

PERFORMANCE MANAGEMENT PROGRAMMES

Cranfield
UNIVERSITY
School of Management



Transforming
knowledge
into action



OVERVIEW

Boost the effectiveness of your organisation with these two breakthrough performance management programmes.

Our range of strategy and improving business performance programmes will enable you to create, execute and drive sustained business change in your organisation. These programmes will ensure that you have the latest tools, techniques and models required by today's successful strategists. What you learn with us about strategy will stay with you throughout your career.

Our **Strategic Performance Management** programme will give you the tools you need to implement your strategy and deliver better performance for your organisation. Our performance review tools will help you to manage the process of capturing feedback, prioritising action and challenging your strategy. This will enable you to manage with measures and direct the future of your organisation.

To complement this programme, there is the **Operational Performance Management** programme which explains the linkages between strategy, performance measurement and performance improvement.

STRATEGIC PERFORMANCE MANAGEMENT

KEY BENEFITS

- The ability to create a simple map to communicate strategic direction
- An understanding of the power of performance measurement in guiding strategy execution
- A realistic view of what balanced scorecards can and cannot deliver
- Knowledge to create strategic alignment across your organisation through the design, implementation and management of goals, measures and targets
- Confidence to make strategy actionable through the design of appropriate performance reviews
- Knowledge to validate and challenge strategy.

CORE CONTENT

- Challenges in executing strategies
- Strategy Maps and Balanced Scorecards
- Success Maps and Performance Prism
- Customer value propositions
- Designing appropriate performance measures
- Setting the right targets
- Mapping strategic initiatives
- Managing the performance review process
- Using information strategically
- Challenging strategies.

PRE-COURSE ACTIVITY

Reflect on your current strategy formulation and implementation processes and how you currently direct and performance manage your organisation.

General Enquiries:

W: www.cranfield.ac.uk/som/executive | T: +44 (0)1234 754570 | E: som.action@cranfield.ac.uk



STRATEGIC PERFORMANCE MANAGEMENT DELEGATE PROFILE

- Directors and managers who are responsible for implementing strategy, designing and refreshing their scorecards or developing their organisational performance management system
- Project sponsors and leaders
- Senior line managers looking to improve their expertise in performance management.

STRATEGIC PERFORMANCE MANAGEMENT TIMETABLE

DAY 1

- Challenges in executing strategies
- Strategy Maps and Balanced Scorecards
- Success Maps and Performance Prism
- Customer value propositions
- Activities and exercises.

DAY 2

- Designing appropriate performance measures
- Setting the right targets
- Mapping strategic initiatives
- Activities and exercises.

DAY 3

- Managing the performance review process
- Using information strategically
- Challenging Strategies
- Activities and exercises.



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**STRATEGIC
PERFORMANCE
MANAGEMENT**



**I CAN PROPERLY MEASURE
PERFORMANCE IN MY
ORGANISATION. OVERALL,
THIS COURSE WAS GOOD
AND I HAVE LEARNT A LOT.**

William Angadi

SPECIAL ADVISER TO MANAGING DIRECTOR,
NIGER DELTA DEVELOPMENT COMMISSION

**OPERATIONAL
PERFORMANCE
MANAGEMENT**



**VERY IMPRESSED WITH
THE KNOWLEDGE AND
EXPERTISE OF THE TUTORS.
I NOW HAVE A CONTEXT
FOR THE SETTING OF OBJECTIVES,
TARGETS, AND KPI'S.**

Julia Taylor

RESEARCH MANAGER, BOURNEMOUTH UNIVERSITY

OPERATIONAL PERFORMANCE MANAGEMENT

KEY BENEFITS

- Achieve operational excellence through aligning operations with strategy
- Understand processes
- Develop appropriate approaches to process management and process improvement
- Practice the use of Statistical Process Control (SPC)
- Link performance measurement with performance management and performance improvement
- Understand the concepts of Lean, Six Sigma and Theory of Constraints
- Rediscover the role and importance of target setting in performance improvement
- Explore visual management
- Identify and overcome barriers to organisational learning
- Differentiate between a performance measurement and performance management culture
- Understand your role in operational performance management and performance improvement.

