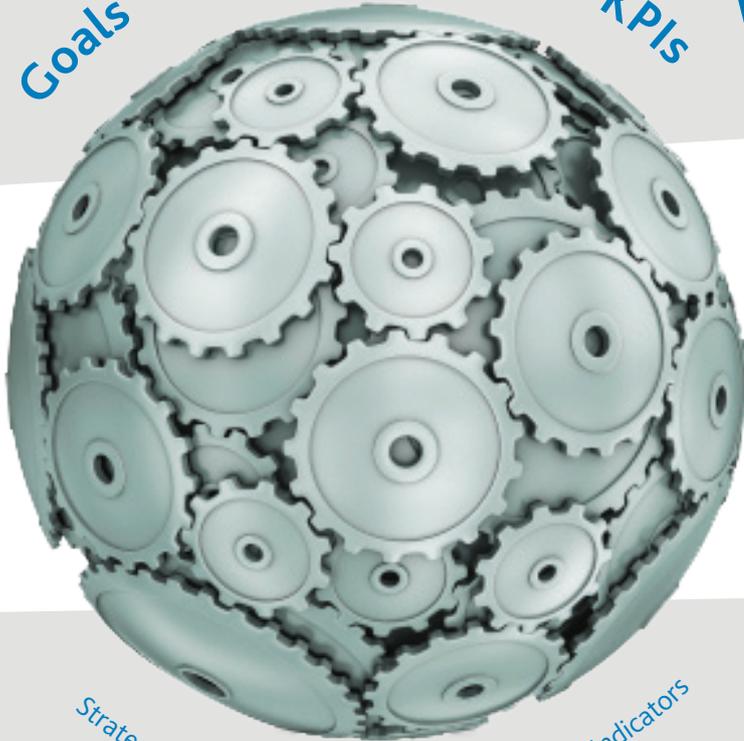


Goals ⚙️ Objectives ⚙️ KPIs



Strategy & Productivity ⚙️ Input & Output Indicators
Business Plans ⚙️ Progress & Efficiency Measures
Performance Plans ⚙️ Baseline Values & Performance Metrics

Inputs → Outputs → Outcomes

Defining Goals, Objectives & KPIs

for strategic, business & performance planning

INTRODUCTION

As businesses face greater competitive pressures and macro-economic factors impact upon margins and revenues, real performance enhancement is imperative for organisational success.

Now more than ever before, middle and senior managers are required to clearly articulate and subscribe to (individual and organisational) goals, objectives and key performance indicators. Greater rigour in target setting and performance reporting becomes necessary as firms recognise that they 'can't manage what they don't measure'.

Despite this recognised need, many organisations lack a consistent or integrated methodology for defining goals, objectives and KPIs. Under such circumstances, resultant targets and metrics are unclear and performance cannot be measured. Goal setting then becomes a compliance exercise and source of considerable anxiety.

Experience gained in working with various businesses across different sectors demonstrates that even the most progressive organisations experience difficulty in, for example:

- Clearly articulating strategic priorities, supporting objectives and relevant performance indicators
- Assessing performance against benchmarks, past performance and output requirements
- Providing clear accounts of inputs, outputs and ultimately achievements
- Integrating performance evaluations into planning, budgeting and management processes
- Competing for resources by preparing compelling cost-benefit analyses and identifying what they commit to achieve
- Shifting from a concentration on processes and inputs, to focus on outputs, achievements and the efficient delivery of results

Given such challenges, the need to develop clear, robust and quantifiable targets and KPIs should be seen as a priority for all. Depending on the particular circumstances of different organisations, subsidiaries or divisions, any failure to address related requirements has the potential to jeopardise future investment.

With this in mind and given our extensive experience in developing performance metrics for a multitude of diverse organisations, we have designed a customised programme for middle and senior managers who are responsible for enhancing organisational performance and efficiency.



