# COURSE OVERVIEW TM1126
# Process Approach and Key Performance Indicators

**Course Title**
Process Approach and Key Performance Indicators

**Course Date/Venue**
Please see page 3

**Course Reference**
TM1126

**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 Process Approach and Key Performance Indicators. It covers the process approach, process identification and mapping and the key concepts of KPIs; linking process approach with KPIs and reviewing ISO standards; the process design and ownership, process documentation techniques and selecting KPIs for processes; setting KPI targets and thresholds and the tools for process monitoring including KPI data collection and analysis; the process effectiveness and efficiency; and the root cause analysis of poor performance and communication of process performance.

During this interactive course, participants will learn the different audiences, simplifying KPI reports for clarity and using KPIs in management reviews; the cross-functional processes, assign shared accountability, KPIs for collaboration and managing conflicts in process KPIs; the risk-based process management, benchmarking process KPIs, digital transformation of process KPIs and integrating KPIs with strategy and business plans; the KPI maturity model, assessing current KPI practices, gaps and weaknesses and steps to advance KPI maturity; auditing process KPIs and the culture and human factors in KPI success; and developing action plan for process KPI implementation.

## Course Objectives

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

- Apply and gain an in-depth knowledge on process approach and key performance indicators
- Carryout process approach, process identification and mapping and discuss the key concepts of KPIs
- Link process approach with KPIs and review ISO standards and process approach
- Apply process design and ownership, process documentation techniques and select KPIs for processes
- Set KPI targets and thresholds and apply tools for process monitoring including KPI data collection and analysis
- Monitor process effectiveness and efficiency, root cause analysis of poor performance and communication of process performance
- Report to different audiences, simplify KPI reports for clarity and use KPIs in management reviews
- Identify cross-functional processes, assign shared accountability, apply KPIs for collaboration and manage conflicts in process KPIs
- Apply risk-based process management, benchmarking process KPIs, digital transformation of process KPIs and integrate KPIs with strategy and business plans
- Illustrate KPI maturity model, assessing current KPI practices, identifying gaps and weaknesses and steps to advance KPI maturity
- Apply auditing process KPIs, identify culture and human factors in KPI success and develop action plan for process KPI implementation

## 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

The course provides an overview of all significant aspects and considerations of process approach and key performance indicators for process engineers and process owners, quality assurance and quality control professionals, operations and production managers, business analysts and performance managers, supervisors and team leaders, project managers and coordinators, internal auditors and compliance officers and those who involved in process management, performance measurement, and continuous improvement across various industries.

## Course Date/Venue

| Session(s) | Date | Venue |
|---|---|---|
| 1 | July 07-11, 2025 | TBA Meeting Room, JW Marriott Hotel Madrid, Madrid, Spain |
| 2 | September 21-25, 2025 | Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE |
| 3 | November 03-07, 2025 | TBA Meeting Room, Grand Hyatt Athens, Athens, Greece |
| 4 | January 12-16, 2026 | Hampstead Meeting Room, London Marriott Hotel Regents Park, London, UK |

## 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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| Madrid | **US$ 8,800** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day. |
| Dubai | **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. |
| Athens | **US$ 8,800** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day. |
| London | **US$ 8,800** 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**

Haward's certificates are accredited by the following international accreditation organizations: -

- British Accreditation Council (BAC)

  Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). 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.

- 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. John Kruger**, PGDip, BA, is a **Senior Management Consultant** with **30 years** of extensive experience. His expertise includes **Leadership Development & Business Profiling**, **Business Development**, **Career Development** Management, **Developing Personal Resilience**, Managing **Stress** & **Building Resilience**, **Leadership Development & Business Profiling Head**, **Leadership & Management** Skills, **Leadership & Interpersonal** Skills, **Electronic Communication** & **Collaboration** Skills, **Effective Communication** Skills, **Communication** Skills, **Active Listening** Skills, **Change Management** Skills, **Building Communication & Interpersonal** Skills, **Negotiation** Skills, **Presentation** Skills, **Cross Cultural** & **Virtual Team Communication** Skills, , **Legal Aspects of Corporate** Communications, **Internal & External Stakeholders**, **Corporate Communication**, **Public Media Communication**, **Crisis Communication** Management, **Public Relations** & **Organisational Communication**, **Cross Cultural** Awareness, **Cultural Diversity** in the Workplace, **Culture Diversity & Inclusion**, **Virtual Team** Performance, **Legal Compliance & Corporate Governance**, **Legal Document** Drafting, **Legal** Perspectives Best Practices in **Corporate Governance**, **Implementation Guidelines** to the Legal Aspects**, Commercial Negotiation**, **Customer Service**, **Customer Culture**, **Social Media** Management, **Digital Archiving** & **Electronic Document** Management, **Digital Marketing**, **Conflict** Management, **Crisis** Management, **Procurement & Contracts** Management, **Tender Preparation**, **Tender Floating**, **Bid Evaluation**, **Contractor** Selection, **Contractors** Work Supervision, Manpower & Site Permits, Active **Listening**, **Assertiveness** Theory, **Cultural** Management, **Virtual Team Operations**, **Team Building**, **Resource** Management, **Performance** Management, **Time** Management, **Research** Management, **HR Project** Management, **QA/QC**, **Quality** Management, **Project** Management, **Contracts & Tendering**, **Human Resource** Management, **Performance** Management, **Technical** Management, **Quality** Management, **Productivity & Efficiency** Improvements, **Time** Management, **Financial** Management, **Strategic** Management, **Change** Management, **People** Management, **Production** Management, **Toolkit** Management **Public Speaking**, **Social** & **Environmental Projects**, **Psychometric Assessment** and **Strategic Change**. Further, his specialization covers **Train-the-Trainer**, **Coaching, Counselling & Mentoring**, **Strategic Planning**, **Problem Solving**, **Decision Making**, **Budgeting & Cost Control**, Supply Chain Management, Operational Management, Adult Education, Turnaround and Re-Engineering Projects and Macro-Economics.

