

THE KPI INSTITUTE

Live-Online Certifications 2020

WORLDWIDE

The KPI Institute has been bestowed official recognition from the CPD Standards Office for 9 of our training courses, as an accredited Continuing Professional Development (CPD) educational and training course provider. Moving forward, all of our courses will bear the mark of the CPD Standards Office.



www.kpiinstitute.org



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Certification Programs

For more than 15 years, The KPI Institute has been making a difference in developing best practices in performance management field and sustaining the rapid growth of hundreds of institutional and corporate clients.

Achieving performance entails maintaining sustainable business results, raising your performance ceiling and overcoming those hurdles which dampen your improvement. As a result of the current global phenomenon, businesses around the world have had to shift their processes and undergo certain procedural changes.

The KPI Institute is no different. We want to ensure our clients, patrons and partners have unfettered access to our learning & training opportunities, which is why we have decided to go online, with many of our most popular courses. Whether you want to learn more about KPIs, Performance Management, OKRs, the BSC, Strategy Building or Employee Performance, we're here to help you along your professionalization journey!



CERTIFIED KPI PROFESSIONAL LIVE-ONLINE CERTIFICATION

This program is meant to improve the practical skills in working with KPIs and developing instruments like scorecards and dashboards. Participants will acquire a sound framework to measure KPIs, starting from the moment they are selected, until results are collected in performance reports.



THE CPD STANDARDS OFFICE
CPD PROVIDER: 22103
2020-2022
www.cpdstandards.com



CERTIFIED OKR PROFESSIONAL LIVE-ONLINE CERTIFICATION

This course trains participants in how to set and work with OKRs and offers them the opportunity to get certified on the ability to deploy and use OKRs in accordance with The KPI Institute's standards, developed through extensive research and practical knowledge in the field of Performance Management and Objective Setting.



THE CPD STANDARDS OFFICE
CPD PROVIDER: 22103
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CERTIFIED STRATEGY AND BUSINESS PLANNING PROFESSIONAL LIVE-ONLINE CERTIFICATION

The course will help improve the business planning process and long-term organizational performance, through the use of strategic planning tools that will ultimately lead to smarter and quicker strategic decisions.



THE CPD STANDARDS OFFICE
CPD PROVIDER: 22103
2020-2022
www.cpdstandards.com



CERTIFIED PERFORMANCE MANAGEMENT PROFESSIONAL LIVE-ONLINE CERTIFICATION

This course offers insights and best practices for improving performance in different scenarios, from data analysis and reporting, decision making and initiative management, to building a performance culture.



THE CPD STANDARDS OFFICE
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CERTIFIED PERFORMANCE MANAGEMENT SYSTEMS AUDIT PROFESSIONAL LIVE-ONLINE CERTIFICATION

This educational program presents a rigorous approach to diagnosing and auditing the maturity of performance architectures for 5 capabilities: strategic planning, performance measurement, performance management, performance culture and employee performance management.



CERTIFIED BALANCED SCORECARD MANAGEMENT SYSTEM PROFESSIONAL LIVE-ONLINE CERTIFICATION

The course focuses on delivering all the information needed to fully comprehend the value of the Balanced Scorecard, as well as on developing the necessary skills for a successful implementation.



CERTIFIED DATA ANALYSIS PROFESSIONAL LIVE-ONLINE CERTIFICATION

Attendants will understand through practical learning how to effectively collect, analyze and interpret data by enabling managers/ analysts to draw insights from both quantitative and qualitative data, based on historical statistics and trend analysis.



CERTIFIED DATA VISUALIZATION PROFESSIONAL LIVE-ONLINE CERTIFICATION

An exclusive framework that provides insights on effective visual communication, through a rigorous approach to creating visual representations of vast information, techniques of standardization and tailored data visualization tools.



CERTIFIED EMPLOYEE PERFORMANCE MANAGEMENT PROFESSIONAL LIVE-ONLINE CERTIFICATION

Attendees will gain exposure to best practices and key concepts and will learn how to establish and use criteria for performance evaluations, from implementation to improvement and maintenance of the company's employee performance management system.



CERTIFIED INNOVATION PROFESSIONAL LIVE-ONLINE CERTIFICATION

This course provides an interactive practice-based learning environment, focusing on best practices for developing and maintaining an innovation-oriented organizational culture within organizations.



CERTIFIED SUPPLIER PERFORMANCE PROFESSIONAL LIVE-ONLINE CERTIFICATION

Participants' skills in managing supplier performance and developing a strategic approach to procurement will be developed by enabling the identification of performance gaps and implementing action agreements with suppliers.



CERTIFIED BENCHMARKING PROFESSIONAL

Benchmarking methodological uniqueness is represented by the identification and analysis of the processes that lead to a superior performance of a company, offering the opportunity to compare an organization's performance against industry competitors.



Scheduled Courses

No matter what your learning needs are - and we know they're always evolving - you can find the program that's right for you with The KPI Institute Live-Online certification courses.

Adrian Brudan

General Manager, TKI EMEA

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► CERTIFIED KPI PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	First Edition	Time zone 1	Time zone 2
English	> 19 - 23 October	18:00-22:00 GST	09:00-13:00 CST (US)
	> 09 - 13 November	09:00-13:00 GST	13:00-17:00 GMT +8
	> 23 - 27 November	18:00-22:00 GST	09:00-13:00 CST (US)
	> 07 - 11 December	09:00-13:00 GST	13:00-17:00 GMT +8
	> 14 - 18 December	18:00-22:00 GST	09:00-13:00 CST (US)
Arabic	> 18 - 22 October	18:00-22:00 GST	09:00-13:00 CST (US)
	> 13 - 17 December	18:00-22:00 GST	09:00-13:00 CST (US)

► CERTIFIED OKR PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	First Edition	Time zone 1	Time zone 2
English	> 26 - 30 October	09:00-13:00 GST	13:00-17:00 GMT +8
	> 26 - 30 October	18:00-22:00 GST	09:00-13:00 CST (US)
	> 23 - 27 November	18:00-22:00 GST	09:00-13:00 CST (US)
	> 07 - 11 December	18:00-22:00 GST	09:00-13:00 CST (US)

▶ **CERTIFIED STRATEGY AND BUSINESS PLANNING PROFESSIONAL
LIVE-ONLINE CERTIFICATION**

Language	First Edition	Time zone 1	Time zone 2
English	> 12 - 16 October	18:00-22:00 GST	09:00-13:00 CST (US)
	> 23 - 27 November	09:00-13:00 GST	13:00-17:00 GMT +8
	> 14 - 18 December	18:00-22:00 GST	09:00-13:00 CST (US)
Arabic	> 27 - 01 October	18:00-22:00 GST	09:00-13:00 CST (US)
	> 25 - 29 October	18:00-22:00 GST	09:00-13:00 CST (US)

▶ **CERTIFIED PERFORMANCE MANAGEMENT PROFESSIONAL
LIVE-ONLINE CERTIFICATION**

Language	First Edition	Time zone 1	Time zone 2
English	> 05 - 09 October	09:00-13:00 GST	13:00-17:00 GMT +8
	> 26 - 30 October	18:00-22:00 GST	09:00-13:00 CST (US)
	> 14 - 18 December	09:00-13:00 GST	13:00-17:00 GMT +8
Arabic	> 18 - 22 October	09:00-13:00 GST	13:00-17:00 GMT +8

▶ **CERTIFIED PERFORMANCE MANAGEMENT SYSTEMS AUDIT PROFESSIONAL
LIVE-ONLINE CERTIFICATION**

Language	First Edition	Time zone 1	Time zone 2
English	> 09 - 13 November	17:00-21:00 GST	08:00-12:00 CST (US)

▶ **CERTIFIED BALANCED SCORECARD MANAGEMENT SYSTEM PROFESSIONAL
LIVE-ONLINE CERTIFICATION**

Language	First Edition	Time zone 1	Time zone 2
English	> 04 - 08 October	09:00-13:00 GST	13:00-17:00 GMT +8
	> 15 - 19 November	18:00-22:00 GST	09:00-13:00 CST (US)

▶ **CERTIFIED DATA ANALYSIS PROFESSIONAL
LIVE-ONLINE CERTIFICATION**

Language	First Edition	Time zone 1	Time zone 2
English	> 06 - 10 December	18:00-22:00 GST	09:00-13:00 CST (US)
Arabic	> 08 - 12 November	09:00-13:00 GST	13:00-17:00 GMT +8

