

# THE KPI INSTITUTE

## Live-Online Certifications 2022

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](http://www.kpiinstitute.org)



[office@kpiinstitute.org](mailto:office@kpiinstitute.org)



+61 3 9028 2223

# Certification Programs

For more than 16 years, The KPI Institute has been making a difference in developing best practices in the 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 that dampen your improvement.

As a result, we have granted our clients and partners unfettered access to our learning & training opportunities, by going online with many of our most popular courses. We're here to help you along your professionalization journey!



## CERTIFIED KPI PROFESSIONAL AND PRACTITIONER 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.



## CERTIFIED OKR PROFESSIONAL LIVE-ONLINE CERTIFICATION

This course teaches participants 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.



## CERTIFIED STRATEGY AND BUSINESS PLANNING PROFESSIONAL LIVE-ONLINE CERTIFICATION

The course will help improve an organization's 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.



## 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.



## 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 across 5 capabilities: strategic planning, performance measurement, performance management, performance culture, and employee performance management.



## 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 the implementation stage, to the improvement and maintenance of the company's employee performance management system.



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### 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.



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### 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.



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### CERTIFIED BENCHMARKING PROFESSIONAL LIVE-ONLINE CERTIFICATION

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



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### CERTIFIED GOVERNANCE & COMPLIANCE AUDIT PROFESSIONAL LIVE-ONLINE CERTIFICATION

This course is a great opportunity to access the best practices in the field of Governance & Compliance, to gain the necessary knowledge and skills to diagnose and audit the maturity of this system, and to find the best solutions to achieve the next maturity level.



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### CERTIFIED BALANCED SCORECARD MANAGEMENT SYSTEM PROFESSIONAL LIVE-ONLINE CERTIFICATION

This 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 its successful implementation.



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### 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.



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### CERTIFIED SUPPLIER PERFORMANCE PROFESSIONAL LIVE-ONLINE CERTIFICATION

We will develop our participants' skills in managing supplier performance and crafting a strategic approach to procurement, by enabling the identification of performance gaps and implementing action agreements with suppliers.



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### CERTIFIED AGILE STRATEGY EXECUTION PROFESSIONAL LIVE-ONLINE CERTIFICATION

The Certified Agile Strategy Execution Professional course reflects the best methodologies to leverage the benefits of deploying an integrated strategy and performance management framework within organizational settings.



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### CERTIFIED CUSTOMER SERVICE PERFORMANCE PROFESSIONAL LIVE-ONLINE CERTIFICATION

Participants will not only understand the importance and implementation phases for the Customer Service Excellence standards, but they will be given the necessary tools to implement it internally and measure its impact externally.



# 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.

## Contact Middle East

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## Contact Rest of the World

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### ► CERTIFIED STRATEGY AND BUSINESS PLANNING PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 18 - 22 July	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 22 - 26 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 26 - 30 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 17 - 21 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 14 - 18 November	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 12 - 16 December	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 14 - 18 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 18 - 22 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 23 - 27 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 20 - 24 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 18 - 22 December	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250

### ► CERTIFIED AGILE STRATEGY EXECUTION PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 17 - 21 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 17 - 21 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250

► **CERTIFIED KPI PROFESSIONAL  
LIVE-ONLINE CERTIFICATION**

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 18 - 22 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 18 - 22 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 18 - 22 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 31 - 04 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 15 - 19 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 12 - 16 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 19 - 23 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 10 - 14 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 24 - 28 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 07 - 11 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 11 - 15 December	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 19 - 23 December	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 24 - 28 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 21 - 25 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 21 - 25 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 25 - 29 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 16 - 20 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 23 - 27 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 13 - 17 November	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 11 - 15 December	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Spanish	> 22 - 26 August	09:00-13:00 GMT -4		<del>USD \$ 1,500</del>	USD \$ 1,250

► **CERTIFIED KPI PRACTITIONER  
LIVE-ONLINE CERTIFICATION**

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 12 - 14 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 900</del>	USD \$ 750
	> 28 - 30 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 900</del>	USD \$ 750
Arabic	> 07 - 09 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 900</del>	USD \$ 750
	> 30 - 01 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 900</del>	USD \$ 750

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

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)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 22 - 26 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 24 - 28 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 21 - 25 November	10:00-14:00 GST	14:00-18:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 17 - 21 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 11 - 15 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250

### ▶ CERTIFIED EMPLOYEE PERFORMANCE MANAGEMENT PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 18 - 22 July	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 05 - 09 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 14 - 18 November	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 02 - 06 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250

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

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 15 - 19 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 14 - 18 November	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 24 - 28 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250

### ▶ CERTIFIED OKR PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 08 - 12 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 05 - 09 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 07 - 11 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 05 - 09 December	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 09 - 13 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250

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

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 08 - 12 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 12 - 16 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 28 - 01 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250

### ▶ CERTIFIED DATA VISUALIZATION PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 22 - 26 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 10 - 14 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250

