

## **KPI Setting and Managing Performance Appraisal 2D**

*Driving Performance Through Clear, Cascaded and Actionable KPIs*

Duration: 2 Day

Time: 9:00am to 5:00pm

Break - 10:15am to 10.30am and 3:15pm to 3:30pm

Lunch - 1:00pm to 2:00pm

### **INTRODUCTION**

Many organisations set KPIs, but far fewer set the *right* KPIs or align them clearly across functions and teams. When KPIs are poorly defined, disconnected from strategy, or not supported by the right resources, they create confusion rather than performance.

This programme is designed to help leaders strengthen how they set, align, cascade, and drive KPIs for meaningful business results. Participants will gain practical insight into different types of KPIs, how to set relevant and measurable targets, and how to ensure KPI alignment from organisational goals down to team execution.

Through facilitated discussion and practical activities, participants will also learn how to deploy resources more effectively, communicate expectations clearly, and adopt a more structured approach to achieving results. The focus is not only on setting SMART KPIs, but on making KPIs workable, aligned, and achievable in real leadership contexts.

### **LEARNING OBJECTIVES**

- Understand different levels and types of KPIs.
- Gain insights into setting the right KPIs and targets.
- Appreciate the strategic alignment of KPIs to business goals.
- Learn various approaches to cascading KPIs.
- Gain insights into resource deployment for KPI achievement.

### **LEARNING OUTCOMES**

Upon completion of the program, participants will:

- Set relevant and SMART KPIs more effectively.
- Cascade and communicate KPIs clearly to teams.
- Apply a SMARTER approach to achieving results.
- Deploy KPIs and resources more effectively to support desired outcomes.

### **TARGET AUDIENCE**

Heads of Division, Senior Managers, and Managers who are responsible for setting direction, aligning team performance, cascading KPIs, and driving results across functions and departments.

## **COURSE OUTLINE**

### **DAY 1**

#### **Setting the Right KPIs**

##### **9.00AM – 10.15AM**

###### **Module 1: Understanding KPIs in Organizational Performance**

- What KPIs are and why they matter
- The difference between goals, KPIs, metrics, and targets
- Different levels of KPIs: organisational, functional, team, and individual
- Leading and lagging indicators
- Common mistakes in KPI setting

##### **10.30AM – 11.30PM**

###### **Module 2: Characteristics of Effective KPIs**

- What makes a KPI meaningful and measurable
- Applying the SMART approach to KPI setting
- Aligning KPIs to accountability and outcomes
- Avoiding vague, inflated, or non-actionable KPIs

##### **11.30AM – 1.00PM**

###### **Module 3: Setting the Right Targets**

- How to determine realistic yet challenging targets
- Balancing ambition with operational reality
- Using baseline data and performance trends
- Risks of poorly set targets

##### **2.00PM – 3.15PM**

###### **Module 4: Strategic Alignment of KPIs**

- Connecting KPIs to business direction and priorities
- Translating strategic goals into measurable performance expectations
- Aligning divisional and departmental KPIs to enterprise outcomes
- Ensuring KPI relevance across different leadership levels

##### **3.30PM – 5.00PM**

###### **Module 5: Practical Activity — Reviewing and Improving KPIs**

- Assessing examples of weak and strong KPIs
- Identifying gaps in clarity, alignment, and measurability
- Refining KPIs using SMART principles

## **DAY 2**

### **Aligning, Cascading and Achieving KPIs**

#### **9.00AM – 10.15AM**

##### **Module 6: Cascading KPIs Across the Organization**

- Why KPI cascading matters
- Different approaches to cascading KPIs
- Linking organisational priorities to team and individual performance
- Maintaining alignment without losing role relevance

#### **10.30AM – 11.30PM**

##### **Module 7: Communicating KPIs for Accountability and Buy-In**

- How to communicate KPIs clearly to teams
- Building understanding, ownership, and commitment
- Avoiding confusion and misinterpretation
- The leader's role in reinforcing KPI focus

#### **11.30AM – 1.00PM**

##### **Module 8: From SMART to SMARTER**

- Moving beyond setting KPIs to achieving them
- The SMARTER approach in performance execution
- Monitoring, evaluating, and adjusting as needed
- Encouraging continuous improvement and responsiveness

#### **2.00PM – 3.15PM**

##### **Module 9: Deploying Resources to Achieve Results**

- Aligning people, time, tools, and budget to KPI priorities
- Identifying capability and execution gaps
- Supporting teams with the right structures and resources
- Managing competing priorities in performance delivery

#### **3.30PM – 5.00PM**

##### **Module 10: Practical Activity — KPI Cascade and Action Planning**

- Drafting a KPI cascade from business goal to team level
- Identifying required resources and support mechanisms
- Building an action plan for KPI achievement
- Group sharing and facilitated feedback

### **METHODOLOGIES**

- Facilitation
- Individual activities
- Group activities