▶ CERTIFIED DATA VISUALIZATION PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	First Edition	Time zone 1	Time zone 2
English	> 05 - 09 October	18:00-22:00 GST	09:00-13:00 CST (US)
	> 16 - 20 November	09:00-13:00 GST	13:00-17:00 GMT +8

▶ CERTIFIED EMPLOYEE PERFORMANCE MANAGEMENT PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	First Edition	Time zone 1	Time zone 2
English	> 12 - 16 October	09:00-13:00 GST	13:00-17:00 GMT +8
	> 07 - 11 December	18:00-22:00 GST	09:00-13:00 CST (US)
Arabic	> 27 -01 October	09:00-13:00 GST	13:00-17:00 GMT +8
	> 01 - 05 November	09:00-13:00 GST	13:00-17:00 GMT +8
	> 08 - 12 November	18:00-22:00 GST	09:00-13:00 CST (US)

▶ CERTIFIED INNOVATION PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	First Edition	Time zone 1	Time zone 2
English	> 26 - 30 October	09:00-13:00 GST	13:00-17:00 GMT +8
	> 02 - 06 November	09:00-13:00 GST	13:00-17:00 GMT +8
	> 07 - 11 December	09:00-13:00 GST	13:00-17:00 GMT +8

▶ CERTIFIED SUPPLIER PERFORMANCE PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	First Edition	Time zone 1	Time zone 2
English	> 19 - 23 October	18:00-22:00 GST	09:00-13:00 CST (US)
	> 23 - 27 November	09:00-13:00 GST	13:00-17:00 GMT +8

▶ CERTIFIED BENCHMARKING PROFESSIONAL

Language	First Edition	Time zone 1	Time zone 2
English	> 12 - 16 October	18:00-22:00 GST	09:00-13:00 CST (US)
	> 16 - 20 November	09:00-13:00 GST	13:00-17:00 GMT +8

Facilitator



Adrian Brudan
General Manager ,TKI EMEA

Adrian Brudan is the General Manager of The KPI Institute EMEA Region, 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.

Adrian is an expert researcher, consultant and practitioner with 7 years of experience in the deployment and implementation of KPI Management Frameworks. He has been involved in designing and delivering the Institute's KPI educational programs, aimed at competency development in the area of Performance Management and Measurement. He specialized in organizational performance measurement and management audit using internally researched and developed performance management capability maturity model frameworks.

As an educator, Adrian has facilitated hundreds of training courses and advisory programs on performance management subject matters in multiple industry settings ranging from oil & gas industry, utilities and healthcare to military, finance and airline industry.

As a consultant, he holds valuable experience both in Performance Management, and Project Management. His expertise and knowledge range from the implementation and review of performance management architecture, to KPI Scorecards and Dashboards design.

Part of The KPI Institute consultants' team since its inception, he was involved in several international projects reviewing performance management architectures and delivering educational programs for clients in Europe, North America, Middle East, Southeast Asia and Australia.

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



Teodora Gorski is the Managing Director MENA at The KPI Institute, the global authority on Key Performance Indicators research and education, as well as a Project Management expert with experience in Research, Organizational Development and Human Resources. As a Managing Director, Teodora lead organizational development initiatives to support and enhance the organization's strategic plan and manages the development and growth of the MENA branch of the KPI Institute.

Some of Teodora`s most significant projects include designing and implementing various corporate expansion projects, implementing performance management systems and business development strategies for the Middle East. She also has experience in working with organizational design when it comes to managing structural change and ensuring organizational capability. Teodora has also been involved in determining companies' needs for human capital development and building a company's stock of HR to support organizational strategies.

Teodora has gained a solid background in working with performance management systems due to her activity as a consultant and analyst both at the corporate and NGO level. She acted as a project manager for various initiatives within the performance management and HR field.

As a facilitator, Teodora has developed and delivered training courses on enhancing the individual learning and soft skills of employees. As a Certified KPI Professional, Teodora has been involved in matters such as determining employee competencies and skills with a variety of national and international clients from diverse industries.

Teodora holds qualifications in International Business Administration, Project Management and Law, complemented by a certificate in Entrepreneurship and Venture Creation from the ISCTE Business School in Lisbon and a Human Resource Specialist Certificate.

Facilitator



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



Cristina Bleoca

Associate Facilitator, The KPI Institute

Cristina Bleoca is a Romanian Purchasing and Supply Chain Management specialist, with over 10 years of experience in the field of automotive and FMGC companies.

Cristina managed departments with different maturity levels, her activities ranging from establishing a purchasing department, to managing accelerated growth periods.

Having enrolled in internships within German companies, participated in international research partnerships, and attended national and international training courses, Cristina gained a diversified vision on the number of objectives and themes covered during her training.

Her expertise and knowledge also covers designing and implementing strategies for developing Supplier Management activities, optimizing logistics activity, the flow of materials, and inventories management.

Cristina Bleoca has a vast experience and expertise regarding the field of Supplier Management. In 2003, she began building a purchasing department within an automotive supplier company, which has been working in Romania in the Lohn system. In 2008, she took over the responsibility for the FMCG Company, Tchibo Brands' logistics department. Besides her Logistics experience, Cristina Bleoca has built and developed a complete purchasing department in Bucharest.

As a collaborator for The KPI Institute, Cristina delivered the following training programs:

- Performance Management in Purchasing-Logistics: KPIs, Scorecard and Dashboard;
- Strategic Approach to Purchasing-Logistics Processes.

Cristina graduated from the "Babeş-Bolyai" University of Cluj-Napoca, Faculty of Economics and Business Administration, and the Faculty of European Studies. Furthermore, she improved her knowledge during her internships at German industrial companies and service providers. Among these, Kuka Schweissanlagen GmbH and IBM Global Services GmbH stand out. Cristina's professional experience as a Purchasing-Logistics Department coordinator was acquired in Romanian companies, such as Eckerle, Tchibo Brands and Heinring Impex.

Facilitator



Cristina's research activity is reflected by the development of the smartkpis.com database and by the documentation of over 1,000 KPIs from 16 functional areas and 25 industries. She also coordinated the launch of over 90 reports "Top 25 KPIs in 2011-2012"; and the development of several book series: The KPI Compendium and The KPI Dictionary – Volume 1 and Volume 2.

Furthermore, she revised the performance management architecture of companies from different industries, including financial institutions, petrochemicals, public sector, health and professional services.

As a consultant, Cristina was involved in multiple projects for implementing a performance management system based on Balanced Scorecard at strategic, operational and individual level. Among representative clients, there is mentioned the Abu Dhabi Retirement Pensions and Benefits Fund, VM Finance Group and Mongolian Productivity Organization.

As an auditor, she coordinated the performance management audits for Nordea IT Group, MEFIC Capital, King Saud University Medical City and Financial Audit Dubai.

As a Master Trainer, certified by Association for Talent Development, USA, Cristina facilitates training courses built upon the use of KPIs at strategic, operational and individual level:

- +500 hours of training delivery and workshop facilitation.
- +30 webinars delivered.
- 1 online asynchronous training course (3 hours).
- Specialized in Designing Synchronous Learning – The Global Classroom, credentials Association for Talent Development.
- Specialized in Designing E-Learning Training Courses, credentials Association for Talent Development.

Her professional experience is completed by attending international conferences, both as a participant and a speaker:

- February 2016 – Trends in Employee Performance Management, The HR Directors Summit 2016, Birmingham, London.
- June 2015 – KPIs to drive Supplier Excellence, The Supply Chain Analytics Conference 2015, Amsterdam, the Netherlands.
- May 2014 – KPIs, Scorecards and Dashboards for Human Resources, The 15th HR Shared Services Summit 2014, Chicago, United States of America.
- October 2013 – Conference moderator for Performance Management in Romania Conference, Sibiu, Romania.

