

## Program Overview

### Certified Balanced Scorecard Management System Professional



**handover**

Efficiency ... from Hire to Retire

## Handover Consulting ...

*“Handover Consulting was initiated to partner with companies across the Middle East and provide them with unique and competitive consulting solutions to address their Recruitment and Human Resources challenges. Our team of specialists has been engaged with a number of multinational, regional , and local establishments and accordingly bring along solid operational and consulting capabilities in their areas of expertise.*

*Our vision for Handover Consulting is to become one of the leading and trusted consulting partners in Recruitment and Human Resources serving small, medium, and enterprise firms across the Middle East.*

*We would be honored to have the opportunity to be part of your successful future and for you to be part of our successful stories. We would love to provide you with more details on our services.*

*Please do not hesitate to contact us for further details or enquiries.”*

**Ali S. AlJa'bari**  
**Founder and CEO**



## Introduction and Advantages of the program ...

- The Balanced Scorecard is one of the most effective tools that helps organizations in transforming their vision and business strategies into simple visualized objectives that can be easily aligned and cascaded across the organization and its departments while at the same time enabling an effective performance management framework to ensure continuously monitoring the progress towards the achievement of the organization's objectives and eventual vision.
- The Balanced Scorecard concept has been introduced in 1992 by Robert Kaplan and David Norton and has evolved since then into what is now well known as the Balanced Scorecard Management System which has been used by thousands of organizations and which has effectively helped them in planning and sustaining the growth and continuous success of their business.
- This training program presents a rigorous Balanced Scorecard Management Framework that embeds 10 years of research in the field of performance management and measurement and relies on best practices identified in the real business environment.
- The Certified Balanced Scorecard Management System Professional program is developed by **The KPI Institute**, a research institute specialized in business performance. It operates research programs in 12 practice domains ranging from strategy and KPIs to employee performance and from customer service to innovation performance. The KPI Institute is considered today the global authority on Key Performance Indicators (KPIs) research and education. (<http://www.kpiinstitute.org>)
- By attending the **Certified Balanced Scorecard Management System Professional** program you will be able to:
  - ✓ **Comprehend fundamentals of a Performance Management System**
  - ✓ **Transpose the organizational strategy into a Balanced Scorecard Management System**
  - ✓ **Learn how to integrate the components of a Balanced Scorecard Architecture**
  - ✓ **Differentiate between objectives, KPIs, and initiatives**



## Who should attend the program ...

The **Certified Balanced Scorecard Management System Professional** program is intended for a wide range of professionals including:

- **Professionals interested in Strategy Planning and Performance Management**

Professionals from different fields, such as Finance, Human Resources, Production, Logistics, Information Technology and others, interested in Strategy Planning and Performance Management, will acquire the competencies needed to implement a Balanced Scorecard system as a Strategy Planning tool and an effective way of managing performance.

- **Top/Middle/Lower Management Professionals**

Executives and operational managers, regardless of their field of expertise, will gain the ability and knowledge to measure performance and maximize the value of using a sound Balanced Scorecard system. The tools and resources offered as part of the Certified Balanced Scorecard Management System Professional program enable managers to apply the concepts learned organizations, immediately after the course.

- **Strategy Planning and Performance Management Experts and Consultants**

For professionals like Data Analysts, Strategy Managers/Consultants, Performance Management Officers or Performance Architects, it is important to develop competencies in designing a Balanced Scorecard Architecture, especially in terms of translating the organizational strategy into outstanding results. The Course will offer these professionals the opportunity to learn the best practices used in this field and identify how their current systems and approaches can be improved.



## A simple and practical certification program ...

- The program is designed in a simple approach which ensures educating participants with the subject's concepts and best practices and testing their understanding through their successful completion of practical assignments.

### Pre-Course

- Complete a questionnaire to determine a tailored and relevant learning experience.
- Take a short quiz to establish the current level of knowledge.
- Go through a series of documents to better understand the core-course content.
- Share your expectations regarding the training course.

### Core Course

- Applying concepts in practical exercises, analyzing case studies and identifying solutions.
- Using templates to develop performance measurement instruments.
- Sharing experiences and best practices and creating a network of KPI Professionals.
- Constantly evaluating the participants' knowledge, through short quizzes to support the certification exam.

### After-Course

- Initiate a discussion and contribute in a discussion opened by another participant.
- Create an Action Plan for the actions and initiatives you intend to implement after the training course.
- Create and submit a short PowerPoint presentation to present your colleagues the knowledge you have accessed during the training course.
- Go through a series of resources to expand your content related knowledge.
- Reflect upon your 3 stages learning experience and complete a journal.