### ▶ CERTIFIED BENCHMARKING PROFESSIONAL

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 21 - 25 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 25 - 29 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250

### ▶ CERTIFIED INNOVATION PROFESSIONAL LIVE-ONLINE CERTIFICATION

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 18 - 22 July	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 24 - 28 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250

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

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 05 - 09 September	10:00-14:00 GST	14:00-18:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 07 - 11 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 21 - 25 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 09 - 13 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250

▶ CERTIFIED SUPPLIER PERFORMANCE PROFESSIONAL  
LIVE-ONLINE CERTIFICATION

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 15 - 19 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250





## Courses organized by partners:

### Contact Partner

Cosmin Chindris

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## Face to face delivery:

Partner	Course	Date	Time	Location	Language	Fee
Vision Strategy Management	C-KPIPP	04 - 08 September	8:00-16:00 GMT+3	Doha, Qatar	Arabic	Contact partner
	C-KPIPP	04 - 08 September	8:00-16:00 GMT+3	Doha, Qatar	English	Contact partner
	C-KPIPP	17 - 21 October	8:00-16:00 GMT+3	Doha, Qatar	English	Contact partner
Soft Skills Consultants	C-KPI	22 - 24 August	9:00-17:00 GMT+4	Mauritius	English	Contact partner
	C-PA	TBD /Oct	9:00-17:00 GMT+4	Mauritius	English	Contact partner
	C-KPI	14 - 16 November	9:00-17:00 GMT+4	Mauritius	English	Contact partner
FIG Polska	C-KPI	22 - 24 November	9:00-17:00 CEST	Warsaw, Poland	English	Contact partner
Mogul Consulting	C-KPI	22 - 23 September	9:00-17:00 GMT	Ulaanbaatar, Mongolia	Mongolian	Contact partner
	KPI-M	09 - 10 December	9:00-17:00 GMT	Ulaanbaatar, Mongolia	Mongolian	Contact partner

## Live Online delivery:

Partner	Course	Date	Time	Hours/Day	Language	Fee
Performance Growth Consultants <i>Gaborone, Botswana</i>	C-KPI	23 - 25 August	08:00 - 17:00 GMT +2	8	English	Contact partner
Real Hands-on <i>Cairo, Egypt</i>	C-KPI	30 - 03 August	19:00-20:00 GMT+3	4	Arabic	Contact partner
	C-BSC	03 - 07 September	19:00-20:00 GMT+2	4	Arabic	Contact partner
	C-KPI	15 - 19 October	19:00-20:00 GMT+2	4	English	Contact partner
	C-KPI	26 - 30 November	19:00-20:00 GMT+2	4	English	Contact partner
Strategic KPI <i>Tunisia</i>	C-KPI	17 - 21 October	8:00-12:00 GMT+1	4	French	Contact partner

## Live Online delivery:

Partner	Course	Date	Time	Hours/Day	Language	Fee
Vigilance Consulting <i>Manama, Bahrain</i>	C-SBP	24 - 28 July	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-KPI	31 - 04 August	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-SBP	14 - 18 August	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-BSC	04 - 08 September	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-KPI	25 - 29 September	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-BSC	09 - 13 October	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-OKR	23 - 27 October	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-SBP	06 - 10 November	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-KPI	27 - 01 December	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-SBP	11 - 15 December	17:00-21:00 GMT+3	4	Arabic	Contact partner
Mogul Consulting <i>Mongolia</i>	C-KPI	25 - 29 December	17:00-21:00 GMT+3	4	Arabic	Contact partner
	C-SBP	17 - 21 October	14:00-16:00 GMT+8	4	English	Contact partner
	C-EPM	14 - 18 November	14:00-16:00 GMT+8	4	English	Contact partner

# 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 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 specializes 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 in both Performance Management and Project Management. His expertise and knowledge range from the implementation and review of performance management architectures, 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



**Teodora Gorski**  
General Manager , TKI EMEA

Teodora Gorski is the General Manager 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 leads 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 generating business development strategies for the Middle East. She also has experience in working with organizational design when it comes to managing structural change. 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 for a variety of national and international clients, from a diverse range of industries.

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



# 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. Mihai also manages 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 the 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 has facilitated Strategic Planning sessions and KPI selection workshops at organisational, departmental, and individual level.

# Facilitator



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, with over 1000 training and consulting hours delivered last year.

Through Alina's research and consulting work in the field of strategy execution and performance improvement, we have developed our OKR training course and advisory services, as well as established the GCC Utilities Performance Program, dedicated to electricity utilities. In addition to this, Alina has developed a comprehensive benchmarking study for the Water, Gas, and Electricity utility sectors, and a National Development Indices Catalogue, containing 57 fully documented indices in a standardized format.

Alina is also a frequent contributor to Performance Magazine, The KPI Institute's online blog, dedicated to strategy and performance, writing research-based articles and editorials.