Facilitator

Fadi Al-Jafari
Management Consultant, The KPI Institute

Fadi is a Certified Project Manager Professional, Certified KPI Professional and Certified KPI Practitioner and has delivered over 200 training hours last year. He 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:

- Telecom Statistics Reporting Toolkit – he developed reporting tool using Matlab, VBA and Excel Macros, the tool extracts telecom network’s performance big data from multiple servers, analyze them, interpret the results and build well-structured reports and scoring system to represents network’s KPIs that need more attention to help in taking proactive decisions;
- Customized Radio Access Path-Loss Statistical Model - as part of his previous work, he developed customized radio access network “radio path-loss” model within telecom industry to be used especially in Jordan. To develop this model, he collected radio access signalling readings from different locations around Jordan, divided the signalling readings “radio data” into different categories based on similar characteristics, each category of data had different recording and analysis approach using different data analysis and statistical tools, that categorization and analysis resulted into creating multiple correction factors to be added on one of the well-known path-loss model, to be used in Jordan specifically.
- Customized Dashboard Toolkit – as part of his data analysis and visualization specilization, he develops customized dashboards that extract data from multiple servers, aggregate them, analyze them and build customized visual representations based on best practicies, to ensure suitable reporting and visualizaing of the most important processes, scores and KPIs;
- Customized Scorecard Toolkit – he developed an automated Balanced Scorecad tool using Excel that deals with reported data, analyze them and compare them to set targets, to help in monitoring and measruring organization’s key performance indicators and reflect the percentage of target completed and the declining KPIs that should the organization focus on;
- Network Operation Center Balanced Scorecard – he developed a balanced scorecard, key performance indicators and performance measures for Network Operation Center department within Telecom organization, the developed KPIs had different recording mechanism based on different data collection approaches, this tool collects data from different sources, consilidate them into well-structured tables and reports, to help the managemet team to keep an eye on the main departemental KPIs, to measure the performance and ensure the alignment with the organization’s overall strategy.

Facilitator



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



Mihai Toma is the Head of Professional Practice MENA and Senior Consultant at The KPI Institute, the global authority on Key Performance Indicators research and education. His research activity in the Performance Management field has resulted in the documentation and revision of over 1000 Key Performance Indicators.

Some of Mihai's most significant research programs have resulted in the development of several publications such as :

- The KPI Compendium;
- Top 25 KPIs Report Series for Functional Areas ;
- Top 25 KPIs Report Series for Industries.

Mihai has been actively involved in the implementation and design of KPI operational dashboards and functional performance scorecards, assisting in the development of the performance management system architecture for The KPI Institute's clients from various industries and functional areas.

Mihai is also currently managing the Center for Healthcare Performance at The KPI Institute.

As a facilitator, Mihai has developed and delivered training courses on Organisational Performance Management, Balanced Scorecard, Key Performance Indicators, Strategic Planning and Employee Performance Management.

He delivered training courses and workshops in: United Arab Emirates, Oman, Bahrain, Saudi Arabia, Kuwait, Qatar, Malaysia, Indonesia, Nigeria, Ghana, Turkey and Romania.

As a consultant and Certified KPI Practitioner, Mihai has advised and worked with a variety of international clients from industries such as petrochemicals, utilities, healthcare, construction materials production, pension funds, food production and professional services. He facilitated Strategic Planning sessions and KPI selection workshops at organisational, departmental and individual level.

Benefits of Online Live Formats

Enjoy all of the perks and quality of our usual learning experiences, now in a more accommodating and comfortable format:

▶ Work continuity

The learning never stops! With our new formats, we can programme daily sessions of up to 4 hours in length, which will ensure not only that our attendees can assimilate all of the information efficiently, but they can also tend to all of their work-related tasks as well.

▶ Logistical versatility

Given the structure of our live sessions, you will be able to join in from your office desks, meeting rooms or even the comfort of your home, if you so wish to choose!

▶ Choice flexibility

Since we're now delivering in an online format, you no longer have to be tied to travel costs & schedules. You are free to choose which session you attend. If you cannot make it to the first training course, you can always opt in to join a later one, at your convenience.

▶ Saving costs

The KPI Institute's new online live formats present both businesses and individuals with an unprecedented opportunity – saving up to almost 50% on your course costs, compared to our regular in-house or face-to-face formats, since many of the logistical burdens waive from both the client and contractor.

▶ Practicing virtual cooperation

Our new online courses enable you to gain experience in using virtual cooperation & communication environments, with the aid of specialized software tools like Microsoft Teams, Slack and others. These may serve as a reliable model for future work-related activities.

▶ In-depth knowledge

Considering the specific nature of these training sessions, all attendees will be able to gain much greater knowledge over any and all aspects of their chosen course, since each trainer will be able to customize the experience according to each client's needs, rate of learning and depth of information.

Join as a Group

Customized Live Online Group Training Programs

The KPI Institute is offering 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, together with next-generation online technology, our Group learning programs are unique, accessible anytime, anywhere learning experiences that deliver results for employees and the 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 it 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 convenient for the group.

▶ 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

Continuity of work with daily sessions scheduled for a maximum 4 hours to ensure both information assimilation efficiency and work-related task completion.

▶ 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

An estimated of up to 40% savings compared with traditional face-to-face in-house solutions, due to logistical burdens being waved 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	4 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	Selected 1 or 2 sessions from a 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 systems 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 guide the participants in addressing their business needs and requirements.
- ▶ They will work closely with 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

Benefits of Online Coaching

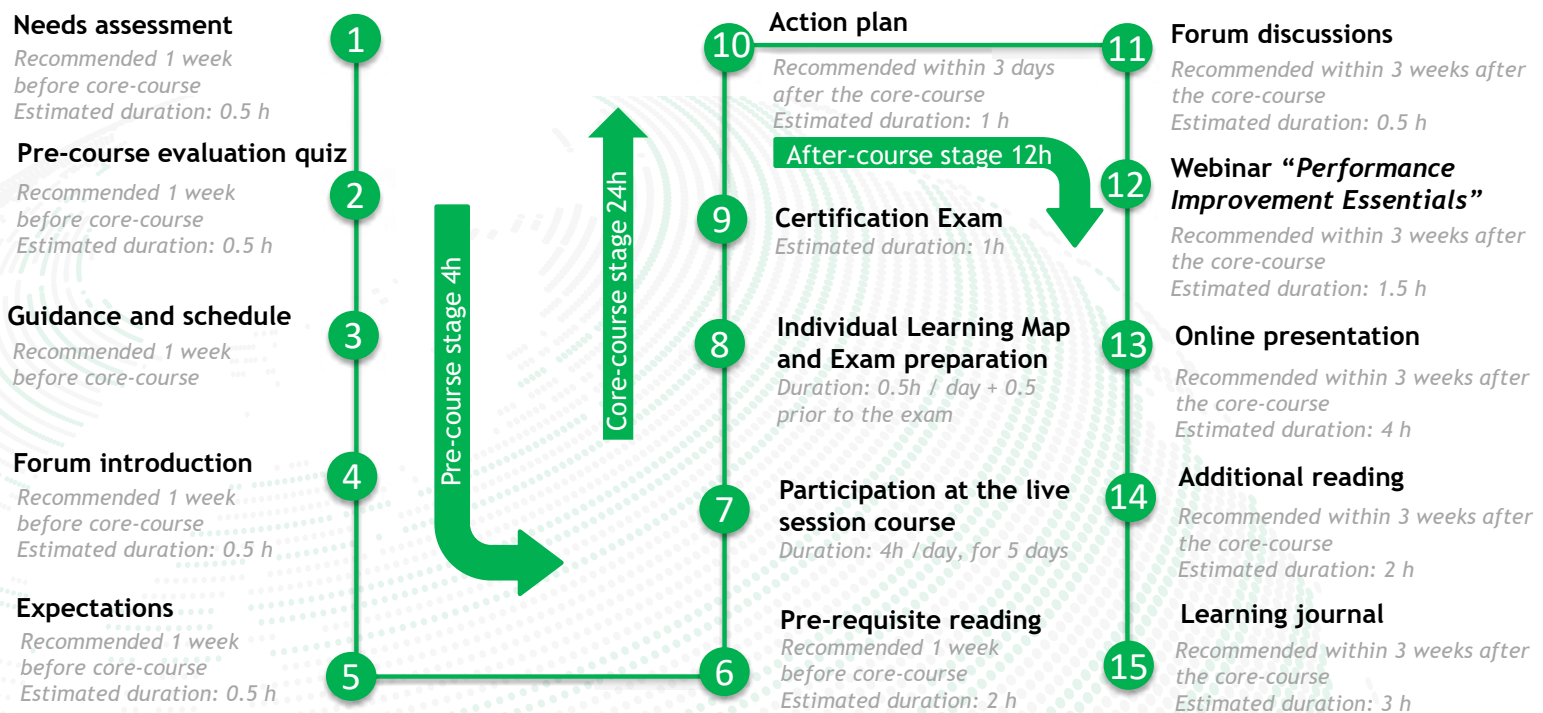
► Personal coach

Receive one-on-one coaching from one of our foremost experts, all of which boast several years of experience in their respective specializations. This format allows you to address some of your most granular questions and ensure you master each technique and theoretical notion.

