

COURSE OVERVIEW HM0116
Performance Indicators & Measurement

Course Title

Performance Indicators & Measurement

Course Date/Venue

Session 1: July 20-24, 2025/Oryx Meeting Room, Double Tree by Hilton Al Saad, Doha, Qatar

Session 2: December 14-18, 2025/Slaysel 02 Meeting Room, Movenpick Hotel & Resort Al Bida'a Kuwait, City of Kuwait



Course Reference

HM0116

Course Duration/Credits

Five days/3.0 CEUs/30 PDHs

Course Description



This practical and highly-interactive course includes real-life case studies and exercises where participants will be engaged in a series of interactive small groups and class workshops.



This course is designed to provide participants with a detailed and up-to-date overview of Performance Indicators and Measurement. It covers the purpose and role of key performance indicators (KPIs) in business; the types of performance indicators and the characteristics of effective KPIs; aligning KPIs with organizational goals and the common mistakes in KPI development; selecting KPIs based on industry, business size and goals and the difference between quantitative and qualitative KPIs; and developing a balanced scorecard approach by linking financial, customer, internal process and learning KPIs.



Further, the course will also discuss how to set baselines and targets for performance measurements and cascade KPIs throughout the organization; using templates, software and frameworks to establish KPIs; identifying internal and external data sources for accurate measurement; the data collection techniques including surveys, interviews, observation and data mining techniques; using automated systems, dashboards and software solutions for KPI tracking; and ensuring the accuracy, consistency and reliability of data.

During this interactive course, participants will learn to analyze performance data and visualize KPIs using graphs, charts and dashboards for performance measurement; identify trends and variations as well as benchmarking performance; generate performance reports, communicate performance to stakeholders and use KPI data to inform strategic and operational decisions, drive process and performance improvement; review and refine KPIs to match changing business conditions and link KPIs to employee performance; recognize when KPIs can distort behavior or create unintended consequences; and develop a step-by-step approach to implement and manage KPIs effectively.

Course Objectives

Upon the successful completion of this course, each participant will be able to: -

- Apply and gain an in-depth knowledge on performance indicators and measurement
- Discuss the purpose and role of key performance indicators (KPIs) in business
- Identify the types of performance indicators and the characteristics of effective KPIs
- Align KPIs with organizational goals and identify the common mistakes in KPI development
- Select KPIs based on industry, business size and goals and differentiate quantitative versus qualitative KPIs
- Develop a balanced scorecard approach by linking financial, customer, internal process and learning KPIs
- Set baselines and targets for performance measurements and cascade KPIs throughout the organization
- Use templates, software and frameworks to establish KPIs and identify internal and external data sources for accurate measurement
- Carryout data collection techniques including surveys, interviews, observation and data mining techniques
- Use automated systems, dashboards and software solutions for KPI tracking and ensure the accuracy, consistency and reliability of data
- Analyze performance data and visualize KPIs using graphs, charts and dashboards for performance measurement
- Identify trends and variations as well as benchmarking performance
- Generate performance reports, communicate performance to stakeholders and use KPI data to inform strategic and operational decisions, drive process and performance improvement
- Review and refine KPIs to match changing business conditions and link KPIs to employee performance
- Recognize when KPIs can distort behavior or create unintended consequences and develop a step-by-step approach to implement and manage KPIs effectively

Exclusive Smart Training Kit - H-STK®



Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.

Who Should Attend

This course provides an overview of all significant aspects and considerations of performance indicators and measurement for senior management and executives, department managers and team leaders, project managers, HR managers, operations managers, data analysts and business intelligence teams, finance teams, quality assurance and process improvement teams and other technical staff.

Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Course Fee

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| Doha | US\$ 6,000 per Delegate. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day. |
| Kuwait | US\$ 5,500 per Delegate + VAT . This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day. |

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Certificate(s)


Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

Certificate Accreditations

Certificates are accredited by the following international accreditation organizations: -

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British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

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The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



Mr. Douglas Robinson is a **Senior HR Consultant** with over **40 years** of extensive experience. His expertise includes **Human Resource Management (HRM)**, **Human Resource Development (HRD)**, **Behaviour Based Interviewing & Recruitment**, **Learning & Development**, **Time & Performance Management**, **Key Performance Indicators (KPI)**, **Change Management**, **Customer Satisfaction Management**, **Project Management**, **Contract Management**, **Condition Monitoring**, **Leadership & Supervisory Skills** and **Emotional Intelligence**. Further, he is also an expert in **Logistics & Supply Chain Management**, **Inventory Management**, **Transportation Management**, **Project Management**, **Operations Management**, **Procurement Management**, **Entrepreneurship** and **International Business**. He is the **President of DSR Consulting** and the **Professor of Business Studies Unit (BSU)** at **Durban Institute of Technology (DIT)**.

As a **leader** in the **Human Resource Management**, Mr. Robinson facilitated **in-house skills development programmes** in a **lot of companies worldwide** and has **extensive consulting experience** in both the **public and private sectors**. He has also worked for many **International companies** such as **Tiger Brands**, **Nestle's**, **Mondi Manufacturing**, **Mondi Forests**, **Masonite Africa Ltd.**, **Frame** etc. He worked as **General Manager**, **Human Resource Manager**, **Procurement Manager**, **Logistics Manager**, **Logistics Superintendent**, **Project Manager**, **Purchasing Supervisor**, **SAP Facilitator** etc.

Mr. Robinson has over **40 years** of international experience in **Contract Management**, **Quality Management**, **ISO Standards**, **Contracts Management**, **Contract Administration Certification**, **Contract Administration & Cost Control**, **Vendor Management Contract**, **Oil and Gas Contract Management**, **Effective Contract Risk Management**, **Essential Management of Suppliers & Contractors**, **Logistics & Supply Chain Management**, **Advanced Procurement Management**, **Inventory Control**, **Coding & Cataloging**, **Purchasing & Expediting**, **Outsourcing Strategies**, **Supply Chain Management for Risk and Competitive Advantage**, **Project Management**, **Business Systems**, **Operations Management** and **Business Re-Organization**. Further, he is a **Registered Assessor** of **Quality Management**, **Logistics**, **Supply Chain Management**, **Procurement Strategies**, **Purchasing** and **Outsourcing**.

During his long career life, Mr. Robinson worked for many **International companies** such as **Tiger Brands**, **Nestle's**, **Mondi Manufacturing**, **Mondi Forests**, **Masonite Africa Ltd.**, **Frame** etc. He worked as **General Manager**, **Quality Manager**, **Procurement Manager**, **Financial Manager**, **Contracts Manager**, **Logistics Manager**, **Logistics Superintendent**, **Project Manager**, **Purchasing Supervisor**, **SAP Facilitator**, etc.

Mr. Robinson has a **Master's degree in Business Administration (MBA)** from the **University of Durban-Westville**, a **Bachelor's degree with Honors in Business Management and Administration** and **Diplomas in Medical Technology, Marketing Management, Business Management and Project Management** from the **University of Rhodesia** and from the **Damelin Management School** respectively. Further, he is a **Certified Instructor/Trainer**, a **Certified Trainer/Assessor** by the **Institute of Leadership & Management (ILM)**, an active member of international professional affiliations and delivered innumerable trainings, courses, workshops and seminars globally.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1

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| 0730 – 0800 | <i>Registration & Coffee</i> |
| 0800 – 0815 | <i>Welcome & Introduction</i> |
| 0815 – 0830 | PRE-TEST |
| 0830 – 0930 | Understanding Key Performance Indicators (KPIs): Definition & Purpose of KPIs in Business |
| 0930 – 0945 | <i>Break</i> |
| 0945 – 1045 | The Role of Performance Indicators in Strategic Management: How Performance Indicators Align with Business Strategy |
| 1045 – 1145 | Types of Performance Indicators: Input, Output, Process & Outcome KPIs |
| 1145 – 1230 | Characteristics of Effective KPIs: SMART Criteria: Specific, Measurable, Achievable, Relevant, Time-Bound |
| 1230 – 1245 | <i>Break</i> |
| 1245 – 1330 | Aligning KPIs with Organizational Goals: Developing KPIs that Drive Strategic Objectives |
| 1330 – 1420 | Common Mistakes in KPI Development: Pitfalls to Avoid when Selecting & Measuring KPIs |
| 1420 – 1430 | Recap |
| 1430 | <i>Lunch & End of Day One</i> |

