



Lesson 1: Course Overview

Welcome to the course overview. We are doing the course performance management that works, and it is all about creating KPIs for goals and also for business as usual and recognizing that we all live in a digital world and the pace of life, the pace of reporting and the pace of performance has increased significantly and we need to adapt to that .

In this video, we are going to learn the seven steps to performance management that works. We are going to show you an overview of how the program is going to roll out and then the importance of goals, projects, processes, and of course our favorite topic: scorecards with KPIs. At the end of the module, we will also show you an overview of the course roadmap so that you get a sense of where you are and what is coming next.

In the world of goals, there is an author who wrote about high-performance habits. His name is Brendon Burchard. He is a personal coach who coaches some of the top celebrities in the world. And he says, people who set goals and self-monitor their progress are two and half times more likely to achieve their goals than those who don't.

That is incredible, two and a half times more. If we just write down our goals and then we monitor them, we have a much higher chance of reaching those goals. So, goals are critical in every business, every strategy starts with goals. We are going to unpack what goals could mean in a later module.

For now, we have this concept of goals. It starts in people's minds, in their imagination, in their vision. They produce goals and those goals often translate into projects or many projects or initiatives. A project is something that has a start date and an end date and has a finite scope. Once the objectives of the project have been reached that project terminates.

Another quote from Joy Gumz says "operations keep the light on, strategy provides a light at the end of the tunnel, but project management is the train engine that moves the organization forward. A project is a vehicle that you can use to move your organization forward.



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It might start with a goal, but the delivery happens in projects. The next concept that we want to talk about in this course is processes, or what some people call this business as usual. A process is a repeatable series of steps that happen many transactions over and over. It does not have a start and an end as a transaction finishes, another transaction will start.

That is the basic definition of a process. And processes are where most of the people in an organization do the work. It is not often that everybody does projects. You will find if you walk into most organizations, that processes are where most of the work happens.

And here is another quote that I love from Atomic Habits: James Clear says we do not rise to the level of our goals, we fall to the level of our systems and processes. So, James is very big on building systems and processes that take the organization further.

And as we go through this course, we will talk about how you can increase the performance of those processes. There are different ways we can measure it. That will come through in the course. It is in the processes and projects where the actual execution happens. Like I said earlier. Goals are really where we have things in our vision or communication, but you cannot deliver a goal, unless you deliver through a project or process. Or it is very rare that you can deliver a goal just by saying a couple of words or having a visualization - It is around the processes and the projects. We require a structure where there's action, where people must apply effort and of course, data. We must get data from these processes and projects. Otherwise, in a digital world we are nowhere... and right in the center of goals, projects, and processes is a scorecard which we have covered in the pre-reading of what everyone needs to know about KPIs.

We talk very much about scorecards and those scorecards bring the goals, the processes, and the projects together. Those scorecards will be a combination of the three. There are KPIs that we must define and one of the questions we get in the course, what everyone needs to know about KPIs is how do I get the KPIs? How do I link them to goals, processes, and projects? How do I collect the data? How do I score? We are going to cover a lot of that. So, there are seven steps to performance management that works. The first one is a strategic step where we define the strategy and right at the end is where we collect the data.



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So, there is a road between defining your strategy and collecting the data. In this module, we are going to look at how to create a framework to translate the vision into action. We are not going to go into strategy formulation. We are going to pick up a very light framework in terms of strategy.

In future modules, we will unpack how to formulate strategies. The next step is we are going to look at goal setting and how to set goals in a structured way. You cannot just set goals randomly, there must be structure to it.

There is an art and there is a science to it, and we call that structure. The next thing we are going to cover KPIs and targets and document them and assign targets is critical. There is a whole module on data metrics, KPIs, targets, and how to get a handle on those KPIs.

The fourth step is around initiatives. How to prioritize projects and measure their success. Measure is also important. Projects have measures and a critical part of performance management is how initiatives are measured.

Then we have processes, how to integrate business as usual or BAU with operational metrics into the framework. So many performance management courses and books talk about the goal side of performance management. We recognize that day-to-day processes have operational metrics that can also be used to measure performance at the right level.

And then we will look at scorecard alignment, how to align and motivate every person and every team to ensure that we all are working together. And then finally we will learn how to collect and visualize the data for insights and action. That is our seven-step process. Here is an illustration, a sneak peek to goal setting - One of the things that we are going to help you develop is skills to build what we call a strategy map here in front of you. You see an HR strategy map, and it is a combination of goals, the square in the middle are the businesses as usual processes. But this is a one-pager illustration of an organization that has three thousand people and has a strategy map that looks like this.

