Contents

About the Au	uthor	xiii
Acknowledgments Introduction		xv xvii
CHAPTER 1	The Great KPI Misunderstanding	3
	The Four Types of Performance Measures	3
	Number of Measures Required: The 10/80/10 Rule	13
	Difference between KRIs and KPIs and RIs and PIs	15
	The Lead and Lag Confusion	16
	Have a Mix of 60 Percent Past, 20 Percent Current,	
	and 20 Percent Future-Oriented Measures	17
	Importance of Timely Measurement	20
	Where Are You in Your Journey with Performance	
	Measures?	21
CHAPTER 2	The Myths of Performance Measurement	25
	The Myths Surrounding Performance Measures	25
	The Myths around the Balanced Scorecard	30
CHAPTER 3	Background to the Winning KPI Methodology	,41
	Winning KPI Methodology	41
	Seven Foundation Stones of the Winning KPIs Proces	s 46
	Implementation Variations and Shortcuts for Small to	
	Medium-Sized Enterprises	56

CHAPTER 4	Leading and Selling the Change	63
	Steve Zaffron and Dave Logan: Why So Many	
	Initiatives Fail	63
	Harry Mills: The Importance of Self-Persuasion	64
	John Kotter: How to Lead Change Successfully	65
	Learn to Sell by Appreciating the Emotional Drivers	
	of the Buyer	67
	Selling the KPI Project	70
	Selling the Winning KPIs to the Organization's Staff	75
	Delivering Bulletproof PowerPoint Presentations	79
	PDF Download	83
CHAPTER 5	Getting the CEO and Senior Management Committed	
OILH TER	to the Change	85
	to the Change	0.5
	CEO and Senior Management Commitment	85
	Guidelines for the External KPI Facilitator	91
	PDF Download	94
CHAPTER 6	Up-Skill In-House Resources to Manage the KPI	
	Project	97
	Establishing a Winning KPI Project Team	97
	PDF Download	111
CHAPTER 7	Finding Your Organization's Critical Success Factors	115
CHAILER /	enter the absolute that are the control to a light will be a light	113
	Why Critical Success Factors Are So Important	118
	Relationship between CSFs and KPIs	123
	Common Misunderstandings	124
	Task 1: Wording the Success Factors and the External	
	Outcomes	127
	Task 2: Determining the Critical Success Factors in a	
	Two-Day Workshop	130
	Task 3: Presenting the Critical Success Factors to the	
	Staff	141
	Task 4: Get the CSFs on the Wall in Every Workplace	143
	PDF Download	144

CHAPTER 8	Characteristics of Meaningful Measures	149
	Common Measurement Traps	149
	Wisdom on Measures from Other Authors	149
	Rules for Designing Measures	154
	Suggested Exercises to Improve Measure Design	156
	PDF Download	165
CHAPTER 9	Designing and Refining Measures	167
	Running the Two-Day Performance Measures	
	Workshop	169
	Refining Performance Measures after the Workshops	183
	Teams Select Their Relevant Performance Measures	185
	Finding the KRIs That Need to Be Reported to the	
	Board	187
	The KPI Team Ascertaining the Winning KPIs	190
	PDF Download	19
CHAPTER 10	Reporting Performance Measures	19:
	Develop the Reporting Framework at All Levels	19:
	The Common Faults with Reporting	190
	Designing an Appropriate Reporting Regime	19
	Reporting the KPIs to Management and Staff	200
	Reporting RIs and PIs to Management	210
	Reporting Performance Measures to Staff	21:
	Reporting Performance Measures to the Board	210
	Reporting Team Performance Measures	22
	The Performance Reporting Portfolio	22:
	PDF Download	22
CHAPTER 11	Ongoing Support and Refinement of KPIs and CSFs	22
	Facilitate the Ongoing Support and Refinement of	
	KPIs and CSFs	22
	PDF Download	23.

*		Contents
CHAPTER 12	Implementation Case Studies and Lessons	237
	Recent Case Studies	237
	Previously Reported Case Studies	243
	Implementation Lessons	256
	Comparison to Other KPI Methodologies	267
	PDF Download	273
APPENDIX	Performance Measures Database	275
Index		323