



Key Performance Indicators and Optimisation

DURATION

5 days

CONTACT HOURS

30

LEVEL

Intermediate

FEE PER DELEGATE

US\$1,500

Choosing the few measures that change a decision, and retiring the ones collected because they always have been.

Most performance frameworks measure what is easy to count and report it to people who cannot act on it. The result is a monthly pack nobody reads and a set of targets that are quietly gamed, because any measure attached to a consequence will be optimised, including in ways nobody intended. This week is about choosing measures that are hard to game and tied to a decision, and about the uncomfortable discipline of deleting the rest. Delegates work on their own scorecard.

Available as classroom, live online, in house.

Who it is for

Managers accountable for a performance measure, planning and performance staff who design scorecards, and finance business partners who report against them.

What you will be able to do

- Trace a proposed measure to the decision it would change, and discard it if there is none.
- Tell a lead indicator from a lagging one, and know what each is good for.
- Predict how a target will be gamed before it is published.
- Set a target from demonstrated capability rather than from ambition.
- Retire a measure, including one somebody senior asked for.

The outline

DAY 1

What a measure is for

Measurement for control, for learning and for accountability · Why the easy things to count are rarely the things that matter · The decision test: what would change if this moved · Measures that exist because they always have

DAY 2

Choosing them

Lead and lag, and the delay between them · Few measures understood, against many reported · Measuring an outcome when only the activity is visible · The cost of a measure, including who has to collect it

DAY 3

Targets and the behaviour they buy

Setting a target from demonstrated capability · Predicting the gaming before publication · Measures that are hard to game, and why they cost more · Ranges and thresholds instead of a single number

DAY 4

Reporting

Reporting to somebody who can act, in time to act · Variation against a real change, and not reacting to noise · Visual reporting that does not mislead · Commentary that explains rather than restates

DAY 5

Keeping the set honest

Reviewing whether a measure earned its place · Retiring one a senior person asked for · Cascading without multiplying · Tying measurement to how the organisation actually decides

What you leave with

- A reduced scorecard for the delegate's own area, every measure tied to a decision.
- A gaming analysis of their current targets, naming the behaviour each one rewards.
- A reporting format that fits what the recipient can actually act on.

Published dates

DATES	WHERE	FEE
23 to 27 November 2026	Cairo, Egypt	US\$1,500
30 November 2026 to 4 December 2026	Accra, Ghana	US\$1,500
7 to 11 December 2026	Dubai, United Arab Emirates	US\$1,500
14 to 18 December 2026	Durban, South Africa	R15,000

Fees are per delegate and cover all materials and transport arranged by the delegate. Reg

Register or ask a question

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