And it is from here that everything happens. There are goals, there are projects, there is ownership. We are going to talk a lot about that as we go. So, this is a strategy map I am looking forward to showing you. I love teaching people how to do strategy maps and people love strategy maps because they are so simple at the end of the day.



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If you have a starting point like this for any business unit, for any team, for any function, we don't do it at an individual level, but certainly, at a collective level, we build the strategy maps. These are some of the tools that I am going to teach you how to work with and create for yourself.

Another key concept is around the alignment and cascading alignment. In any organization you are going to have tiers, maybe: corporate, business, department, individual... you might only have two levels or three levels, or maybe you've got five levels. It does not matter. What we need to be able to do is to cascade our KPIs, our measurements, our strategies at a corporate level, if we are looking at the percentage of customer retention, at a business unit level, I would be looking at customer satisfaction at a departmental level, it could be the on-time deliveries in the supply chain and right down an individual level, how they contribute is making sure the orders are accurate and maintain the system and the data and the transactions.

So, what you see here is a line of sight. This person at the bottom can see why they are measured on order accuracy. Why it is so important to build customer retention and increase that customer retention. As we roll out, we are going to Design scorecards at the corporate level, at the business level, at the departmental level.

And of course, at the individual level, sometimes organizations default to the individual level. I believe that we should be starting at the top, making sure that at the highest level, people are doing performance management, because if they cannot do it, how can the next level do it? Leadership needs to set the tone and show how seriously we take performance management, and it will start at an extremely high level. As you see here, each scorecard will have a much more detailed flavor as you go through the layers. And as we start reporting, we are going to collect data at the lowest levels. And, when it rolls up to the top level, it is consolidated data.

So, the scorecard again is critical to us getting alignment, both in the business units, as well as in the support functions. At the bottom level when we look at a data level, we are heading at the end of this course, we want to be able to build the perfect scorecard.

A perfect scorecard has a few components. It has who the person is, what their role is and their key performance areas. This is an area that needs a lot of explaining. How do we link the KPIs in the next column to the key performance areas and how do we choose those key performance areas? That is going to unfold as we go.



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We are also going to talk about target setting and levels of targets. At an individual level there's weight in a scorecard - what is more important, which KPIs are more important, and what you will see in this 'actual' column is we like to speak in the language of business, not in the language of qualitative performance measurement.

We want to have actual performance. So, the data that we believe in is data that should be coming from your systems. And it does not look like a 1, 2, 3, 4, 5, it is got has gross profit, 41% or pipeline cover 2.5%, It is a business value, we want to get feedback from people. We want to have ratings at an individual level, at every single KPI, as well as at an overall level, we want to see trends in our data.

As we collect this performance data, are things getting better or getting worse. And lastly, is there an action plan? If performance is not where it should be, is there an action plan to close the performance gap? That is an overview, and I am going to start with the course roadmap – you will see the seven elements are there

In strategy we are going to talk about performance terminology, and then we are going to look at performance architecture. In future courses, we will unpack that into strategy formulation as well. Then around goal setting, we are going to talk about the diverse types of hierarchies, goals, and methodologies, including the balanced scorecard.

We will cover the key balance scorecard perspectives, and then we will look at what the customer wants. We are going to start with the customer in mind, and then we are going to set goals, financial goals, customer goals, process goals, people goals, and then I am going to show how we can visualize and communicate with a strategy map - so that is all going to be around goal setting.

When it comes to KPIs and targets, we are going to start with understanding data which is critical. We must understand what data looks like, and most of us have never had any formal education about data. We make our way around systems, but I am going to show you a few key things in understanding data.

We are then going to talk about metrics, building metrics, there are diverse types of KPIs, and we must recognize those several types otherwise, we are going to get skewed results. We talk about lead versus lag indicators. I am going to show you how to name your KPIs



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and metrics, how to create clear definitions, how to set targets with the three different target methods, and then we are going to start planning for automation or data collection. At this stage, we are just going to plan for it. When it comes to initiatives all we are going to cover in the scope of this course is identifying initiatives that are strategic, and then prioritizing them.

When it comes to processes and business, as usual, I am going to teach you a very simple way of documenting processes and integrating metrics into those processes. And then we are going to look at how we can cascade those processes and integrate the business-as-usual activities with those goals, the green column that you see on the left-hand side.

After that, we are going to look at different scorecard alignments and how we can get business scorecards and individual scorecards aligned. And then finally, we are going to quickly cover the red, amber, and green strategy maps. I will show you the strategy map and how you can use a strategy map to report back. I will then show you some basic data collection techniques and then look at the role of scorecards versus dashboards.

So, it is the performance versus the analytics. It is good to understand the difference there. And, then we would have covered the whole road map from my side, I am going to get ready for an exciting journey with you and I will see you in the next module.