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

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

# Facilitator



**Andrea Minelli**  
Management Consultant, The KPI Institute

Andrea Minelli is a Management Consultant at The KPI Institute.

Andrea is a Certified KPI Professional, Certified KPI Practitioner, and Certified Benchmarking Professional, with over 400 training and advisory workshop hours delivered 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 complemented by writing research-based articles for Performance Magazine, The KPI Institute's online blog dedicated to strategy and performance.

As a consultant, Andrea has guided professionals operating in different industries and sectors in their journey towards implementing a sound Performance Management System, using various tools such as the Balanced Scorecard. Some of his most significant consultancy project include the following: Performance Management System Implementation at the Corporate, Departmental, Function and Individual levels, as well as the implementation of Agile. 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 focused on topics such as using KPIs in organizational contexts, performance measurement, management, maximizing the use of the Balanced Scorecard, and Healthcare Performance Management, to professionals from a variety of domains. The main training programs include the following: Certified KPI Professional, KPI Masterclass, Certified Performance Management Professional.



# 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



## Cristina Mihailoae

Performance Management Consultant,  
The KPI Institute



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

Furthermore, she has reviewed the performance management architecture of numerous companies, from various industries, such as financial, public sector, and healthcare institutions, petrochemical businesses, and professional services organizations.

As a consultant, Cristina has been involved in multiple projects that focused on implementing a performance management system based on the Balanced Scorecard at the strategic, operational, and individual levels. She has operated at a very high level, having had the opportunity of working with the Abu Dhabi Retirement Pensions and Benefits Fund, the VM Finance Group, and the Mongolian Productivity Organization.

As an auditor, she has coordinated the performance management audits for the Nordea IT Group, MEFIC Capital, the King Saud University Medical City, and the Financial Audit Authority in Dubai. As a Master Trainer, certified by Association for Talent Development, USA, Cristina facilitates training courses built upon the use of KPIs at the strategic, operational, and individual levels:

- +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, credited by the Association Association for Talent Development.
- Specialized in Designing E-Learning Training Courses, credited by the Association Association for Talent Development.

Her professional experience is complemented by a series of international conferences, where she participated both as a guest and 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

**Amalia Rosdianingtyas**  
Management Consultant, The KPI Institute

Amalia is a management consultant at The KPI Institute, carrying 5+ years of experience in research and innovation management. Her most significant research activities include developing a benchmarking study in the utilities sector which resulted for the utilities sector, the 2017 Utilities Performance Benchmarking Report Series, as well as an ongoing piece of research on government strategies and performance management systems best practices in the GCC.

Amalia also manages the development of a start-up educational platform that focuses on learning reinforcement.

During her studies, Amalia initiated and implemented an organisational strategy for the MBA Student Association, resulting in hundreds of membership registrations in the first year, as well as securing a \$15,000 grant for the organization, following her election as 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 student from Yogyakarta, Indonesia. She continued her studies at the Kaplan Business School in Australia receiving the high-achiever scholarship and furthering her education with an MBA from the Royal Melbourne Institute of Technology (RMIT), graduating with honours. Her MBA studies were funded by the Endeavour Scholarship and Fellowship, the Australian Government's most prestigious scholarship for global mobility.

At current, 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



## Raluca Vintilă

Management Consultant, The KPI Institute



Raluca has delivered training courses, workshops, conference presentations, business simulations, and webinars related to performance measurement, management, improvement, and the use of KPIs in organizational contexts, to professionals from a variety of fields. She has trained over 3,400 participants in Europe, Africa, Asia, and Latin America. The main training include the following: Certified KPI Professional, KPI Essentials and KPI Masterclass, Certified Performance Management Professional, and Performance Management for Public Sector.

Raluca helps professionals and practitioners alike in their journey towards implementing Performance Management Systems based on KPIs, through projects such as Organizational Architecture Review or Performance Management System Implementation at the organizational, departmental, and individual levels.

She has conducted conference workshops and presentations on the following topics: Key Tools for Strategic Planning, Key Performance Indicators (KPIs): Measurement, learning, optimization, Performance measurement: From strategy to Key Performance Indicators (KPIs), KPI Selection Techniques, Challenges in Designing Performance Management Systems. She has also attended several high-profile conferences, as either a guest or speaker, such as the Strategy Leaders Forum in Dubai, United Arab Emirates Dedicated to Strategy Execution and the Balanced Scorecard, or HR Directors Business Summit in Birmingham, United Kingdom.

Further strengthening her professional career, Raluca has delivered a whole host of webinars, on a variety of topics, such as: Implementation Project Plan, KPI Selection techniques, KPI Documentation, Best practices in working with KPIs, Team management, Succession management.

Besides her academic and professional development, her involvement in designing educational programs is what recommends her the most. She is involved in the design and development of face-to-face and online learning solutions, related to competency development in the area of Performance Measurement and Management.