► Schedule flexibility

The Coaching hours can be split and scheduled over several consecutive days, during one week, or planned out on specific days, over a 2+ week period. It's up to you and your availability!

Certification Process



The certification process is finalized only when you complete all of the 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 participating at the 5 days of live session course;
- Certified Professional diploma (soft copy): after you have successfully completed all of the 3 stages of the learning experience;
- CPD Certificate of Attendance (soft copy) for 9 of our Live-Online training courses: : once successfully obtained the Professional status.



CERTIFIED KPI PROFESSIONAL

Live - Online Certification

Getting Key Performance Indicators right by using a rigorous KPI measurement framework

The Certified KPI Professional is an official CPD-accredited training course, provided by The KPI Institute, for the purpose of continuing professional development.

As granted by the CPD Standards Office, this course has received international recognition as a best practice learning experience.

KPI selection and data gathering are considered by professionals all around the world to be the most challenging aspects in working with KPIs. A way to address these challenges is to build a sound framework to measure KPIs, starting from the moment they are selected, until results are collected to be centralized in performance reports. This training course presents a rigorous KPI Measurement Framework that embeds 10 years of research in the field of key performance indicators and relies on best practices identified in the real business environment.

+ Benefits

- › Support decision making by accessing relevant performance data;
- › Use pre-populated tools to facilitate the implementation of a KPI Measurement Framework in your organization by receiving 10+ templates used in working with KPIs;
- › Access an innovative learning experience based on a 3 stage educational process;
- › Expand your business network by becoming a member of the international Certified KPI Professionals Community;
- › Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

+ Learning objectives

- › Differentiate between objectives, KPIs and initiatives;
- › Understand KPI selection in different contexts;
- › Apply best practice techniques to KPI selection;
- › Document KPIs in a standardized template;
- › Learn when and how to use benchmarking in target setting;
- › Optimize the KPI activation and data gathering process.

Fees and courses

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 19 - 23 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 09 - 13 November	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 23 - 27 November	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 07 - 11 December	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 14 - 18 December	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
Arabic	> 18 - 22 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 13 - 17 December	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

The world of KPIs

- › Challenges in performance measurement;
- › The value added by KPIs;
- › KPIs concept map;
- › Governance.
- › Organizational levels

Understanding KPIs

- › KPI related terminology;
- › SMART objectives decomposed;
- › KPI lifecycle.

Day 4 - 4h

KPI Documentation

- › KPI documentation form functions;
- › KPI documentation form design;
- › KPI documentation process;
- › Organizational KPI libraries development;
- › Weights and Indexes.

Working with targets

- › KPI documentation process;
- › Targets in practice;
- › Challenges in working with targets;
- › Negative behaviors when setting targetstargets.

Day 2 - 4h

KPI typology

- › Leading vs. lagging KPIs;
- › Qualitative vs. quantitative KPIs;
- › Efficiency vs. effectiveness KPIs.

KPI taxonomy

- › Interdisciplinary systemic worldview;
- › KPI use case scenarios;
- › KPI DNA map.

Day 3 - 4h

KPI selection

- › KPI selection for organizational scorecard;
- › KPI selection sources;
- › KPI selection techniques.

KPI in Context

- › KPI selection for industry;
- › KPI cascaded to functional area.

Day 5 - 4h

Data Gathering & Working with data custodians

- › Data quality dimensions;
- › KPI reporting data sources;
- › KPI activation tools;
- › KPI activation techniques;
- › Guidelines to improving communication with data custodians;
- › Community of Practice.

Data Visualization

- › Guidelines to design efficient templates;
- › Usability in terms of visual design;
- › Scorecard and dashboard examples;
- › Best practices in scorecard design;
- › Best practices in dashboard design;
- › Negative behaviors when setting. targets



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CERTIFIED OKR PROFESSIONAL

Live - Online Certification

Getting Objectives and Key Results right by using a rigorous OKRs implementation and value generation framework

The Certified OKR Professional is an official CPD-accredited training course, provided by The KPI Institute, for the purpose of continuing professional development.

As granted by the CPD Standards Office, this course has received international recognition as a best practice learning experience.

This course trains participants in how to set and work with OKRs and offers them the opportunity to get certified on the ability to deploy and use OKRs in accordance with The KPI Institute’s standards, developed through extensive research and practical knowledge in the field of Performance Management and Objective Setting.

+ Benefits

- > Support fast decision making by fostering constant feedback and communication;
- > Access an innovative learning experience based on a 3 stage educational process;
- > Obtain premium recognition as a Certified OKR Professional by completing a unique international learning program;
- > Expand your business network by becoming a member of the international Certified OKR Professionals Community;
- > Champion the use of a rigorous OKRs process within organizations;
- > Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

+ Learning objectives

- > Differentiate between objectives, Key Results and Initiatives;
- > Recognize different types of OKRs;
- > Acknowledge the benefits of stretched goals;
- > Understand OKR setting in different contexts;
- > Apply best practice techniques to align OKRs across the organization;
- > Comprehend the review and decision making process;

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 26 - 30 October	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 26 - 30 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 23 - 27 November	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 07 - 11 December	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250

Agenda



Day 1 - 4h

Understanding OKRs

- › What are OKRs?
- › Stretched goals;
- › Measurable Key Results;
- › Action oriented initiatives.

OKRs and other PMS

- › OKRs vs KPIS;
- › OKRs and KPIs integration;
- › OKRs vs MBO.

Day 2 - 4h

Performance management system based on OKRs

- › Challenges in working with OKRs;
- › OKRs lifecycle;
- › The value added by OKRs;
- › Governance.

OKRs typology

- › Strategic vs tactical OKRs;
- › Aspirational vs committed OKRs.

Day 3 - 4h

OKRs in different environments

- › OKRs in general organizations;
- › OKRs in innovative/ project based organizations;
- › OKRs in governmental entities.

Setting OKRs

- › OKRs setting process;
- › Common mistakes in setting OKRs;
- › OKRs setting in practice.

Day 4 - 4h

Aligning OKRs

- › OKRs alignment approaches;
- › OKRs alignment in different types of organizations;
- › OKRs alignment in practice.

OKRs review

- › OKRs review process;
- › Types of OKRs review;
- › OKRs review in practice.

Day 5 - 4h

Learning from OKRs

- › Decision making process based on OKRs;
- › Initiative management;
- › OKRs refinement.

Change management culture

- › Change management;
- › Employee engagement;
- › Gamification.



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CERTIFIED STRATEGY AND BUSINESS PLANNING PROFESSIONAL

Live - Online Certification

Develop strategies to drive business performance

The Certified Strategy and Business Planning Professional is an official CPD-accredited training course, provided by The KPI Institute, for the purpose of continuing professional development.

As granted by the CPD Standards Office, this course has received international recognition as a best practice learning experience.

To be successful in the long-run, organizations need to define a mission and a vision, that can be cascaded down into SMART strategic and operational objectives, at all hierarchical levels. The course offers an algorithm on how this can be done, with a focus on creating strategies that are internally consistent and aligned for optimal performance. At the same time, the course offers tools for both internal and external environment scanning, that will allow companies to build strategies that are flexible and shock-absorbent, adapted to a business world that is rapidly changing. Last but not least, the course focuses on how departments can set their own strategies and action plans, that are ready-for-execution and support the overall corporate strategy.

+ Benefits

- > Receive structured knowledge, that can be transferred into all areas of their professional life;
- > Get access to a network of specialists, sharing business opportunities and innovative solutions to strategy planning dilemmas;
- > Receive a premium recognition as a Certified Strategy and Business Planning Professional;
- > Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

+ Learning objectives

- > Build up a strategic mind-frame;
- > Understand key strategy planning concepts;
- > Use strategy planning tools, in individual and team exercises;
- > Reflect on the best practices in the field, through case.

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 12 - 16 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 23 - 27 November	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 14 - 18 December	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
Arabic	> 27 - 01 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 25 - 29 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

Key concepts

- › Strategy planning defined;
- › Assumptions for strategy planning;
- › The process of strategy planning – an overview.

Corporate Identity

- › Impact;
- › Mission;
- › Corporate values;
- › Capabilities.