**Certified Balanced Scorecard  
Management System Professional**





## Course Outline to be delivered in the Training Workshop ...

- Below is the outline of the course that will be delivered during the Training Workshop:

Day 1: Performance Management System	Day 2: Understanding BSC Management System	Day 3: Implementing and using a BSC
<b>Performance Management tool</b> <ul style="list-style-type: none"> <li>What is the Balanced Scorecard</li> <li>Balanced Scorecard structure and elements</li> <li>The role of the Balanced Scorecard</li> <li>101 to implement a Balanced Scorecard Management System</li> </ul> <b>Demonstrate Performance Leadership</b> <ul style="list-style-type: none"> <li>Clarify mandate for improvement</li> <li>Enlist leadership support</li> <li>Build project competency</li> </ul> <b>Performance Management Audit</b> <ul style="list-style-type: none"> <li>Strategy and business planning</li> <li>Performance measurement</li> <li>Performance improvement</li> <li>Performance culture</li> <li>Employee performance</li> </ul> <b>Formulate Organizational Strategy</b> <ul style="list-style-type: none"> <li>Defining strategy</li> <li>Vision and mission statement</li> <li>Organizational values</li> <li>Value drivers</li> <li>Goals and Objectives</li> </ul>	<b>Structure Organizational Strategy</b> <ul style="list-style-type: none"> <li>Desired State of Evolution</li> <li>Strategy Map</li> <li>Scorecard</li> <li>Dashboard</li> <li>KPI Documentation</li> <li>Portfolio of Initiatives</li> <li>Initiative Description</li> </ul> <b>Integrate Strategy to Organizational System</b> <ul style="list-style-type: none"> <li>KPI alignment approaches</li> <li>KPI selection for corporate scorecard</li> </ul> <b>KPI Documentation</b> <ul style="list-style-type: none"> <li>Performance measurement</li> <li>Project management</li> <li>Innovation management</li> <li>Budgeting</li> <li>Human capital</li> <li>Process management</li> <li>Quality management</li> <li>Risk management</li> <li>Stakeholder management</li> </ul> <b>Drive Strategy Implementation</b> <ul style="list-style-type: none"> <li>Project reporting</li> <li>Process audits</li> <li>KPIs/metrics monitoring</li> <li>KRIs monitoring</li> </ul>	<b>Ensure Competency and Capabilities Maturity</b> <ul style="list-style-type: none"> <li>Business acumen improvement;</li> <li>Organizational competencies maturity development.</li> </ul> <b>Manage Performance</b> <ul style="list-style-type: none"> <li>Data gathering</li> <li>Data analysis</li> <li>Performance reporting</li> <li>Performance reviews</li> <li>Benchmarking</li> </ul> <b>Learn and Recalibrate</b> <ul style="list-style-type: none"> <li>Insights Generation</li> <li>Decision Making Process</li> <li>Strategy Recalibration</li> <li>Action items implementation &amp; monitoring</li> <li>Modelling Strategy</li> </ul> <b>Nurture a Performance Culture</b> <ul style="list-style-type: none"> <li>Communication</li> <li>Education</li> <li>Engagement</li> <li>Gamification</li> <li>Compensation</li> </ul> <b>Review &amp; Evaluation Test</b> <ul style="list-style-type: none"> <li>Course review</li> <li>Certification Exam</li> </ul>



*The Program is delivered by extensively experienced Consultants ...*



**Mihai Toma**

*Head of Professional Services MENA – The KPI Institute*

#### Qualifications

- Bachelor's degree in Business/Managerial Economics
- Master's degree in Business/Managerial Economics
- Certified KPI Professional
- Certified Human Resources Manager
- Certified Master Trainer

#### Industries of Expertise

Government, Manufacturing, Good & Beverage, Construction, Banking, and Financial Services.

#### Locations

North Africa, Middle East, Europe, and Australia

#### Profile Overview

Mihai Toma is the MENA's Head of Professional Services at The KPI Institute, a research institute specialized in business performance which operates research programs in 12 practice domains ranging from strategy and KPIs, to employee performance and from customer service to innovation performance. The KPI Institute is also considered today the global authority on Key Performance Indicators (KPIs) research and education.