Raluca is an auditor for the Global Performance Audit Unit (GPA Unit), the strategy and performance audit division of The KPI Institute, supporting organizations to establish their PMS maturity level.



# Facilitator



## Iulia Tutulan

Business Development Specialist,  
The KPI Institute



Iulia Tutulan is a Business Development Specialist at the KPI Institute, a research institute specialized in performance management and strategy, considered today the global authority in the field of Key Performance Indicators (KPIs). She is a Certified KPI Professional and Certified Employee Performance Management Professional, with experience in delivering and creating content for educational programs and webinars.

Boasting over 7 years of experience in her area of specialization, Iulia has worked in the field of project management and human resources management in several projects that benefited from European funding, playing an integral part in both writing funding applications and in the implementation of projects. She also has 3 years of experience in employee performance management, leading sales and operational teams.

At current, in addition to her regular business development activity within the company, she is also conducting a program to improve performance at the individual and team levels, applying several concepts that she has picked up from our Employee Performance Management System Professional course.

As a facilitator, she has delivered educational programs on communication and project management, alongside coaching sessions on improving performance overall. She also writes articles on employee performance management for Performance Magazine, The KPI Institute's online blog, dedicated to strategy and performance management.

She is an ANC-accredited trainer, holds a master's degree in Managerial Communication and Human Resources, earned from SNSPA, on the topic of "Motivating employees in Romania". In addition to this, as part of her drive to become a better professional, she has enrolled in numerous courses, earning multiple certifications in project management, human resources, and communication. She is also passionate about personal and professional development. She is a firm believer in practical learning, which is why she wholeheartedly supports the use of practical examples, case studies, and innovation in delivering a course, encouraging the direct participation of attendees, be it online or face-to-face.



# 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.

As part of her professional career, Cristina has managed departments with different maturity levels, by engaging in 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 has gained a diversified vision on the various aspects and elements that comprise the supply management field.

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

In 2003, Cristina 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 like Eckerle, Tchibo Brands, and Heinring Impex.

# Facilitator



## Codruta Mare

Certified Trainer and Data Analysis Expert



Codruta Mare is a Certified Trainer and Data Analysis Expert. She is also an Associate Professor at the Department of Statistics-Forecasts-Mathematics, Faculty of Economics and Business Administration, Babeş-Bolyai University, Cluj-Napoca, Romania. She is responsible for delivering courses on Spatial Econometrics, Regional Statistics, Economic Forecasting, Demography, and Descriptive Statistics. In the past, she was also tasked with teaching Basic Econometrics and Inferential Statistics.

Forecasting, Demography, and Descriptive Statistics. In the past, she was. She teaches both in Romanian and English (Romanian and English study lines). Codruta got her PhD. Title in Economics at the International University Institute for European Studies, University of Trieste, Italy.

Her expertise in the field of data analysis and forecasting was recognized through her work in a series of national and international projects, in which she was involved as a Statistics Expert Consultant. Her job in these projects consisted of elaborating methodologies for data analysis, constructing software applications for such procedures or/and data analysis, and forecasting. Among the final users of the results are local or regional administration entities (Cluj-Napoca City Hall, Maramures Prefecture, etc.), educational entities (universities), the World Bank (through the Romania Office), the European Commission, and private entities.

As a certified trainer, Codruta collaborated with private economic agents for the purpose of HR formation. Her courses and training sessions focused on topics such as introduction in: statistical analysis, data analysis, market analysis (planning a survey, questionnaire building, qualitative evaluation and analysis of data, including types of results reports), econometric modelling, time series analysis, forecasting techniques, spatial econometrics, sensitivity analysis etc.

# 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 Al Dakhallah**  
Management Consultant, The KPI Institute



Manhal AL DAKHL-ALLAH (FCIPD) 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.



# Facilitator



## Radu Cocean

Subject Matter Expert, The KPI Institute



Radu Cocean is a trainer, consultant, facilitator and coach in the field of Strategy and Business Planning, with over 17 years of hands-on experience.

As a trainer, he has delivered The KPI Institute's Certified Strategy and Business Planning Professional course, both as in-house (mainly for large companies) and as open training programs. Since 2010, he is an accredited Trainer (certified by the National Qualifications Authority in Romania) and has successfully completed the American Society for Training & Development Master Trainer Program (2014).

As a consultant, Radu has worked as part of teams that drafted development strategies and spatial plans for public bodies and local administration. He has done so since 2001, at both international, national, regional, county and local level. He is now the Head of the Consulting Division in the KPI Institute.

As a facilitator, Radu has managed public consultation meetings - his approach is participatory planning, making sure that all stakeholders have their say and economic, social and environmental goals are balanced in an integrated, durable way.

As a management consultant, he has worked with private companies (mainly SMEs), helping them shape business plans required to access European funds - which has offered him insight on how strategies get implemented through successful projects. He is an accredited Project Manager (certified by the National Qualifications Authority in Romania) since 2011.

As a strategy coach, he has worked with start-ups, helping them put their priorities in order, develop strategies and operational plans and manage implementation smoothly.