Day 2

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|-------------|---|
| 0730 – 0830 | Establishing Relevant KPIs: How to Select KPIs Based on Industry, Business Size & Goals |
| 0830 – 0930 | Quantitative versus Qualitative KPIs: Understanding when to Use Each Type of Performance Measure |
| 0930 – 0945 | <i>Break</i> |
| 0945 – 1100 | Developing a Balanced Scorecard Approach: Linking Financial, Customer, Internal Process & Learning KPIs |
| 1100 – 1230 | Setting Baselines & Targets: Defining the Starting Point for Performance Measurement |
| 1230 – 1245 | <i>Break</i> |
| 1245 – 1330 | Cascading KPIs Throughout the Organization: Ensuring Alignment from Top-Level Objectives to Departmental Goals |
| 1330 – 1420 | Tools for KPI Development: Using Templates, Software & Frameworks to Establish KPIs |
| 1420 – 1430 | Recap |
| 1430 | <i>Lunch & End of Day Two</i> |

Day 3

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| 0730 – 0830 | Data Sources for Performance Measurement: Identifying Internal & External Data Sources for Accurate Measurement |
| 0830 – 0930 | Data Collection Techniques: Surveys, Interviews, Observation & Data Mining Techniques |
| 0930 – 0945 | <i>Break</i> |
| 0945 – 1100 | Using Technology for KPI Tracking: Automated Systems, Dashboards & Software Solutions for KPI Tracking |
| 1100 – 1230 | Data Quality & Integrity: Ensuring the Accuracy, Consistency & Reliability of Data |

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| 1230 – 1245 | Break |
| 1245 – 1330 | Analyzing Performance Data: Statistical Methods for Interpreting KPI Results |
| 1330 – 1420 | Visualizing Data for Performance Measurement: Best Practices for Visualizing KPIs Using Graphs, Charts & Dashboards |
| 1420 – 1430 | Recap |
| 1430 | Lunch & End of Day Three |

Day 4

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| 0730 – 0830 | Understanding Trends & Variations: Identifying Performance Trends Over Time & Understanding Variances |
| 0830 – 0930 | Benchmarking Performance: Comparing KPIs Against Industry Standards & Competitors |
| 0930 – 0945 | Break |
| 0945 – 1100 | Generating Performance Reports: Designing Reports that Communicate KPI Results Effectively |
| 1100 – 1230 | Communicating Performance to Stakeholders: How to Present KPI Findings to Different Levels of the Organization |
| 1230 – 1245 | Break |
| 1245 – 1330 | KPIs in Decision Making: Using KPI Data to Inform Strategic & Operational Decisions |
| 1330 – 1420 | Case Studies on KPI Implementation: Real-World Examples of How KPIs Have Driven Organizational Success |
| 1420 – 1430 | Recap |
| 1430 | Lunch & End of Day Four |

Day 5

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| 0730 – 0830 | Using KPIs for Continuous Improvement: How to Use KPI Data to Drive Process & Performance Improvement |
| 0830 – 0930 | Adjusting KPIs Over Time: Reviewing & Refining KPIs to Match Changing Business Conditions |
| 0930 – 0945 | Break |
| 0945 – 1100 | Linking KPIs to Employee Performance: How KPIs can be Integrated into Individual Performance Management |
| 1100 – 1215 | Avoiding KPI Misuse: Recognizing When KPIs can Distort Behavior or Create Unintended Consequences |
| 1215 – 1230 | Break |
| 1230 – 1310 | Creating an Action Plan for KPI Implementation: Developing a Step-by-Step Approach to Implement & Manage KPIs Effectively |
| 1310 - 1345 | Workshop: Real-Life Application of KPI Development: Hands-on Exercises to Design, Implement & Track KPIs Based on Case Scenarios |
| 1345 – 1400 | Course Conclusion |
| 1400 – 1415 | POST-TEST |
| 1415 – 1430 | Presentation of Course Certificates |
| 1430 | Lunch & End of Course |

Practical Sessions

This practical and highly-interactive course includes real-life case studies and exercises:-



Course Coordinator

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