Day 4 - 4h

Vision & choice of a growth strategy

- › Defining the vision in the context of the chosen planning scenario;
- › Intensive growth;
- › Internationalization strategies;
- › Integrative growth;
- › Diversification strategies.

Strategic objectives & projects at Corporate level

- › Defining long-term objectives;
- › Cascading them into strategic objectives, KPIs and targets;
- › Creating the strategy tree & strategy timeline;
- › The BSC approach: strategy map & scorecards;
- › Identification of strategic corporate projects.

Day 2 - 4h

Strategic internal environmental scanning

- › Assessing existing processes ;
- › Assessing existing resources;
- › Assessing existing procedures;
- › Competitive benchmarking.

Choice of a competitive strategy

- › Low cost, low price;
- › Differentiation;
- › Customer relationship;
- › Network effect.

Day 3 - 4h

Strategic external environment scanning

- › PESTEL analysis;
- › Porter's 5 forces;
- › An alternative approach to SWOT analysis.

Scenario planning

- › Identification of strategic KPIs;
- › Definition of scenarios and thresholds;
- › Choice of the most likely scenario used for planning;
- › Identification of red flags triggering reviews.

Day 5 - 4h

Strategic objectives at Department level

- › Cascading strategic objectives from corporate to the department level;
- › Identifying KPIs for strategic objectives at the department level;
- › Setting targets for strategic objectives at the department level.

Business as usual & projects at Department level

- › Planning “business as usual”;
- › Strategic vs. operational projects at the department level;
- › Planning new investments at the department level;
- › Planning change projects at the department level.



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CERTIFIED PERFORMANCE MANAGEMENT PROFESSIONAL

Live - Online Certification

Explore the six pillars of a successful Performance Improvement System

The Certified Performance Management Professional is an official CPD-accredited training course, provided by The KPI Institute, for the purpose of continuing professional development.

As granted by the CPD Standards Office, this course has received international recognition as a best practice learning experience.

The course provides a strong foundation towards managing performance in different scenarios, by presenting relevant tools, processes and techniques meant at closing the performance gap. This training course presents 6 pillars that need to be applied to ensure performance improvement, starting from data analysis and reporting, continuing with decision making and initiative management and ending with learning and building a performance culture. These six pillars are then applied in 12 scenarios, starting from different levels across the company, to diverse capabilities and different stakeholders.

+ Benefits

- > Manage performance at all levels, by identifying and addressing specific challenges;
- > Develop and maintain a functional Performance Improvement System;
- > Enhance the decision making process by using relevant data;
- > Nurture a performance culture;
- > Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

+ Learning objectives

- > Understand the Performance Management System architecture;
- > Rigorously conduct the data analysis process;
- > Get insights on best practices in reporting KPIs;
- > Practice performance review meetings;
- > Gain practical experience in recalibrating the Performance Management System;
- > Discover how to build a performance culture;
- > Practice performance improvement in 12 different scenarios.

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 05 - 09 October	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 26 - 30 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 14 - 18 December	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
Arabic	> 18 - 22 October	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

Performance Management Framework

- > System Architecture;
- > The importance of a implementing a Performance Management System;
- > The Performance Management System Governance;
- > The Performance Management levels;
- > The Performance Management System tools.

Performance management scenarios

- > Levels: organizational, divisional, departmental, employee;
- > Capabilities: project management, process management, quality management, customer service management;
- > Stakeholders: supplier performance, Joint Ventures performance, Board performance, personal performance.

Day 4 - 4h

Learning and improvement

- > Performance Management Lifecycle – Evolution;
- > Strategy review;
- > Performance Management System recalibration;
- > Organizational Capability Maturity Models;
- > Performance Improvement Maturity Model.

Building a performance culture

- > Change management;
- > Employee performance management;
- > Employee engagement;
- > Bonus systems examples;
- > Gamification.

Day 2 - 4h

Data analysis

- > Data quality dimensions;
- > Levels of data analysis;
- > Business analysis techniques.

Data reporting

- > Report compilation;
- > Data visualization rules for well structured reports;
- > Performance report communication channels.

Day 3 - 4h

Decision making

- > Performance review meetings;
- > Decision making process;
- > Effective follow up of performance review meetings.

Initiative management

- > Portfolio of Initiatives development;
- > Initiatives documentation form functions;
- > Initiatives documentation process;
- > Monitoring the initiatives implemented.

Day 5 - 4h

Levels

- > Organizational performance management;
- > Divisional performance management;
- > Departmental performance management;
- > Employee performance management;

Capabilities

- > Project management; Process management;
- > Quality management; Customer service management;
- > Stakeholders; Supplier performance;
- > Joint Ventures performance; Board performance; Personal performance.



CERTIFIED PERFORMANCE MANAGEMENT SYSTEMS AUDIT PROFESSIONAL

Live - Online Certification

Learn how to audit the maturity level of Performance Management Systems

The Certified Performance Management Systems Audit Professional is an official CPD-accredited training course, provided by The KPI Institute, for the purpose of continuing professional development.

As granted by the CPD Standards Office, this course has received international recognition as a best practice learning experience.

The Performance Maturity Model Framework embeds in its development over 8 years of research in the field of performance architecture development and the use of maturity models for capability maturity levels diagnosis. This educational program presents a rigorous approach to diagnosing and auditing the maturity of performance architectures for 5 capabilities: strategic planning, performance measurement, performance management, performance culture and employee performance management. It involves the use of a proprietary Integrated Performance Maturity Model Framework with the scope of mapping maturity gaps and identifying a set of next actions that will ensure the progression to the next maturity level.

+ Benefits

- > Receive relevant guidance on how to assess the maturity of a performance management system;
- > Understand the value added by a performance management systems' audit and improve your performance management capability;
- > Access an innovative learning experience based on a 3 stage educational process;
- > Obtain premium recognition and expand your business network by becoming a Certified Performance Audit Professional;
- > Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

+ Learning objectives

- > Understand how to deploy and conduct a performance audit process;
- > Learn how to use the Performance Maturity Model Framework as part of the audit methodology;
- > Develop the ability to interpret the data and perform statistical analysis based on the survey results received;
- > Gain clear understanding and insights for reviewing performance management documents produced by the organization assessed.

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 09 - 13 November	4	17:00 GST	08:00 CST (US)	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

The role of the Performance Management System Audit

- › Challenges in auditing;
- › Audit principles;
- › Audit objectives establishment;
- › Performance Audit Project Plan.

The 5 Capabilities of an Integrated Performance Maturity Model Framework

- › Maturity Model;
- › Strategic Planning Maturity Model;
- › Performance Measurement Maturity Model;
- › Performance Management Maturity Model;
- › Performance Culture Maturity Model;
- › Employee Performance Management Maturity Model.

Day 4 - 4h

Data Interpretation

- › Raw data interpretation;
- › Score interpretation;
- › Case study: practice data interpretation.

Audit Report Consolidation

- › Findings & recommendations aggregation;
- › Audit Report structure;
- › Audit Report design & visualization;
- › Case study: interpret audit results, formulate recommendations & conclusions.

Day 2 - 4h

Performance Management Maturity Assessment Methodology

- › Assessment Methodology;
- › Maturity levels;
- › Scoring methodology.

Evidence-based Assessment

- › Documentation assessment methodology;
- › Documents checklist;
- › Sampling methodology;
- › Assessment criteria;
- › Case study: practice evidence-based assessment.

Day 3 - 4h

Perception-based Assessment

- › Key stakeholders identification;
- › Survey audience segmentation;
- › Gata gathering process;
- › Statistical analysis.

Interview-based Assessment

- › Interview guide;
- › Best practices in formulating questions;
- › Key stakeholders identification;
- › Interview preparation & scheduling;
- › Case study: develop an interview. guide

Day 5 - 4h

Audit Deliverables

- › Audit Report;
- › Executive Dashboard;
- › Roadmap for Constinuous Improvement Report;
- › Roadmap for Constinuous Improvement. Infographicrecommendations & conclusions

Review and Certification Exam

- › Course review, Q&A;
- › Exam.



CERTIFIED BALANCED SCORECARD MANAGEMENT SYSTEM PROFESSIONAL

Live - Online Certification

Implement a Balanced Scorecard Management System to drive business performance

The training course provides you with relevant knowledge on how to develop and implement a Balanced Scorecard System. This course offers a comprehensive overview on the many benefits any organization can extract from the Balanced Scorecard System implementation. A highly interactive learning experience will enable you to grasp the functionality of the Balanced Scorecard, and leverage on its benefits to advance strategy execution. The course focuses on delivering all the information needed to fully comprehend the value of the Balanced Scorecard, as well as on developing the necessary skills for a successful implementation.