During his career, Mr. Kruger has contributed his expertise and held prestigious positions for major organizations worldwide as a **Business Analyst**, **Business Development Manager**, **Project Manager**, **Strategic & Divisional Plan Manager**, **Warehouse Manager**, **Supply Chain Manager**, **Change & Marketing Manager**, **Facilitation Manager**, **Interim OD & Development Manager**, **Interim Training Manager**, **Commercial Project & Interim Manager**, **TQM Manager**, **General Manager**, **Engineer**, **Journalist**, **National Broadcaster**, **Reporter**, **Sub-editor**, **News Editor**, **Deputy Director** as well the **Business Consultant**, **Technical & Management Coach**, **Consultant/Instructor**, **Lecturer** and **Facilitation & Key Note Speaker**.

Mr. Kruger has a **Post Graduate Diploma** in **IPM Industrial Psychology Management** and in **UNISA Advanced Leadership Programme** as well as **Bachelor's** degree in **Communications** from the **Northwest University**. He is a **Registered Assessor** & **Moderator**, a **Certified Instructor/Trainer** and a **Certified Trainer/Assessor** by the **Institute of Leadership & Management** (**ILM**). Further, he is an active member of **The Institute of Management Consultants of South Africa** and he has delivered various trainings, workshops, courses and conferences worldwide.

## 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* | *Registration & Coffee* |
| *0800 – 0815* | *Welcome & Introduction* |
| *0815 – 0830* | ***PRE-TEST*** |
| *0830 – 0930* | ***Principles of Process Approach***<br>*Definition of Process Approach • Importance in Quality & Performance Management • Process versus Function-Based Management • Link to Continuous Improvement* |
| *0930 – 0945* | *Break* |
| *0945 – 1030* | ***Process Identification & Mapping***<br>*Defining Boundaries & Scope • Process Inputs & Outputs • Process Owners & Responsibilities • Use of Flowcharts & SIPOC Diagrams* |
| *1030 – 1130* | ***Key Concepts of KPIs***<br>*What Are KPIs & Their Purpose • Leading versus Lagging Indicators • Qualitative versus Quantitative KPIs • Characteristics of Effective KPIs (SMART)* |
| *1130 - 1230* | ***Linking Process Approach with KPIs***<br>*Aligning Processes to Strategic Goals • Translating Processes into Measurable Indicators • Role of KPIs in Process Monitoring • Feedback Loop for Process Improvement* |
| *1230 – 1245* | *Break* |
| *1245 – 1330* | ***ISO Standards & Process Approach***<br>*ISO 9001 Process Requirements • Risk-Based Thinking in ISO Frameworks • Process Approach in ISO 14001 & ISO 45001 • Compliance & Certification Benefits* |
| *1330 - 1420* | ***Case Study: Process Approach in Action***<br>*Real-World Example of Process Management • KPI Selection in the Case Study • Challenges Faced During Implementation • Lessons Learned* |
| *1420 - 1430* | ***Recap***<br>*Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow* |
| *1430* | *Lunch & End of Day One* |

***Day 2***

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| *0730 – 0830* | ***Process Design & Ownership***<br>*Defining Process Objectives • Assigning Process Owners • Identifying Process Interfaces • Process Prioritization Methods* |
| *0830 - 0930* | ***Process Documentation Techniques***<br>*Developing Procedures & Work Instructions • Document Control Essentials • Visual Management Tools • Role of Digital Tools in Documentation* |
| *0930 - 0945* | *Break* |
| *0945 – 1100* | ***Selecting KPIs for Processes***<br>*Criteria for KPI Selection • Aligning KPIs with Process Purpose • Avoiding Common Selection Mistakes • Balanced Set of KPIs* |
| *1100 – 1230* | ***Setting KPI Targets & Thresholds***<br>*Benchmarking Internal & External Data • Determining Realistic Targets • Using Historical Data Trends • Role of Management in Target Setting* |