# 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



## Eng. Ahmed Alzahrani

Consultant



### Overview

Ahmed Alzahrani is Talent Acquisition Director and a Founder of Lessons Learned Consulting Management.

He has delivered training courses, workshops, conference presentations, business simulations and webinars related to HR and KPIs in organizational context and improvement to HR professionals. He has trained over 4,200 participants in Saudi Arabia and some countries in GCC. The main training programs include: HR Specialist, Talent Acquisition, KPIs of HR Department, Employee Performance Management, Constructing HR Manual and other special courses in HR field.

He has accumulated a high level of experience in guiding HR professionals and practitioners in their journey of implementing HR strategy in the organizational context and establishing performance management by setting objectives and KPIs to measure the achievements toward the desired objectives.

He has conducted training courses, workshops and seminars on the following topics: KPIs of HR Department, Cascading KPIs from corporate level to individual level, Employee Performance Management, Constructing and Implementing HR Manual, HR Specialist and Talent Acquisition. Some of the most significant conferences he has attended are the following: Leadership Development Program with MOHRSD, Saudi Arabia dedicated to characteristics of leaders and how leaders communicate strategy through Balanced Scorecard and cascade it to individual level.

Ahmed has delivered webinars on several HR and performance management topics, such as: Introduction of KPIs, Employee Performance Management, KPIs of HR Department, Employment Branding, Managing Career Paths and succession planning.

Besides his academic and professional development, he is handling management consulting activities to individual and organizational content through Lessons Learned Consulting Management office founded by him.

Ahmed is a mentor in HR field enabling HR future leaders so that delivering positive change to HR community.

### Education

Ahmed has an Executive Master's degree, in Business Administration. He has bachelor in an Industrial Engineering from KFUPM and a diploma as HR Practitioner from CIPD. In addition, Ahmed is PMP, KPI Practitioner and has a multiple of certifications in HR field.



# Facilitator



## Yasser Ghonimy

Certified Trainer and Consultant, The KPI Institute



### Overview

Highly qualified and professionally trained business leader with a versatile experience of 18+ years gaining a wide experience in diversified functions covering areas of general management, process improvement, technology deployment, IT operations, business consultancy, and departmental leadership, taking up a Senior Level Management role with reputed organizations. Yasser used to sit in the senior management board of international organizations such as Dale Carnegie® & Berlitz®. Being a senior management executive, he has deep insights in various aspects of strategic planning, resource alignment, people management, performance monitoring and business growth, keen on the application of acquired skill-sets ensuring value addition to the business. He has track records of implementing successful Innovation & Process Development projects for the companies he led locally, these projects had exceptional business impact to the level that it was then acquired and cascaded to the whole global network of the franchiser. He was leading the implementation of these projects on-site from the organization's headquarters in Japan & USA and off-site providing the ongoing support and guidance to ensure the success of these projects. He was the leader of any process improvement initiative within his organization linked to business performance improvement, process improvement, marketing initiatives and IT projects management.

During this journey, he became the Vice President for Business Excellence in his organization leading 4 different companies in the MENA region operating in Egypt, UAE, Qatar & Bahrain. Yasser also started several companies converting it from idea into a successful revenue generating established entity. He started Engineeius®, a STEM training and development organization. He successfully converted the idea into a successful business operating in 10 locations in Egypt, 23 locations in Canada and alliances in USA & China in less than 3 years.

In 2015, he co-founded Real Hands-on, a company specialized in providing professional development and consulting services for organizations helping them optimize their management systems, develop their leadership capabilities and stay updated with the latest global management trends. In the past 5 years Real Hands-on has become the destination for professionals and organizations seeking the hands-on advice and guidance from subject matter experts who have proved unique and valuable expertise in their fields. During this short period, Real Hands-on has successfully become affiliated with reputable international organizations that support the implementation of its strategy by providing professional training & consulting services such as The KPI Institute, The ROI Institute, Business Today Simulations and Kates Kesler Organization Design, Yasser is also a Certified KPI Professional Trainer & Consultant.

# Facilitator



## German Zelada

Consultant, The KPI Institute



### Overview

As an educator, German Zelada has devoted a large part of his professional life to teaching and transferring knowledge in technology areas to individuals and groups in corporate environments. He has participated as an exhibitor in his areas of experience in conferences, presentations and workshops; as an university teacher providing education and as a specialized instructor delivering courses in training centers.

German Zelada has a degree in Systems Engineering with a master's degree in computer science in database, he has more than 25 years of experience in the information technology industry. He has specialized knowledge and experience in working in various areas of technology, such as software development, databases, business intelligence, customer relationship management (CRM), business resource planning (ERP), project management (PM), personal productivity applications and solutions for teamwork.

He has also been dedicated to business entrepreneurship of various business initiatives related to the field of information technology. He is currently working on the development and certification of coaching skills, strategic thinking, performance management, decision making and personal development.