+ Benefits

- > Get access to a deeper understanding of the value added and functionality of the Balanced Scorecard Management System;
- > Develop and implement a Balanced Scorecard Management Architecture in a standardized manner;
- > Overcome challenges in strategy execution by implementing the Balanced Scorecard Management System;
- > Improve strategy communication by using the Balanced Scorecard Management System.

+ Learning objectives

- > Comprehend fundamentals of a Performance Management System;
- > Transpose the organizational strategy into a Balanced Scorecard Management System;
- > Learn how to integrate the components of a Balanced Scorecard Architecture;
- > Differentiate between objectives, KPIs, and initiatives.

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 04 - 08 October	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 15 - 19 November	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

Balanced Scorecard - Performance Management tool

- › What is Balanced Scorecard?
- › Balanced Scorecard structure and elements;
- › The role of the Balanced Scorecard;
- › Governance of BSC System.

Demonstrate performance leadership

- › Clarify mandate for improvement;
- › Enlist leadership support;
- › Build project competency.

Day 4 - 4h

Initiative Management

- › Understanding the difference between objectives and initiatives;
- › Initiatives documentation forms;
- › Initiatives progress reports;
- › Portfolio of Initiatives development.

Alignment and Cascading

- › Alignment approaches;
- › Objectives and KPI Cascading;
- › KPI Cascading: Functional Area.

Day 2 - 4h

Organizational Assessment

- › Performance Management Audit;
- › Internal Current State Analysis;
- › Environmental Scanning .techniques: SWOT, PESTEL, Porter's 5 Forces;
- › Stakeholder Analysis.

Strategy Formulation and Integration

- › Defining strategy;
- › Vision, Mission Statement;
- › Organizational values;
- › Performance Management System Integration.

Day 3 - 4h

Setting organizational objectives

- › Value drivers;
- › Goals and Objectives;
- › SMART Objectives;
- › Creating the Strategy Map.

KPI Selection

- › KPI Essentials;
- › KPI selection techniques;
- › Developing an organizational scorecard.

Day 5 - 4h

Management and Recalibration

- › Data gathering and analysis;
- › Performance reporting;
- › Performance reviews;
- › Performance Management Lifecycle - Evolution.
- › BSC System recalibration.

Building a Performance Culture

- › Communication;
- › Education;
- › Engagement;
- › Gamification;
- › Compensation.



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CERTIFIED DATA ANALYSIS PROFESSIONAL

Live - Online Certification

Providing the necessary analysis tools for obtaining operational excellence

The Certified Data Analysis Professional is an official CPD-accredited training course, provided by The KPI Institute, for the purpose of continuing professional development.

As granted by the CPD Standards Office, this course has received international recognition as a best practice learning experience.

The Data Analysis Professional is the first level of our Data Analysis Program. It is a hands-on training course aimed at equipping you with the necessary concepts and tools needed to perform basic statistical and analytical reporting activities, in order to generate value out of the existing data. The course provides you with the knowledge required for understanding distinct methods used in analyzing data, statistical interpretation of quantitative and qualitative data, and becoming proficient in using key Microsoft Excel features, by building frequency and conditional tables, creating different types of charts, finding correlations and relationships between variables, hypothesis testing and statistical modeling.

+ Benefits

- > Obtaining the most relevant data, by setting up a customized data analysis process;
- > Understanding the data analysis process, its methodology, and logical framework;
- > Obtaining the necessary knowledge to analyze complex data and to interpret results;
- > Improving the organization’s decision-making process, by gaining knowledge on data analysis and interpretation;
- > Receiving the management team’s buy-in, by sharing with them the utility of implementing a customized data analysis methodology in daily business activities;
- > Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

+ Learning objectives

- > Developing a hands-on, practical overview of data analysis and connected topics;
- > Integrating statistical concepts and analysis tools that are widely used in corporate analytics environments;
- > Analyzing examples of practical applications for statistical methods, used in solving real-life business issues;
- > Acquiring mastery of Microsoft Excel Data Analysis features, by learning to use statistical techniques through practical examples.

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 06 - 10 December	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
Arabic	> 08 - 12 November	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

Understanding Data Analysis

Course context

- > Introduction of the participants;
- > Expectations setting;
- > Learning objectives formulation;
- > Course agenda presentation.

Business Understanding

- > Definition of Data Analysis
- > Types of Data Analysis
- > Data Analysis Process
- > Data Analysis Governance
- > Data Analysis in Business Capabilities.

Data Preparation

- > Types of Data Sets
- > Data Quality
- > Data Cleaning
- > Data Aggregating

Day 2 - 4h

Understanding Data Analysis

Data Exploration

- > Frequency Tables
- > Qualitative Charts
- > Quantitative Charts
- > Structure Charts

Descriptive Statistics

- > Univariate Analysis
- > Bivariate Analysis

Sampling

- > Population and Sample
- > Sampling Techniques
- > Sampling Determinations

Day 3 - 4h

Core of Data Analysis

Estimation of Population

- > Inferential Statistics Types
- > Sources of Estimation Errors
- > Central Limit Theorem
- > Normal Distribution and T-Distribution
- > Population Interval Estimation

Hypothesis Testing

- > Hypothesis Testing Procedure
- > Type I and Type II Errors
- > Level of Significance and p-Value
- > Different Types of Hypothesis Testing

Z-Test and T-Test

- > One Sample Analysis
- > Two Independent Samples Analysis
- > Two Dependent Samples Analysis

Day 4 - 4h

Advanced Data Analysis

Analysis of Variance

- > F-Distribution
- > ANOVA Test procedure
- > Three or more Independent Samples Analysis

Chi-Square Tests

- > Chi-Square Distribution
- > Goodness of fit Test
- > Test of Independence

Linear Regression Analysis

- > Least Square Method
- > Coefficient of Determination and Correlation
- > Standardization; Homogeneity

Day 5 - 4h

Advanced Data Analysis

Multiple Regression Analysis

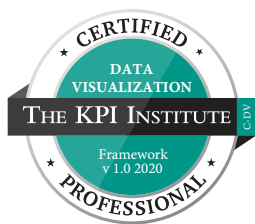
- > Multiple Coefficient of Determination
- > Multicollinearity
- > Variance Inflation Factor

Time Series

- > Trend Component
- > Cyclical Component
- > Seasonal Component
- > Irregular component
- > Moving Average

Review and certification exam

- > Course Review
- > Certification Exam



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CERTIFIED DATA VISUALIZATION PROFESSIONAL

Live - Online Certification

Transform complex information into clear, meaningful and visually appealing communication.

The Certified Data Visualization Professional is an official CPD-accredited training course, provided by The KPI Institute, for the purpose of continuing professional development.

As granted by the CPD Standards Office, this course has received international recognition as a best practice learning experience.

Visual communication is effective only when it is aligned with the way people see and think. The course provides insights on the importance of data visualization, fundamental principles, as well as means to increase non-verbal communication skills through effective visualizations. This course will improve communication within your company, through visual displays. You will learn, through practical applications, how to communicate visually in an effective way and how to increase reporting efficiency, leading to a better understanding of the presented data, and thus, to smarter and quicker strategic decisions.

+ Benefits

- > Receive relevant guidance for developing visual representations in order to discover, understand and communicate information;
- > Create better and more relevant reports by understanding the fundamental concepts in data visualization;
- > Offer intelligible data sets to decision-making parties through creating excellent graphical representations;
- > Improve your performance in presenting data and enhance viewer experience;
- > Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

+ Learning objectives

- > Understand the fundamentals of creating and designing a visual representation for your intended users;
- > Select the right communication channel in accordance with the target audience;

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 05 - 09 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 16 - 20 November	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

Introduction to Data Visualization

Parameters

- › “Presentation of the data visualization concept”
- › Origins of data visualization;
- › The power of visual communication
- › The importance of data visualization;
- › Pre-attentive visual attributes;
- › Principles of graphical excellence.

The data visualization process

- › Working with raw data: acquire, parse, filter, mine;
- › Working with design: represent, refine, interact.
- › Capabilities.

Day 2 - 4h

Introduction to Data Visualization

Visual communication aids: channel selection

- › Maps;
- › Interactive graphics;
- › Infographics;
- › Presentation software;
- › Video doodles;
- › Spreadsheets;
- › Comic strips;
- › Animations.

