



PERFORMANCE MEASUREMENT

2020

WHY THIS COURSE?

Performance measures, scorecards and dashboards are used in companies all over the world to report key metrics to managers, shareholders and investors.

There's a message here for accountants. You may be very good at financial reporting, but to present a full picture of what's really going on in your organisation, you need to report non-financial numbers as well. Your managers want numbers to measure everything they manage. They know that you can't manage what you don't measure. That's why you find performance metrics and scorecards in use everywhere.

OPPORTUNITY

This course will give you an opportunity to build on your existing accounting skills. You will learn how to work with colleagues in other parts of your business, to design metrics that measure your organisation in new ways.

This course will suggest measures for customer satisfaction, shareholder communications, service department productivity, safety, innovation and more.

COURSE OUTCOMES

After completing the course, you will be able to:

- Develop KPI's to manage performance and delegate responsibility
- Develop measures for service and support functions
- Build systems and processes to manage intellectual capital such as brands, research and customer loyalty
- Lead a balanced scorecard project in your business
- Develop measures that address what shareholders and customers really want
- Use alerts and dashboards to support your KPI and scorecard measures

COURSE CONTENT

The course is divided into three parts: Performance metrics, Scorecards and New developments.

PART 1: PERFORMANCE METRICS is about Key Performance Indicators – all the numbers that tell you whether a business unit is reaching its targets.

The first lesson shows you how to develop Key Performance Indicators (KPI) for the human resource department in a large factory.

Lesson 2 is about measuring intangibles. The course will suggest nonfinancial measures and give you some new ideas for managing these important resources.

Lesson 3 deals with General Electric's KPI's. We investigate how this multinational corporation introduced the same eight Key Performance Indicators to measure the performance of each division.

In lesson 4 I'll give you examples of the use of performance measures today in many industries.

PART 2: THE BALANCED SCORECARD

When Professor Robert Kaplan introduced the balanced scorecard, he said that performance metrics should be looked at from four viewpoints:

- Shareholder measures (how we look to shareholders)
- Customer measures (how customers view us)
- Internal measures (what must we excel at?)
- Innovation and learning (can we continue to improve and create value?)

The course will give you a structured process for building scorecard systems. Then we critically review the four perspectives with the benefit of 25 years of experience.

PART 3: NEW DEVELOPMENTS

Scorecards have evolved beyond Kaplan's original four quadrants. Managers know that in today's complex world

there are other perspectives including suppliers, labour, and society at large. In this module we also view some examples of scorecards in local government, and religious organisations.

The last module illustrates the use of alerts and performance dashboards to support your KPI's and scorecards. Alerts are warning reports linked to real time data which guide managers to action.

YOUR COURSE MATERIAL

- Twelve (12) video modules of ten to fifteen minutes duration each
- Detailed 45-page downloadable e-book manual of course notes
- Many diagrams, checklists and example layouts
- Ten recommended exercises for implementing the course content in your own work environment
- An option to submit a case study for marking

REGISTRATION FEE

The special registration fee for this course is R 150 = USD \$10 during the COVID-19 lockdown. Your registration assures you permanent access to the course material which you can re-visit at any time, to find information on any of the measurement topics in these 12 chapters. Full money back guarantee.

WHO WILL BENEFIT FROM ATTENDING?

- The course is aimed at accountants working in commerce and industry but anyone in a managerial or supervisory position with an interest in measurement, will benefit
- Also, human resource professionals and business advisors wanting to expand their range of services and professional skills

HOW LONG WILL IT TAKE?

Each of the twelve sessions will require about 30 minutes to absorb. If you plan to work through three modules each week, it will take you four weeks to complete the course. It's important to work through all the material and complete the exercises. There are no tests or quizzes – just the knowledge you signed on for.



COURSE PRESENTER – JOHN STRETCH

He is an FP&A consultant who has worked with clients on measurement projects and presented workshops on performance management in many countries around the world. He has been a visiting lecturer at the Wits Business School in Johannesburg, and the Graduate School of Business at the University of Cape Town, South Africa, for many years.

Email: info@johnstretch.com | **Website:** www.johnstretch.com

Linked in: www.linkedin.com/in/john-stretch-272a475

FULL COURSE CONTENT

MODULE 1	Introduction to performance management
MODULE 2	Management reporting and intangibles
MODULE 3	General Electric's performance metrics
MODULE 4	Performance management in practice
MODULE 5	Introducing the balanced scorecard
MODULE 6	Implementing the balanced scorecard
MODULE 7	The shareholder perspective
MODULE 8	The customer perspective
MODULE 9	The internal perspective
MODULE 10	The learning and growth perspective
MODULE 11	New developments in performance management
MODULE 12	Alerts and performance dashboards