"... companies whose managers set objectives for each key result area and then press forward with actions aimed directly at achieving these performance outcomes typically outperform companies whose managers exhibit good intentions, try hard, and hope for the best"

– Arthur Thompson & AJ Strickland

What will participants get from this programme?

Specifically designed to include interactive and practical workshop elements, this programme provides participants with the skills and ability necessary to develop robust objectives and clear performance indicators.

Participants work with a tested framework and learn to define robust measures and KPIs which support the achievement of performance goals and targets.

Particular emphasis is placed on the identification of objectives and development of (internal and external) metrics to enhance the performance of teams and organisations.

The programme concludes with a practical module on implementation planning which considers the variables which can support or impede success in different environments.

Who is this programme for?

This programme is designed for all those who are responsible for managing the performance of units, departments, divisions or organisations, as well as for those who manage third party service providers. These will include senior and middle managers across both line and support functions.

What previous participants said

- “Excellent course, I will recommend it to colleagues”
- “Very focused, very topical and well presented”
- “The group work and practical application exercises worked particularly well”
- “Interesting and useful, much food for thought”
- “Workshops helped to reinforce learning points”
- “Very good course. Effective, professional and good knowledge sharing. Thank you”
- “Group work and practical examples were very effective”

“Corporate success . . . is not the realization of visions, aspirations and missions It is the result of a careful appreciation of the strengths of the firm and the economic environment it faces”

– John Kay

“We can’t manage something that we can’t describe. Measurement is the language used to describe organizations and strategy”

– David Norton

PROGRAMME CONTENT

Programme Content

1. Context & Corporate Requirements

- Genesis, leading practice and stakeholder expectations
- Ensuring clarity of organisational purpose
- Psychology of goal commitment and Management by Objectives (MBO)
- Optimising (individual and organisational) performance, efficiency and effectiveness

2. Understanding Goals, Objectives & KPIs

- Recognising important distinctions between goals, objectives & KPIs
- Blending qualitative and quantitative targets to optimise performance
- Contribution to, and control over, results/achievements
- Managing inputs, outputs and outcomes
- Measuring outputs, outcomes and achievements

3. Identifying Critical Performance Information

- Corporate strategy and business plans
- Identifying key performance information
- Determining management information requirements
- Evaluating return-on-investment (RoI)
- Specific measures for service based functions/organisations

4. Defining Performance Goals, Objectives & KPIs

- Coursework: Defining robust objectives & KPIs
- Evaluation of metrics and scope for enhancement
- Importance of trend data in assessing performance improvement

5. Wrap-Up & Related Considerations

- Strategic integration, support and integration with PM systems
- Performance monitoring, evaluation and reporting
- Summary of relevant corporate governance considerations



“Feedback systems – based on goal-setting, measurement, and rewards – ensure that participants are working in the right direction and allow managers to dispense with constant surveillance”.

“Critical performance variables are those factors that must be achieved or implemented successfully for the intended strategy of the business to succeed”.

– Robert Simons

PROGRAMME DIRECTOR

Programme Director

Peter Ryan (B.A., M.Soc.Sc., M.B.A.) is a Director of RA Consulting and is a specialist strategy and performance improvement consultant. He works with organisations in the design, implementation and delivery of change management, organisation design and strategy solutions. He has developed and customised strategically integrated organisational and individual performance management systems, metrics and associated

support structures. His industry and consulting experience has been gained across a wide array of sectors which range from pharmaceutical to financial services and media/entertainment to the food processing industry. Peter also works with government and public service organisations. Prior to working as a consultant with Ernst & Young and RA Consulting, he was employed by various blue chip multinational organisations.

APPLICATION DETAILS

Programme Details

Venue

This programme is offered on an 'in-company' basis at the client's premises or other suitable venue.

Schedule

This is an intensive 1 day programme, which runs from 9:00am to 5:00pm.

Further Information

For further information, please contact RA Consulting Executive Education:

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- www.ExecEducation.eu