



FOURTH EDITION

KEY PERFORMANCE INDICATORS

DEVELOPING, IMPLEMENTING,
AND USING WINNING KPIs

Includes a 90 page PDF toolkit

DAVID PARMENTER

WILEY

Testimonials from organizations that have used this methodology

UK Food Manufacture with 4,000 FTEs with Factories in 10 Locations

I was specifically concerned with the business's sole focus on short-term outputs, as opposed to medium- and long-term inputs, which I saw as predictors of future performance. I was also concerned at the lack of teamwork and confusing terminology (in-company slang), which created division, confusion, and a bit of a blame culture. Needing some inspiration, I read up on business improvement theory and came across David's work.

We asked a senior manager to lead the change program working with, and mentored by, David. This took the form of a series of sessions where the manager and David, working with a number of key stakeholders, participated in a small number of workshops and project planning meetings, the culmination of which was a full rollout of the KPI methodology across the business.

David, using webinar technology, was able to deliver the training in 2.5-hour sessions to multiple locations simultaneously, with breakout sessions where groups could germinate, share, and develop their ideas. The webinar sessions helped garner buy-in from the executives and helped deliver results quickly. Alongside this steering group, we established a KPI team to do the heavy lifting and to ensure the intent was cemented into daily working patterns. This KPI team remains today, providing the entire business with KPI reporting on a daily basis.

I would recommend this methodology to all CEOs who are seeking to more easily see the granular performance of their business. We've moved from being a backward-looking business, where teams politick and mark their own

homework, to a more lithe and forward-looking company with live and objective reporting that guides us to focus on the things that are important and we can control.

Mike Snell, Managing Director, IPL

Having an external and objective guide in the shape of David's work was instrumental in launching our KPI Office. Utilizing an external and objective view allowed us to approach the implementation with much more empathy and ensure a smoother entry into the cadence of the business.

Having an external mentor and sounding board was crucial for a right first-time implementation. This was our first and only venture into launching a KPI venture, something David had done countless times.

We implemented pretty much exactly to David's guide, and I'd suggest that the implementation is agnostic to the nature of the business you are running.

The three hardest things in the project that we overcame were (1) gaining cultural acceptance that we needed to introduce better measurement, (2) turning the business into a "receive, not run" reporting culture, and (3) identifying a data visualization platform that was easy to implement.

Our KPI team now consists of five analysts who operate a business partner model whereby each analyst partners with a division. Their tasks are threefold: (1) provide the required measures for that column of the org to succeed, (2) provide easy to interpret and visualise insight into their current performance, and (3) collaborate with their business partners on creating actions to improve performance using the aforementioned data and insight.

The main benefit we have seen from the KPI project has been educating the business that measurement is not a bad thing. In fact, the achievement we are most proud about is that we now have a culture where people want to be measured.

Jordan Steane, KPI Team Leader, IPL

Global Consumer Finance Business

I first became aware of David's KPI methodology some years ago in the UK. When we were planning for our recent annual executive offsite, we wanted to engage in a different way with KPIs and David's methodology came to mind. Our executives originate from both large and small financial organizations and we'd all seen different approaches to KPIs in our prior professional lives. What