Structure

- › Gridlines
- › Layouts.

Day 3 - 4h

The SFERA Model - Part 1

Diagrams

- › Heat Maps
- › Principles of design.

Format

- › Typography
- › Iconography: a visual language
- › Graphs

Express

- › Color theory;
- › Color psychology;
- › Color in graphs.

Day 4 - 4h

The SFERA Model - Part 2

Report

- › Reporting principles
- › “Taxonomy of reports;
 - Scorecards;
 - Dashboards;
 - Infographics.”
- › Reporting text
- › Reporting numbers

Assess

- › The Data Visualization checklist
- › Seven rules for getting it right
- › Disinformation Visualization

Day 5 - 4h

The SFERA Model - Part 3

Real-world data visualization

- › Data visualization software
- › Visual organizations
- › The future of data visualization.

Review and Certification Exam

- › Course review
- › Certification Exam.



THE CPD STANDARDS OFFICE
CPD PROVIDER: 22103
2020-2022
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CERTIFIED EMPLOYEE PERFORMANCE MANAGEMENT PROFESSIONAL

Live - Online Certification

Implementing a successful employee performance management system by using a structured approach.

The Certified Employee Performance Management Professional is an official CPD-accredited training course, provided by The KPI Institute, for the purpose of continuing professional development.

As granted by the CPD Standards Office, this course has received international recognition as a best practice learning experience.

This course will clarify key, specific, detailed concepts and will provide practical tools and techniques for implementing, improving or maintaining the company’s employee performance management system. Attendees will gain exposure to best practices in the field of performance management and will learn how to establish and use criteria for evaluating performance.

+ Benefits

- > Nurture core competencies in order to design, implement, monitor, evaluate and follow a performance management cycle in a successful manner;
- > Improve the visibility and clarify accountability related to performance expectations;
- > Implement the knowledge acquired during the training course, by accessing a set of performance management tools and relevant;
- > Identify the necessary corporate competencies and skills gaps to generate sustainable growth;
- > Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

+ Learning objectives

- > Understand the fundamentals of the performance management framework;
- > Learn how to track the employee performance during each phase of performance management cycle;
- > Apply key tools to measure employees’ results in a fair and objective manner;
- > Learn how to conduct efficient performance appraisals;
- > Gain the knowledge of developing a Performance Management System business case.

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 12 - 16 October	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 07 - 11 December	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
Arabic	> 27 - 01 October	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 01 - 05 November	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 08 - 12 November	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

Introduction to Employee Performance Management

Employee Performance Management context

- > Benefits of implementing an Employee Performance
- > Management System;
- > Prerequisites of an Employee Performance Management System;
- > Governance for the Employee Performance Management;
- > Impact areas of an Employee Performance Management System;
- > Performance Management Cycle.

Employee Performance Management Architecture

- > The link between business strategic objectives and day-to-day actions;
- > Tools and techniques used in performance management;
- > Visibility and accountability through employee performance management.
- > Capabilities.

Day 2 - 4h

Business Case for Employee Performance Management Implementation

Employee Performance Management Implementation Project

- > Importance of a business case for an implementation project;
- > Elements of a business case
- > Clarify organizational context
- > Design the system implementation project plan
- > Define the tools and templates to be used
- > Training sessions for management and employees
- > Launch and utilize the system
- > Monitoring and review implementation process

Day 4 - 4h

Managing Employee Performance

Employee Performance Management Cycle

- > Employee performance planning;
- > Mid-year performance review objectives;
- > Point of contact and support for employees;
- > Annual performance review.

Employee performance appraisal meeting

- > Preparation for the appraisal meeting;
- > Feedback techniques;
- > Active listening;
- > Performance conversations.

Day 3 - 4h

Measuring Employee Performance

Establishing performance criteria

- > Cascading objectives and KPIs from organizational to departmental and individual level;
- > Defining and selecting competencies;
- > Defining and selecting behaviors.

Evaluating Employee Performance

- > Employee performance evaluation form;
- > Evaluating KPI results;
- > Assessing competencies and behaviors;
- > Rating overall performance.

Day 5 - 4h

Nurturing Employee Performance

Talent management

- > Linking performance evaluation to talent management;
- > Employee performance plans: career path, development plan;
- > Compensation and benefits.

Review and Q&A

- > Course review;
- > Q&A.



CERTIFIED INNOVATION PROFESSIONAL

Live - Online Certification

Driving superior business performance by embracing innovation

Innovation offers the opportunity to enhance an organization’s performance through creativity, idea management, and a complex innovation framework. Innovation management represents the creation of processes that aim at generating and exploiting new development opportunities. It outlines innovative ideas from two different perspectives: qualitative and quantitative, with emphasis on their efficiency and effectiveness levels, once they have been implemented.

As successful businesses constantly focus on innovative thinking, innovation performance comes as one of the best approaches in achieving highly qualitative procedures and in generating superior ideas, within the organization.

+ Benefits

- > Develop and maintain an innovation-oriented organizational culture, by applying innovation best practices;
- > Improve internal processes and initiatives by managing the organizational innovation capability;
- > Receiving guidance and international innovation expertise on developing and implementing a successful innovation plan;
- > Gain strong competitive insights from innovation specialists’ experience and best practices examples that suit your organization’s needs;
- > Access professional recognition of innovation performance knowledge and capabilities, by obtaining the certification granted by The KPI Institute.

+ Learning objectives

- > Understand the fundamentals of innovation performance measurement;
- > Associate innovation objectives with the organizational strategy;
- > Learn how to design an organizational innovation framework;
- > Select the relevant KPIs and establish a monitoring process of your innovation performance;
- > Integrate innovation to other existing organizational systems;
- > Address initiatives to support innovation culture development.

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 26 - 30 October	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 02 - 06 November	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250
	> 07 - 11 December	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

Innovation Overview

- > Advantages of becoming highly innovative;
- > Innovation types;
- > Performance Innovation System components;
- > Innovation Performance framework governance;
- > Organizational innovation processes;

Innovation Management

- > Industry evolution;
- > Technology analysis;
- > Intellectual property protection;
- > Innovation and Contract Theory;
- > Research & Development capability;
- > Capabilities.

Day 2 - 4h

Innovation strategy

- > Goal setting;
- > Investment opportunities.

Innovation culture development

- > Processes and organizational structure;
- > Talent management;
- > Best practices in innovation culture development.

Day 4 - 4h

Innovation Framework

- > The importance of implementing a Performance Innovation System;
- > The Performance Innovation System:
 - > Architecture;
 - > Tools;
 - > Governance

Innovation performance analysis

- > Benefits of using KPIs;
- > KPIs to evaluate innovation;

Day 3 - 4h

Idea generation

- > Idea generation and development processes;
- > New business ideas scaling;
- > Commercialization of new ideas

Innovation Portfolio Management

- > Incremental and radical innovations;
- > Innovation project management.

Day 5 - 4h

Decision making process

- > Decision-making based on KPIs results analysis;
- > Benchmarking innovation performance KPIs.

Review and Q&A

- > Course review;
- > Q&A.



CERTIFIED SUPPLIER PERFORMANCE PROFESSIONAL

Live - Online Certification

Identifying the right tools and methods to effectively manage supplier performance.

The training course is designed to develop the key competencies necessary to efficiently manage and growth the suppliers’ performance and optimize the relationship with buyers and other procurement stakeholders. Moreover, participants will benefit from a powerful learning experience mixing practical information delivery with well-designed practical activities and study cases, constantly stimulating the interaction between participants and knowledge sharing.

As a key differentiator, the course provided by The KPI Institute focuses on a practice-related side of suppliers’ management, using a comprehensive KPIs development and monitoring framework, backed up by a ready-to-use performance toolkit.

+ Benefits

- › Efficiently manage the procurement activity area, based on a thorough understanding of the supplier relationship dynamics;
- › Take adequate measures that reflect the company’s competitive advantage in developing and proper usage of supplier selection and evaluation tools;
- › Have a significant contribution as part of the team involved in procurement and strategic sourcing areas;
- › Generate value for your business by applying a modern performance management framework;
- › Enhance your practical learning experience by getting full access to a variety of relevant resources and ready-to use tools designed to help you attain outstanding results.

