

Performance Management through KPI

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please write down:

1. in your view, the 3 most important performance metrics your company uses/should use to assess its performance
2. in your view, the 3 most important performance metrics the HR Department uses/should use to assess its performance
3. in your view, the 3 most important performance metrics the HR Department reports/would like to report to top management regarding the state of human capital

what is the difference between KPI and KRI/Targets?





1. proactivity – ex ante VS ex post

2. /

3. Usually non-financial

4. Usually measured within a short period of time

5. Can be measured constantly to check that we are on the right course





KPI

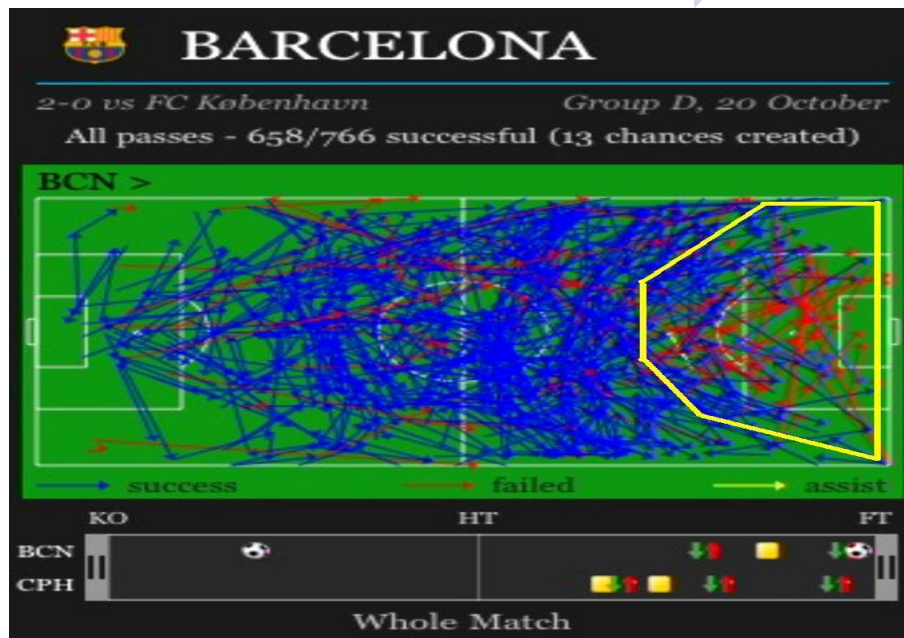
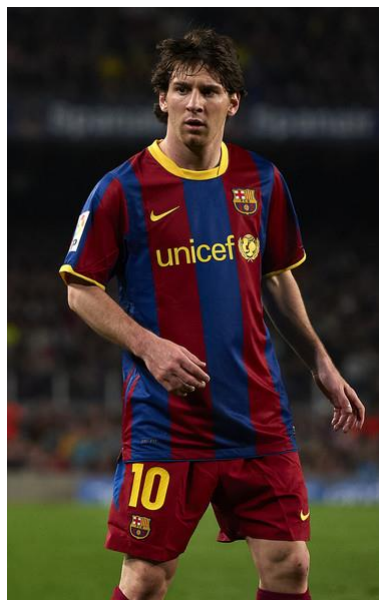
- ✓ % ball possession per game
- ✓ Passes completed per game
- ✓ Shots on target per game
- ✓ Km run per game



Goals

Wins

Titles



KPI in Football

Individual KPI

1. Goals per game
2. Assists per game
3. Shots on target per game
4. Passes completed per game
5. Kilometres run per game
6. Minutes played per game
7. Number of hat-tricks per season

Team KPI

1. Goals per game
2. Goals conceded per game
3. Assists per game
4. Shots on target per game
5. Passes completed per game
6. Kilometres run per game
7. Percentage of ball possession per game

KRI

1. No. of wins
2. Championships
3. Cups
4. Champions League
5. "Triples"



find the KRI...

1. MJ KPI

Primary Career Stats - KPI

- | | |
|-----------------------|-------------|
| 1. Points per Game: | 30.1 |
| 2. Assists per Game: | 5.3 |
| 3. Rebounds per Game: | 6.2 |

Secondary KPI

- | | |
|-----------------------------|-------------|
| 1. No. of "triple doubles": | 31 |
| 2. Free throw %: | 0.83 |
| 3. 3 – point goal %: | 0.33 |
| 4. 2 – point goal %: | 0.51 |

