisation. Her significant research activities include developing a benchmarking study in the utilities sector which resulted in 'The Utilities Performance Benchmarking Report Series 2017' as well as an ongoing research on the Government strategy and performance management systems best practices in the GCC.

Amalia also manages the development of an educational platform of a start-up entity focusing on learning reinforcement.

During her study, Amalia initiated and implemented an organisational strategy and structural change within the MBA Student Association, resulted in hundreds of memberships registration in the first year as well as securing \$15,000 grant for the organisation as she was elected the vice president of the organisation. Amalia holds two major degrees in Education and Business. She graduated bachelor and master's degree in education both as a first-class honour from Yogyakarta, Indonesia. She continued her study at Kaplan Business School Australia receiving high achiever scholarship and further completed an MBA from Royal Melbourne Institute of Technology (RMIT) University, graduated with Distinction. Her MBA study was funded by Endeavour Scholarship and Fellowship, the Australian Government's most prestigious and highly competitive scholarship for global mobility.

For the time being, Amalia is pursuing another degree in Education, focusing on early childhood education and care at Victoria University, Melbourne. Throughout the years, Amalia has developed blended skills in education, teaching, business and management.

Facilitator



Malek Mohammed Ghazo

Management Consultant, The KPI Institute



Eng. Malek Ghazo is a senior Consultant in institutional excellence, strategy management, quality management, process automation, benchmarks, and performance management.

A trainer in the areas of excellence, performance management, balanced score cards, strategy planning, presentation and visualization of data, in addition to being an executive consultant for governmental and semi-governmental agencies in Europe, the Middle East and Gulf countries.

Eng. Malek is certified in many professional certificates like: PMP®, PMI-ACP®, CBAP®, CAMS®, LSSGB®

Eng. Malek has more than 12 years of experience in several sectors. His professional experience is focused in the fields of consultation, advisory and training in standards of excellence, the radar evaluation mechanism, key performance indicators, balanced scorecards, benchmarking, and his assessment of the organizational excellence is based on the European Foundation for Quality Management Model and on the fourth generation Excellence Model.

Eng. Malek is an expert in performance management strategies, structures and implementation as he has led many projects towards fulfilling the needs and expectations of many organizations in the public and private sectors.

Facilitator



Manhal Dakhl-Allah

Management Consultant, The KPI Institute



Manhal Al Dakhl-Allah enjoys a successful international career as an HR/OD practitioner and a bilingual professional training consultant with extensive experience in the UK and Middle East markets. Holding several senior HR management and advisory positions, he led training management projects across a variety of industry sectors including oil and gas, engineering, technology, learning/ training management, telecommunications, supply chain logistics, healthcare and government sector's organisations including KSA National Centre for Performance Measurement (ADAA), the Dubai Government Human Resources Department and the Public Administration Sector of the Abu Dhabi Executive Council. He recently led a full-scale restructuring and strategic planning process of the Social Care and Minors' Affairs Foundation in UAE. Manhal is a certified associate trainer with the UK's Chartered Institute of Personnel and Development (CIPD) and is also a licenced facilitator with the European Foundation for Quality Management (EFQM). He holds the prestigious status of a CIPD Chartered Fellow.

He has postgraduate qualifications in Management and Linguistics and is currently completing his PhD research degree in Organisational Behaviour at the University Of Sheffield, UK. In addition to Arabic being his first language, Manhal speaks flawless English with exceptional writing skills and research capabilities. He is a member of several professional bodies:

- Chartered Fellow (FCIPD), Chartered Institute of Personnel and Development (CIPD) – UK
- Member, International Public Management Association for Human Resources (IPM-HR) - USA
- Member, Arabian Society for Human Resource Management (ASHRM) – KSA
- Member, American Society for Training and Development (ASTD) - USA
- Member, Institute of Human Resources Management (IHRM) – SYRIA
- Member, Chartered Institute of Linguists (IoL) - UK
- Member, Dubai Quality Group (DQG) – UAE

Course Fees



Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 25 - 29 July	18:00-22:00 GST	09:00-13:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 22 - 26 August	09:00-13:00 GST	13:00-17:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 24 - 28 October	18:00-22:00 GST	09:00-13:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 21 - 25 November	10:00-14:00 GST	14:00-18:00 GMT +8	USD \$ 1,500	USD \$ 1,250
Arabic	> 17 - 21 July	18:00-22:00 GST	09:00-13:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 11 - 15 September	09:00-13:00 GST	13:00-17:00 GMT +8	USD \$ 1,500	USD \$ 1,250

Join as a Group

Customized Live Online Group Training Programs

The KPI Institute offers Customized Live Online Group Training Programs that provide a perfect blend of research, best-practice and best-in-class instructional design.

Leveraging on our extensive research work, our highly skilled faculty, our expertise in providing customized learning solutions, and our next-generation online technology, our Group learning programs are unique, readily-available learning experiences that deliver results for both your employees and your organization.