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| *1230 – 1245* | *Break* |
| *1245 – 1330* | ***Tools for Process Monitoring***<br>*Dashboards & Scorecards • Real-Time Monitoring Systems • Reporting Frequency & Formats • Automation in Data Collection* |
| *1330 - 1420* | ***Group Exercise: Mapping a Process & Proposing KPIs***<br>*Select a Process from Participant Organization • Draft Process Map (SIPOC or Flowchart) • Identify Key KPIs • Present & Discuss Group Findings* |
| *1420 – 1430* | ***Recap***<br>*Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow* |
| *1430* | *Lunch & End of Day Two* |

***Day 3***

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| *0730 – 0830* | ***KPI Data Collection & Analysis***<br>*Defining Data Sources • Ensuring Data Integrity & Accuracy • Data Analysis Techniques (e.g., Pareto, Trend Analysis) • Visualizing KPI Data* |
| *0830 - 0930* | ***Monitoring Process Effectiveness & Efficiency***<br>*Measuring Process Effectiveness • Evaluating Process Efficiency • Identifying Waste & Non-Value-Adding Activities • Process Audits & Reviews* |
| *0930 – 0945* | *Break* |
| *0945- 1100* | ***Root Cause Analysis of Poor Performance***<br>*Common Analysis Methods (5 Whys, Fishbone Diagram) • Linking Causes to KPI Results • Developing Corrective Actions • Tracking Effectiveness of Actions* |
| *1100 - 1230* | ***Continuous Improvement & KPIs***<br>*The PDCA (Plan-Do-Check-Act) Cycle • Role of KPIs in Kaizen & Lean • Embedding Improvement in Daily Operations • Sharing Best Practices* |
| *1230 – 1245* | *Break* |
| *1245 – 1330* | ***Communication of Process Performance***<br>*Reporting to Different Audiences (Operators, Management, Board) • Simplifying KPI Reports for Clarity • Using KPIs in Management Reviews • Storytelling with Performance Data* |
| *1330 - 1420* | ***Case Study Review: KPI Improvement Initiative***<br>*Problem Description • Actions Taken to Improve KPIs • Results & Impact • Sustainability of Improvements* |
| *1420 - 1430* | ***Recap***<br>*Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow* |
| *1430* | *Lunch & End of Day Three* |

***Day 4***

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| *0730 – 0830* | ***Cross-Functional Processes & KPI Challenges***<br>*Identifying Cross-Functional Processes • Assigning Shared Accountability • KPIs for Collaboration • Managing Conflicts in Process KPIs* |
| *0830 - 0930* | ***Risk-Based Process Management***<br>*Identifying Process Risks • Integrating Risk KPIs • Proactive versus Reactive Indicators • Tools for Risk-Based Process Control* |
| *0930 – 0945* | *Break* |

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| *0945- 1100* | ***Benchmarking Process KPIs***<br>*Types of Benchmarking (Internal, Competitive, Best-in-Class) • Gathering Benchmarking Data • Challenges in Benchmarking • Applying Results to Improve Performance* |
| *1100 - 1230* | ***Digital Transformation of Process KPIs***<br>*Digital Tools for Process Management • Big Data & Analytics in KPI Tracking • IoT & Real-Time Process Monitoring • AI-Enabled Predictive KPIs* |
| *1230 – 1245* | *Break* |
| *1245 – 1330* | ***Integrating KPIs with Strategy & Business Plans***<br>*Cascade of Strategy into Process KPIs • KPI Alignment with Balanced Scorecard • Linking KPIs to Business Outcomes • Updating KPIs as Strategy Evolves* |
| *1330 - 1420* | ***Workshop: Design a KPI Dashboard***<br>*Define Process KPI Requirements • Choose Display Methods (Graphs, Charts) • Mock-Up a Dashboard • Peer Review & Feedback* |
| *1420 - 1430* | ***Recap***<br>*Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow* |
| *1430* | *Lunch & End of Day Four* |

***Day 5***

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| *0730 – 0830* | ***KPI Maturity Assessment***<br>*KPI Maturity Model Overview • Assessing Current KPI Practices • Identifying Gaps & Weaknesses • Steps to Advance KPI Maturity* |
| *0830 - 0930* | ***Auditing Process KPIs***<br>*Role of Audits in KPI Validation • Audit Checklists for Process KPIs • Non-Conformance Management • Continuous Auditing Practices* |
| *0930 – 0945* | *Break* |
| *0945 – 1100* | ***Culture & Human Factors in KPI Success***<br>*Engaging Employees in Process KPIs • Leadership Role in KPI Culture • Overcoming Resistance to Measurement • Recognizing & Rewarding Performance* |
| *1100 – 1230* | ***Action Plan for Process KPI Implementation***<br>*Setting Short-Term Priorities • Developing Implementation Timeline • Assigning Responsibilities • Monitoring & Revising the Plan* |
| *1230 – 1245* | *Break* |
| *1245 - 1345* | ***Final Group Project: Process KPI Improvement Proposal***<br>*Select a Process Needing Improvement • Propose New KPIs & Targets • Define Actions for Improvement • Present Proposal to Class* |
| *1345 - 1400* | ***Course Conclusion***<br>*Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course* |
| *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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