Below are highlights of Mihai's 10+ years of experience:

- Performance Management Expert with extensive experience as a Researcher, Trainer, Consultant and Analyst
- Extensive hands-on experience working with Performance Management and KPIs at the organizational, departmental and employee level
- Extensive experience as a Trainer and Consultant in the field of Strategy and Performance Management
- Extensive understanding and experience with the Performance Management Maturity Gap Analysis, Strategy Implementation and the KPI Framework
- Experienced with multicultural environments and multicultural team management



## What Participants said about the program ...



**"The training honestly has been very profitable for our company and for linking many concepts of our organization. It has been very well prepared and exposed to all our organization. I strongly recommend it to other companies who want to implement the BSC in his organization."**

Jaume Alonso  
Operation Manager, GAM Rentals



**"Thank you very much for a productive and informative course. The trainer was very organized and professional during the whole training; I will not hesitate to recommend your services to anyone who needs your expertise. Thank you very much and I am looking forward to work with you in the future."**

Zuhair Siddiqui  
Planning Engineer, Abu Dhabi National Oil Company (ADNOC)



**"Well organized! The facilitator shared an excellent view on how to apply the performance theory in practical concepts."**

Abdul Salam Edavalath  
Assistant Manager, Dubai Electricity and Water Authority



**"The course content was very valuable and excellent. We can effectively use the information and methods provided in this course in our job."**

Mariam Al Darmaki  
L&D Supervisor,  
Advanced Military Maintenance Repair & Overhaul Center



**"The course was very informative. The material covered was straight to the point with practical applications. I really enjoyed this training course and I would recommend it to anyone interested in performance improvement projects. If you are interested in strategizing, setting objectives and attaching those to KPIs then GO FOR IT."**

Bassim Zantout  
Supervisor, King Faisal Specialist Hospital and Research Centre



**"The course was very comprehensive, systematically and step by step detailed. The materials were structured and arranged in an organised flow to enable the understanding process in an easy manner."**

Yuvarajah S. Thiagarajah  
HR Manager, Specific Resources Sdn Bhd



**"The training gave me the right understanding about the process, starting with identification, to alignment, strategy and performance measurement, which will really add value to the organization."**

Dhruv Goswami  
Group HR Director, Applied Corrosion Technology



**"Easy to understand and relevant to my daily work. The samples and approaches are adaptable. I do believe that the experience of attending this training has benefited me in a long run."**

Fahizal Hamidi Abu Bakar  
Deputy Manager, KWSP





## *Details of the CBSMSP program to be hosted in Jordan ...*

Below are the specific details for the program that will be delivered in Amman, Jordan:

### **Program Schedule**

The program will take place from **1 to 3 July 2019** (8:30 am – 4:30 pm) in Amman, Jordan.

### **Program Fees**

The fee for the Certified Balanced Scorecard Management System Professional program is **1,500 USD** (1,400 USD/participant for groups of 2 or more). The program fee is inclusive of:

- Participant folder with course material
- Tea/Coffee Breaks and Lunch available during workshop days
- A Certificate of Attendance (upon completion of the 3 workshop days)
- A Certificate of Completion (upon completion of the Certification Exam)
- A Certified Balanced Scorecard Management System Professional diploma (upon completion of post-workshop assignments)
- Free access to a number of online resources from The KPI Institute.



### **Registration and Deadline**

Please complete this [Registration Form](#) and send it to us before the registration deadline (**25 June 2019**) to confirm your registration in the program.

## Consider an in-house delivery of the program just for your company ...

- We have noticed an increase in demand from our clients to organize In-house training programs due to a number of distinctive advantages which include:
  - ✓ **Cost Saving:** the cost per delegate is typically less when compared to sending the same number to public training courses.
  - ✓ **Team Building:** a room full of delegates from different departments can encourage greater team work, awareness and understanding of each other's role.
  - ✓ **Industry Focus:** having this program delivered in-house for one company, provides the Trainer with more focus to concentrate on the company's specific industry, the best practices for managing performance, and the common KPIs in such industry.
  - ✓ **Customized Training:** getting a group together allows all of the training and learning to be focused on the company and can discuss real, specific, and current examples.
  - ✓ **Convenient Schedule:** you will have the convince to decide the schedule and timing of the in-house program that ensures the availability of all of your employees and aligned with your working hours.
- Contact us now on [enquire@handover.consulting](mailto:enquire@handover.consulting) to provide you with more details and a customized offer for your company.





## Contact us now

We would love to provide you with more details on the program. Please do not hesitate to contact us for further details or enquiries.

Tel: +962 79 5066371

[enquire@handover.consulting](mailto:enquire@handover.consulting)

<http://handover.consulting>

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