German Zelada is a certified facilitator by The KPI Institute for the Certified KPI Professional, KPI Masterclass and KPI Essentials programs.

# 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	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	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](mailto: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

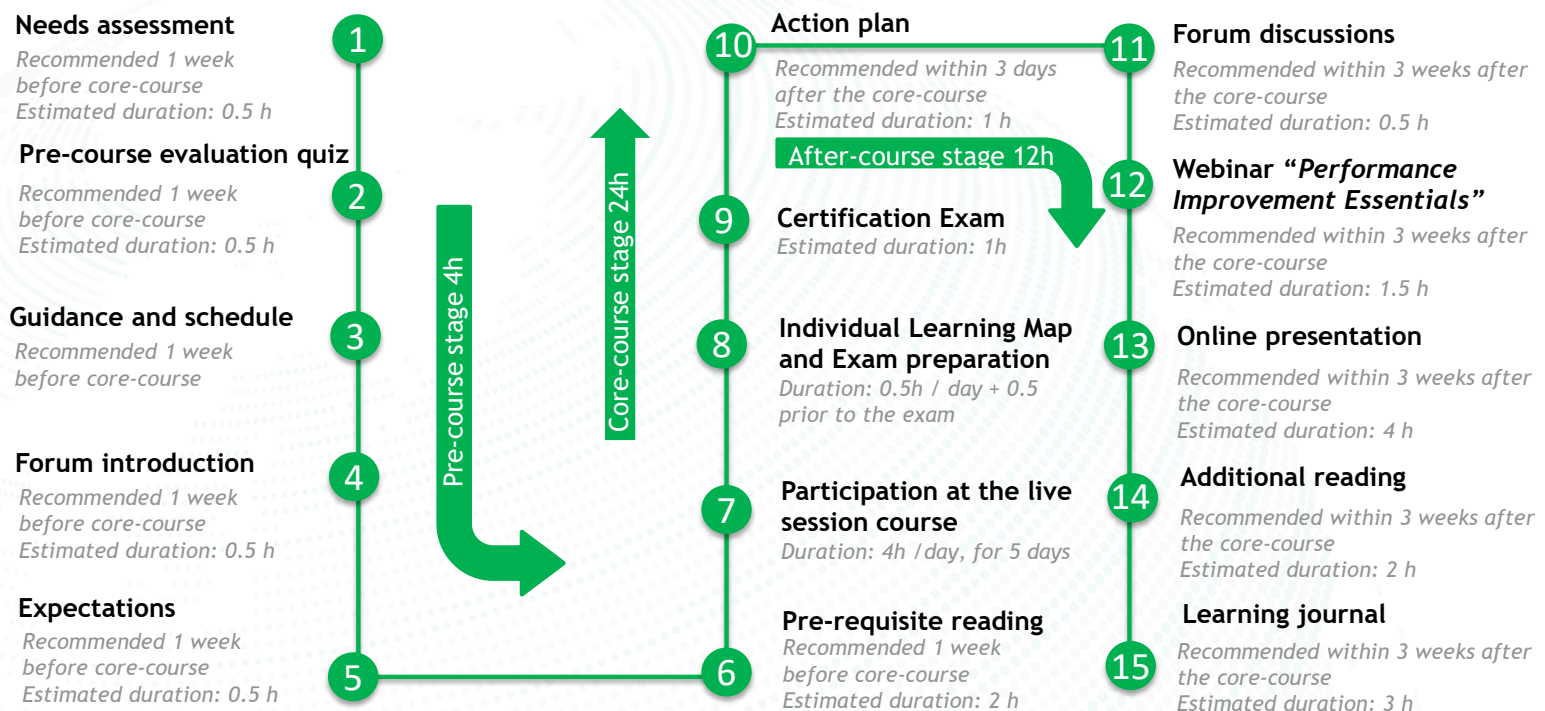
## ▶ Personal coach

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 and the full payment was received by contractor;
- ▶ CPD Certificate of Attendance (soft copy): once successfully obtained the Professional status.





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

# 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.

# Fees and courses

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 18 - 22 July	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 22 - 26 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 26 - 30 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 17 - 21 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 14 - 18 November	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 12 - 16 December	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 14 - 18 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 18 - 22 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 23 - 27 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 20 - 24 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 18 - 22 December	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	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.





# CERTIFIED AGILE STRATEGY EXECUTION PROFESSIONAL

## Live - Online Certification

Ensure a successful strategy execution

A significant percentage of strategies fail in the execution phase and this is no novelty for most Executives. Strategy execution must effectively engage different organizational capabilities and a variety of resources. Reasons for failure vary from poor leadership to inability to secure budget or drive actual change in the organization. Regardless, of what lies behind every failed strategic initiative, it is essential for Executives to equip themselves with the right tools to design a proper framework to implement strategic decisions.

In today's high demanding and dynamic markets, an effective and efficient strategy execution capability can represent a key competitive advantage.