+ Learning objectives

- › Develop and implement a supplier selection process;
- › Use different supplier segmentation models;
- › Identify risks and develop response strategies;
- › Select relevant KPIs to monitor and improve your supply chain performance;
- › Implement a rigorous supplier relationship strategy.

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 19 - 23 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 23 - 27 November	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250

Agenda

Day 1 - 4h

Understanding supplier performance

- › The importance of performance in managing suppliers;
- › Elements of performance management architecture in supplier management;
- › “Stakeholders involved in supplier management;”
- › “Supplier performance as an organizational process.”

Supplier selection

- › Supplier selection process;
- › Suppliers selection requirements and criteria development;”
- › Supplier selection methods & tools;
- › Supplier evaluation;
- › “Success factors in supplier selection process.

Day 4 - 4h

Supplier performance monitoring

- › Scorecards and Dashboards development process;
- › Setting objectives and clusters for a supplier scorecard.

Supplier Relationship Management (SRM)

- › The reasons for supplier performance management;
- › Challenges in SRM: cost of poor quality;
- › Collaborative approach in developing strategic partnerships;
- › SRM Governance;
- › Krause & Handfield Model of SRM;
- › Assessing the SRM maturity level of an organization.

Day 2 - 4h

Supplier relationship design

- › Key elements of purchasing – procurement – strategic sourcing;
- › Strategic sourcing approach of suppliers;
- › Supplier panel development and management;
- › Supplier segmentation models.

Supplier contracting

- › Challenges in drafting contracts;
- › Risk identification in the contracting process;
- › Positioning strategies when negotiating with suppliers;
- › Contract management: key tasks and responsibilities;
- › Steps to set up successful contracts.

Day 5 - 4h

Supplier performance evaluation

- › Internal capability for managing supplier evaluation;
- › Key aspects of supplier performance evaluation;
- › Performance evaluation criteria development;
- › Evaluation methods;
- › Managing non-conformances;
- › Supplier performance reviews.

Risks and communication management with suppliers

- › Risk management process;
- › Risk analysis;
- › Key Risk Indicators;

Day 3 - 4h

Performance through Service Level Agreements (SLAs)

- › SLA success factors (service and management);
- › SLAs requirements setting;
- › SLAs objectives;
- › Building the SLA based on company competitive advantage.

Sourcing KPIs to generate suppliers' performance

- › Definition and usability of KPIs;
- › KPIs and metrics selection;
- › KPI selection sources;
- › KPI selection techniques;
- › KPI target setting;
- › KPI documentation as a key success factor.

- › Risk intervention plan;
- › Supplier communication framework.

Review and Q&A

- › Course review;
- › Q&A.



CERTIFIED BENCHMARKING PROFESSIONAL

Live - Online Certification

Driving superior business performance by embracing benchmarking methodologies.

The Certified Benchmarking Professional is an official CPD-accredited training course, provided by The KPI Institute, for the purpose of continuing professional development.

As granted by the CPD Standards Office, this course has received international recognition as a best practice learning experience.

The benchmarking methodological uniqueness is represented by the identification of those processes that lead to superior performance, followed by the analysis of the best practices behind that success. Benchmarking offers the opportunity to compare an organization’s performance against industry competitors, noting strengths, weaknesses, and different ways of executing projects. As successful businesses constantly focus on improving the quality of their processes, products and services, benchmarking comes as one of the best approaches in achieving innovative ideas and superior procedures within the organization, through finding and implementing best practices.

+ Benefits

- > Improve your organizational processes by applying benchmarking best practices;
- > Link benchmarked data to your organizational strategy and performance objectives;
- > Set up and apply a benchmarking plan in your own organization, in order to increase competitiveness;
- > Acquire strong competitive insights from benchmarking specialists’ experience and best practices examples to suit your organization’s reality;
- > Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

+ Learning objectives

- > Associate benchmarking objectives with the organizational strategy;
- > Design a benchmarking plan for your organization;
- > Understand the fundamentals of benchmarking methodologies;
- > Assess performance gaps according to benchmarked data;
- > Select the relevant benchmarks and establish a monitoring process.

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 12 - 16 October	4	18:00 GST	09:00 CST (US)	USD \$ 1,500	USD \$ 1,250
	> 16 - 20 November	4	09:00 GST	13:00 GMT +8	USD \$ 1,500	USD \$ 1,250

Agenda



Day 1 - 4h

Benchmarking Overview

- > What is benchmarking?
- > Definitions and terminology
- > The advantages of benchmarking
- > Governance

Types of Benchmarking

- > Formal vs Informal benchmarking
- > Performance Benchmarking
- > Process Benchmarking
- > Strategic Benchmarking
- > Benchmarking approaches

Day 4 - 4h

Preparation for data analysis

- > Data preparation for analysis
- > Identification and analysis of performance gaps

“Insight generation”

- > Formulate initiatives to close performance gaps
- > Initiatives formulation techniques
- > Develop a portfolio of initiatives

Day 2 - 4h

Benchmarking Methodologies

- > Benchmarking stages
- > APQC methodology
- > Camp R.C. model
- > TRADE methodology
- > Motorola model
- > Kaiser associates
- > AT&T
- > IBM methodology
- > Xerox methodology
- > TKI's methodology
- > Choosing the suitable methodology

Day 5 - 4h

Improvement process

- > Implementation road map
- > Factors influencing the implementation
- > Change management
- > Monitoring and reporting tools

Ethics in Benchmarking

- > Legal issues in Benchmarking
- > Ethical issues in Benchmarking

Day 3 - 4h

Benchmarking project planning

- > Scoping
- > Cost-benefit analysis
- > Benchmarking team
- > Benchmarking partners identification
- > Process documentation
- > Data collection plan

Data collection

- > Data validation with quality standards
- > Data collection process
- > Data collection methods and tools
- > Data adjustment

FAQ & Technical Requirements

▶ How do I register for the course?

Similar to our open face-to-face programs, we have an application and admission process in place for our online programs. You will be requested to fill in the application form and process the payment for the course, in order to be registered. You will receive a confirmation email that the registration has been completed.

▶ How much time should I expect to dedicate to complete all course requirements?

A total expected number of hours is 40. This includes:

- Pre-course requirements: 4 hours
- Live online sessions: 20 hours, 4 hours per day, for 5 consecutive days
- Individual Learning Map and exam preparation: 3 hours, 0.5 hours per day, after each live session, and 0.5 hours for final recap before the exam
- Certification Exam: 1 hour
- After-Course requirements: 12 hours

▶ What will I receive upon completion of the program?

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

Certificate of Completion: after completing pre-course activities and passing the Certification Exam;

Certificate of Attendance : after participating at the online training course;

Certified Professional diploma: after you have successfully completed all of the 3 stages of the learning experience.

▶ Will I be able to interact with the facilitator and other participants?

Yes. The learning experience is designed to encourage interaction. The facilitator will address participants questions and provide feedback during the sessions, regarding different exercises and case studies, as well as share best-practices on the topics discussed. Participants will also be encouraged to share own experiences, work and discuss in groups during the online course, as well as through the E-Learning platform, before and after the course.

▶ What support can I expect throughout the program?

You can expect full support during the program. Content related questions will be addressed by the facilitator, certification process will be address by the Education Team and any technical questions will be managed by our IT Specialists. Any challenges during the course, can be addressed through the E-Learning platform, E-mail, phone or throughout the live online sessions.

▶ What resources will I get access to?

To support participants in utilizing the knowledge back in their organisation, as well as enable further learning on the topic, the below resources will be made available:

- Premium Subscription on smartKPIs.com available for 6 months, providing access to 500 fully documented KPIs and over 20,000 KPIs enlisted;
- One research report from the Top 25 KPIs series;
- Free access to all webinars from 2014 to 2016 Performance Management series.
- Performance Management Toolkit containing Excel based templates for: Desired State of Evolution, Strategy Map, Scorecard, Dashboard, Portfolio of Initiatives, KPI Documentation Form, KPI Report Form, Initiative Description Form.
- The KPI Infographic
- The qualitative reports Performance Management in 2012, 2013, 2014,
- Catalogues and Fact Sheets
- Videodoodles
- Training slides and course notes

▶ What are the technical requirements in order to be able to join the course?

Joining the platform is simple, as you don't need to be a technical personal, you simply need to click on a link to open the app and join, after that you select use computer audio and you are done.

▶ If I already attended face to face training before, can I get the 1:1 session with consultant?

1:1 sessions with our subject matter experts can be organized on request, regardless if you have attended a past public or inhouse course or not.



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