## **CONTENTS**

Preface Acknowledgments			
Key Res	ult Indicators	2	
Key Performance Indicators			
9	ement Models That Have a Profound on KPIs	10	
Definitions			
Chapter 2	Foundation Stones for Implementing Key Performance Indicators	19	
	undaton Stones Guiding the Development e of KPIs	20	
Defining Vision, Mission, and Strategy			
How to	Implement Winning KPIs in 16 Weeks	26	
Chapter 3	Developing and Using KPIs: A 12-Step Model	37	
Step 1:	Senior Management Team Commitment	39	
Step 2:	Establishing a "Winning KPI" Project Team	<b>4</b> 4	
Step 3:	Establish a "Just Do It" Culture and Process	49	
Step 4:	Setting Up a Holistic KPI Development Strategy	54	

## Contents

Step 5:	Marketin	g the KPI System to All Employees	61
Step 6:	Identifyir Success F	ng Organization-Wide Critical actors	65
Step 7:	Recording	g Performance Measures in a Database	72
Step 8:	Selecting	Team-Level Performance Measures	77
Step 9:	Selecting	Organizational "Winning KPIs"	85
Step 10:	Developing at All Lev	ng the Reporting Framework	88
Step 11:		g the Use of Winning KPIs	94
		KPIs to Maintain Their Relevance	100
Chapter 4	KPI Tean	n Resource Kit	105
Using This Resource Kit			
Step 1 W	orksheet:	Senior Management Team Commitment	106
Step 2 W	orksheet:	Establishing a Winning KPI Team	112
Step 3 W	orksheet:	Establish a "Just Do It" Culture for This Project	116
Step 4 W	orksheet:	Setting Up a Holistic KPI Development Strategy	119
Step 5 W	orksheet:	Marketing the KPI System to All Employees	125
Step 6 W	orksheet:	Identifying Organization-Wide CSFs	132
Step 7 W	orksheet:	Comprehensive Recording of Measures within the Database	140
Step 8 W	orksheet:	Selecting Team Performance Measures	140

## Contents

Step 9 V	Vorksheet:	Selecting Organization-Wide "Winning KPIs"	142	
Step 10	Worksheet:	Developing Display, Reporting, and Review Frameworks at All Levels	151	
Step 11	Worksheet:	Facilitating the Use of KPIs	152	
Step 12	Worksheet:	Refining and Modifying KPIs to Maintain Their Relevance	159	
Chapter 5 Templates for Reporting Performance Measures				
Reporting Key Result Indicators in a "Dashboard" to the Board				
Reporting Performance Measures to Management Reporting Performance Measures to Staff				
Chapter 6 Facilitator's Resource Kit				
Remember the Fundamentals				
Appendix	Performan	ce Measures Database	201	
Index			233	