The Certified Agile Strategy Execution course is developed on a proprietary framework developed by The KPI Institute for strategy implementation. It not only presents best practices, but provides actual advice, process maps and instruments to ensure a successful strategy execution.

### + Benefits

- > Get access to a step-by-step model to improve the strategy execution framework;
- > Use pre-populated tools to facilitate the implementation of strategic initiatives;
- > Access an innovative learning experience based on a 3-stage educational process;
- > Expand your business network by becoming a member of the international Certified Agile Strategy Professional Community;
- > Obtain international recognitions for your skills as a Certified Agile Strategy Professional.

### + Learning objectives

- > Use strategy planning tools;
- > Deploy KPIs to monitor strategy implementation;
- > Engage the right stakeholders in strategy execution;
- > Monitor strategy implementation;
- > Drive organizational change.

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 17 - 21 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 17 - 21 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250

# Agenda

## Day 1 - 4h

### Plan

- › Organizational analysis (org identity, internal capabilities, market scan);
- › Strategic directions and objectives formulation;
- › KPIs selection for strategic objectives;
- › Strategic initiatives prioritization.

## Day 2 - 4h

### Integrate

- › Budgeting;
- › Human Capital;
- › Risk Management;
- › Project Management;
- › Performance Measurement;
- › Quality Management;
- › Innovation Management;
- › Process Management;
- › Internal Audit.

## Day 3 - 4h

### Align

- › Cascading;
- › Bottom-up.

### Implement

- › Operational plan;
- › Individual plans;
- › Review meetings.

## Day 4 - 4h

### Monitor

- › Data gathering;
- › Reporting;
- › Initiatives management;
- › Business Intelligence Software/ technology.

### Adapt

- › Decision making;
- › Strategy review meetings;
- › Strategy review cycle.

## Day 5 - 4h

### Change Management

- › System governance - Strategy Office;
- › Stakeholders engagement;
- › Strategy communication;
- › Resistance to change.

### Culture

- › Communication and information flows;
- › Leadership.



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# 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	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 18 - 22 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 18 - 22 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 18 - 22 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 31 - 04 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 15 - 19 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 12 - 16 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 19 - 23 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 10 - 14 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 24 - 28 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 07 - 11 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 11 - 15 December	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 19 - 23 December	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 24 - 28 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 21 - 25 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 21 - 25 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 25 - 29 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 16 - 20 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 23 - 27 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 13 - 17 November	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 11 - 15 December	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Spanish	> 22 - 26 August	09:00-13:00 GMT -4		<del>USD \$ 1,500</del>	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 KPI PRACTITIONER

## Live - Online Certification

Maximize the impact of KPIs on your organization's performance!

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.

Selection and data gathering are considered by practitioners all around the world to be the most challenging aspects in working with Key Performance Indicators (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. The KPI Institute has developed a rigorous KPI Measurement Framework that embeds 10 years of research in the field and relies on best practices applicable in the real business environment. The KPI Measurement Framework represents the fundamentals for the educational program Certified KPI Professional and Practitioner.

### + Benefits

- > Receive personalized feedback on your own KPI Practitioner Portfolio;
- > Practice a sound framework to ensure KPIs are aligned to strategy;
- > Practice the development of tools and take a step forward towards your KPI Practitioner Certification;
- > Access +15 templates that help you implement a KPI Measurement Framework in your organization.
- > 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	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 12 - 14 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 900</del>	USD \$ 750
	> 28 - 30 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 900</del>	USD \$ 750
Arabic	> 07 - 09 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 900</del>	USD \$ 750
	> 30 - 01 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 900</del>	USD \$ 750

# Agenda

## Day 1 - 4h

### KPI Project Coordination

- › The business case for KPI implementation;
- › KPI project plan
- › Primary and secondary data sources;
- › KPI workshop briefing pack.

### KPI Selection at Organizational Level - I

- › Value driver concept mapping;
- › Strategy map;
- › KPI selection techniques (Expo, KPI Clustering).

## Day 2 - 4h

### KPI Selection at Organizational Level - II

- › KPI selection techniques (VFA, Balancing);
- › Organizational scorecard;
- › Initiatives management.

### KPI Selection at Operational Level

- › Department scorecard;
- › Operational dashboard.

## Day 3 - 4h

### KPI Measurement

- › Data gathering communication;
- › KPI report;
- › Change log.

### Review & Learning Assessment Quiz

- › Course review;
- › Learning Assessment Quiz.



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# CERTIFIED PERFORMANCE MANAGEMENT PROFESSIONAL

## Live - Online Certification

### Transform to perform and grow

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 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.

### + 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



# Fees and courses

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)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 22 - 26 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 24 - 28 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 21 - 25 November	10:00-14:00 GST	14:00-18:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 17 - 21 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 11 - 15 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250

# 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



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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.



# Fees and courses

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 18 - 22 July	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 05 - 09 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 14 - 18 November	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 02 - 06 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	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 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.