This fully customized training solution supports organizations of all sizes, to provide their employees with development opportunities in an efficient, impactful, and cost-effective way.

Benefits of customized live online sessions



► Flexibility and convenience

Participants can learn from anywhere and the course can be scheduled in consecutive days throughout one week or selected days over 2 or more weeks. Participants can access learning materials from anywhere, anytime.

► Customized course content

Course content, case studies, and exercises will be customized based on the group's industry or selected functional areas, as well as by assessing current needs and competency development requirements.

► Business continuity

You can continue your work, with daily sessions, scheduled for a maximum of 4 hours, to ensure both information assimilation and work-related task completion efficiency.

► Virtual collaborative learning

Facilitated inter-company learning is enabled, leading to Virtual Teams Cooperation and Communication, with the help of specialized E-Learning technology.

► Cost effectiveness

You will save approximately 40% of your investment when compared to traditional face-to-face in-house solutions, due to the logistical burdens being removed from both customer and contractor.

Customized Live Online Group Courses	Online Live Format	Content details
Certification	5 Days - 4h/Day	Fully customized certification course
Masterclass	3 Days - 4h/Day	75% of the certification course content, selected based on group requirements
Essentials	2 Days - 4h/Day	50% of the certification course content, selected based on group requirements
Awareness Session	4 h	1 or 2 selected sessions from the certification content, depending on the length

Group sizes range from a minimum of 10, to a maximum of 25 participants.

Should you be interested in scheduling a live online Group training course, email us at office@kpiinstitute.org or contact one of the region representatives.

Online Coaching (up to 4h)

- ▶ One of our consultants and facilitators will be dedicated to help customers individually achieve their business objectives, evaluate current system or tools, and provide feedback on how to improve current strategy, performance measurement, and management practices.
- ▶ Our dedicated coaches are industry, capability, and functional area experts, who will guide the participants.
- ▶ They will work closely with the attendees and help them address their individual areas of improvement.
- ▶ We can assist in providing coaching on all the topics that we cover through our certification programs detailed in this brochure.

*Live coaching will be provided via conference call. The session scheduling will be established either via email/conference call, for all delegates, or individually between each participant and the facilitator.

**Hours to be accessed when required by scheduling as per customer preference and facilitator availability.

Get in touch with us for a customized quotation

Registration

3 ways to register

Online

marketplace.kpiinstitute.org

Direct contact

Call us and we will assist you with the registration process

Middle-East Delegate

Teodora Gorski
Managing Director MENA
E: teo.gorski@kpiinstitute.com
M: +971 55 787 6427

Worldwide Delegate

Alexandru Muntean
Head of Customer Engagement
E: alex.muntean@kpiinstitute.com
M: +40 747 060 997

Registration form

Email us with your registration details

Payment

Credit card

Pay by credit card using the online facility.

Bank transfer

1. Send an email containing your contact details and registration request;
2. An email confirmation containing the tax invoice and bank account details will be sent to you;
3. Proceed with the attendance fee payment by bank transfer;
4. Send through email the proof of the payment transaction completion;
5. A tax receipt together with the registration confirmation will be sent to you via email (after the attendance fee payment is confirmed).

Kindly ensure that your payments reflect the Total Amount of the invoice that will be presented to you. It is your responsibility to cover all bank fees due to Telegraphic / Wire transfer.

Registration form

By filling your contact data, you agree to receive further information about our events. Your privacy is very important to us. We will not sell, rent or share your personal information under any circumstances.

Participant details:

Mr. ☐ Mrs. ☐

First name

Last name

Job title

Email

Phone

Organization

Department

Date of training course

Training course

City

Country

Registration cancellation procedure

Any withdrawals have to be announced at least two weeks before the beginning of the course, through fax or e-mail. In this situation, the attendance fee will be refunded, minus \$400 retained for administrative expenditure. The attendance fee will not be refunded if the withdrawal from the course takes place less than 2 weeks before its start date. If you are unable to attend the course after the registration process has been completed, you may delegate another person to attend the course in your place, without paying any further fees. If you have confirmed and paid the attendance fee, but you didn't attend the course, the fee will not be refunded. If you only partially attend the course (one day or a limited number of sessions), you will not benefit from any attendance fee reduction or refund.

Terms of Agreement

If there are no other standing agreements, this form represents a valid contract between the parties.

I agree to the above terms and conditions.

Signed

Date

Company stamp

The Customer acknowledges and agrees that all materials provided by The KPI Institute, including but not limited to the live presentations, any audio-visual presentations, and the handout materials distributed pre, during and after the training course, shall at all times remain the sole and exclusive property of The KPI Institute. They cannot be made public, and can only used for the purpose of the individual course participant's benefit. In no event shall the Customer use the live presentations, any audio-visual presentations, and/or the handout materials for any other purpose, including but not limited to the offering of any course, training or seminar that in any manner competes with the course or any portion thereof. This provision shall survive the termination or expiration of this Agreement.



EUROPEAN DIVISION

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