CORE CONTENT

- Strategic alignment
- Process management
- Performance improvement approaches
- Continuous improvement
- Tools and techniques
- Data visualisation
- Organisational learning and culture
- Leadership roles.

PRE-COURSE ACTIVITY

Prepare half a page about the current status of your organisation's performance improvement processes, capabilities and maturity. This has to be completed before the start of the course.

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OPERATIONAL PERFORMANCE MANAGEMENT DELEGATE PROFILE

- Managers, executives and analysts who have responsibility for performance management and improvement projects
- Directors who sponsor such activities.

OPERATIONAL PERFORMANCE MANAGEMENT TIMETABLE

DAY 1

- Introduction
- Principles of performance improvement
- The process perspective on performance
- Understanding variation and its role in performance management and performance improvement
- Problem solving tools
 - Lean
 - Six Sigma
- Theory of Constraints
- Target setting and its role in performance improvement.

DAY 2

- Visualisation of information and visual management
- Learning for performance
- Identifying and developing a performance culture
- Alignment
- Towards performance leadership.



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PROGRAMME DIRECTORS

PROFESSOR MIKE BOURNE

BSc & BCom MBA PhD CEng MIET ACMA

Professor of Business Performance Management

Mike has spent twenty years supporting senior management teams through the process of clarifying and executing their strategy, using a stakeholder approach.

Mike's years in business spanned the valve, paper & board, building materials, machine tool and airline catering industries. He held a number of positions, including directorships in subsidiary companies.

He gained his PhD from the University of Cambridge in 2001, researching the design and implementation of balanced performance measurement systems.

Mike is a Chartered Management Accountant and a Chartered Engineer and has authored over 100 publications including The Handbook of Corporate Performance Management. His research is at the interface of performance measurement with strategic management and control systems.



DR ANDREY PAVLOV

PhD BSc MBA

Lecturer, Business Performance Management

Prior to coming to Cranfield and switching to a career in academia, Andrey worked in Moscow, as a financial analyst, assisting the executive teams first in a small pharmaceuticals distributor and then in a large chemicals manufacturer.

Andrey's primary academic interests focus on understanding the phenomenon of organisational performance and on the task of managing performance in its complexity rather than applying the off-the-shelf performance management frameworks.



CRANFIELD MANAGEMENT DEVELOPMENT CENTRE

Our Open Executive Programmes are held at the Cranfield Management Development Centre (CMDC). Full board accommodation (where applicable) and all sessions are usually held at this specifically designed conference centre which has an established reputation for being one of the best centres in the country.

Located in a rural, tranquil setting on the Bedfordshire/Buckinghamshire border, CMDC is conveniently situated by the M1 motorway, railway stations and major airports. We even have an airport on site!

TAKING CARE OF YOUR EVERY NEED

We understand that development doesn't only happen in the lecture

room. That is why the CMDC provides inviting lounge areas where you can network with your colleagues, restaurants that allow conversation to flow easily as you enjoy the excellent cuisine, and fitness facilities, including a swimming pool, sauna and exercise room, to relax and invigorate you at the end of the day.

A HOME FROM HOME

After a hard day's learning, lie back and relax in one of the 186 modern en-suite bedrooms, all of which are designed to make you feel at home. The amenities include free Wi-Fi, freeview television, a great working area with appropriate light and desk space and a music centre to help you unwind.



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PLEASE BE AWARE:

The information in this brochure was correct at the time of going to press. However, as part of the on-going development of our programmes, delegates, leading academics and practitioners continually review the programmes and their content.

We have made every effort to use accurate descriptions, images, quotations and references but errors and omissions may occur and are expected. Please check the programme page on the website for the latest information, fees and offers.

Cranfield School of Management reserves the right to amend the published programmes. For full terms and conditions please see our website:

www.cranfield.ac.uk/som/executive/tc

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