# Fees and courses

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 15 - 19 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 14 - 18 November	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 24 - 28 July	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	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 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;

# Fees and courses

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 08 - 12 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 05 - 09 September	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 07 - 11 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 05 - 09 December	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 09 - 13 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	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 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	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 08 - 12 August	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 12 - 16 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 28 - 01 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	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

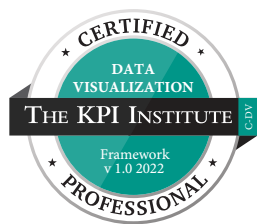
- > Multiple Coefficient of Determination
- > Multicollinearity
- > Variance Inflation Factor

#### 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	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 22 - 26 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 10 - 14 October	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	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 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 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 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.





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# 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	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 21 - 25 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 25 - 29 September	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	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



# 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	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 18 - 22 July	09:00-13:00 GST	13:00-17:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 24 - 28 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	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.





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# 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.

# Fees and courses

Language	Date	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 05 - 09 September	10:00-14:00 GST	14:00-18:00 GMT +8	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 07 - 11 November	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
Arabic	> 21 - 25 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	USD \$ 1,250
	> 09 - 13 October	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	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. Infogaphicrecommendations & conclusions

### Review and Certification Exam

- › Course review, Q&A;
- › Exam.



# 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	Time zone 1	Time zone 2	Standard Fee	Special Fee
English	> 15 - 19 August	18:00-22:00 GST	09:00-13:00 CST (US)	<del>USD \$ 1,500</del>	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 CUSTOMER SERVICE PERFORMANCE PROFESSIONAL

## Live - Online Certification

Maximize your customers' satisfaction, loyalty and advocacy by enhancing your Customer Service Performance!

In a highly competitive market, the quality of the organization's customer service will determine customers' satisfaction, loyalty, increase the chances of them becoming advocates of the company and generate future revenue. This training course focuses on the entities, essentials, enablers and evaluation tools involved in a performant customer service. The course's approach to customer service is unique, as it includes the performance management dimension. Participants will not only understand the important role played by all the entities involved in the process, but they will also become familiar with the implementation phases of a customer service performance management architecture.

### + Benefits

- › Attain a standardized approach for your services;
- › Acquire a high level of versatility that enables you to react and deal with a vast range of scenarios;
- › Gain competitive advantage by capitalizing on good case practices;
- › Improve your ability to evaluate your external and internal customers' satisfaction;
- › Get professional recognition of your customer service knowledge and skills through a Certification granted by The KPI Institute.

### + Learning objectives

- › Understand how to implement a customer service performance culture, strategy and working system;
- › Develop the channels and tools needed to sustain customer service performance;
- › Learn how to fulfill your internal and external customers' needs and expectations;
- › Practice and improve the competencies required in different customer service settings.

# Agenda

## Day 1 - 4h

### Customer Service Essentials

#### Customer Service Operations (CSO)

- › Customer Relationship Management design and elements
- › Customer Service goals & Change management
- › Customer Services Types
- › Customer Service impact on organizational success

#### Customer Relationship Management

- › Managing different complaints types
- › Complaints sources and characteristics
- › Communication skills & techniques
- › Customer typology & behavior
- › Communication for improved customer experience

## Day 2 - 4h

### CRM performance

#### Performance Management in Customer Service

- › Performance Management Architecture
- › Desired State of Evolution
- › Developing of Strategy Map
- › Defining and setting objective

#### KPI definition and target setting

- › KPI Definition and Characteristics
- › KPI selection: sources and techniques
- › KPI target setting
- › Key success factors in Managing KPI's

## Day 3 - 4h

### CRM performance

#### Scorecard and dashboards

- › Balance Scorecard Model
- › Key elements of scorecards
- › Developing a scorecard for Customer Service Management
- › Scorecard vs Dashboards

#### Measuring Customer Service Performance

- › Customer Service Scorecards implementation
- › Portfolio of Initiatives
- › Data Visualization
- › Performance Management Excellence

## Day 4 - 4h

### Performance Enablers

#### Evaluation and continuous improvement

- › Performance evaluation process & Reviews
- › Compliance management
- › Using technology to enhance success in CRM- Data gathering systems
- › Customer Satisfaction Improvement Initiatives

#### Customer Service improvement Tools & techniques

- › Business acumen ( Product Know How)
- › Performance through Service Level Agreements (SLAs)
- › SLA success factors (service and management)
- › Knowledge and Learning - internal capabilities development - Root cause analysis

## Day 5 - 4h

### Performance Enablers

#### Customer Service Team Management

- › Customer Service Team Training and preparation
- › Improved coaching skills
- › Stress Management strategies
- › Rewards & Recognition Management

#### Customer Service Performance Maturity Model

- › Customer Relationship Management success factors
- › Excellent in customer interaction- Excellence Model in CSO
- › Course Review and implementation

# 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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