Third – layer KPI

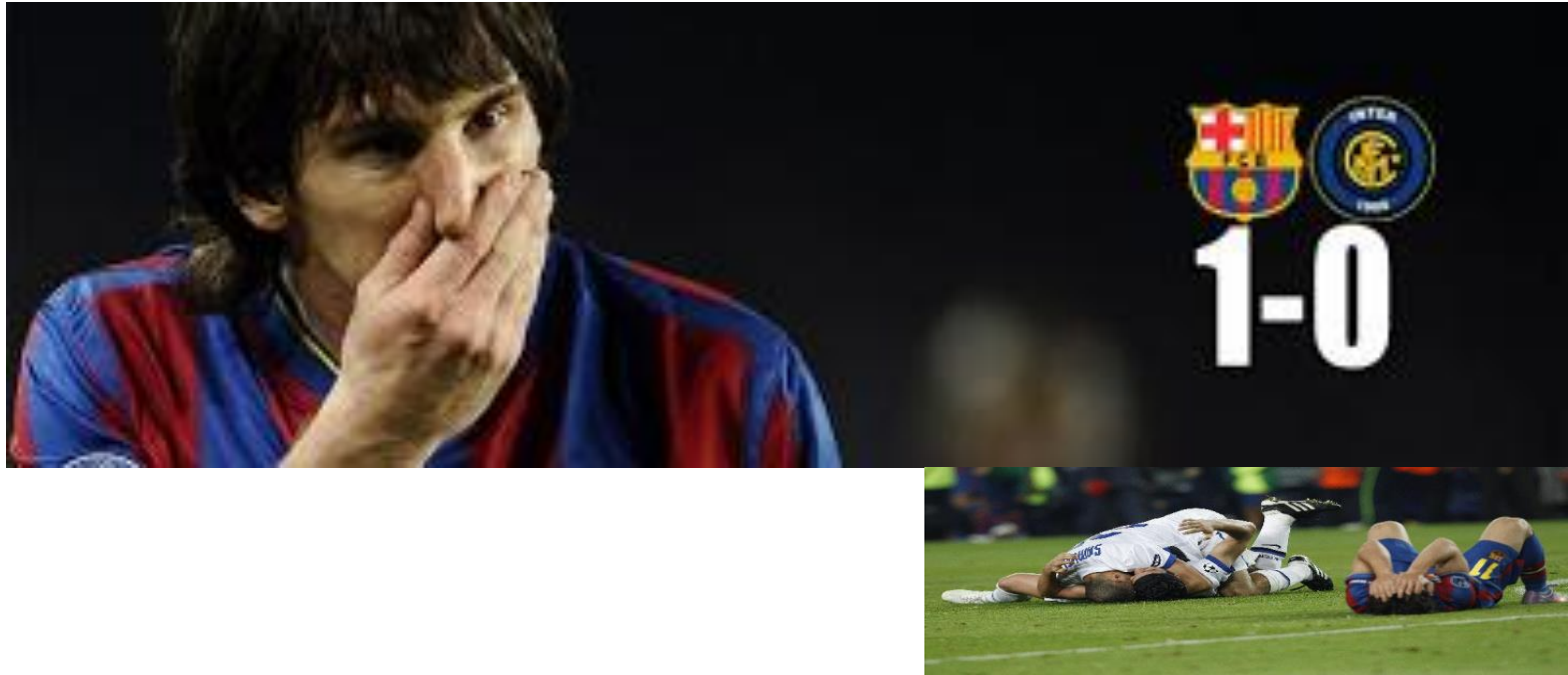
- | |
|---------------------------|
| 1. Off. Rebounds per Game |
| 2. Def. Rebounds per Game |
| 3. Steals per Game |
| 4. Blocks per Game |



if you had unlimited resources and could measure anything, what would you measure in a series of basketball games, to predict championship ranking?

VIDEO

Do KPI work?



Do they?



A large blue electronic board in a stadium displays match statistics for Celtic vs Barcelona. The board features the Celtic and Barcelona crests at the top. The statistics are presented in two columns, with the central category names. The background shows the stadium seating and pitch.

	CELTIC v BARCELONA	
		
2	GOALS	1
5	ATTEMPTS	23
5	ON TARGET	14
11%	POSSESSION	89%
166	TOTAL PASSES	955



The most successful football team in history?



It seems that they do, and the result is seen by the KRI

!

LA OBRA DE GUARDIOLA



LA REVOLUCIÓN DE 'PEP'

1 Reinventa el sistema de Cruyff



2 Encuentra al mejor Messi



Media de goles por partido

- Con Rijkaard **0,39**
- Con Guardiola **0,73**
1ª TEMPORADA Jugando en la banda
- Con Guardiola **1,10**
2ª TEMPORADA Falso nueve

3 Hace debutar a 21 canteranos

- Abraham
- Xavi Torres
- Muniesa
- Jeffrén
- Botia
- Oier
- Thiago
- Busquets
- Jonathan dos Santos
- Fontàs
- Marc Bartra
- Sergi Roberto
- Montoya
- Oriol Romeu
- Nolito
- Deulofeu
- Cuenca
- Cesc
- Rafinha
- Tello
- Martí Riverola

ENTRENADORES CON MAS TÍTULOS



LOS NUMEROS DE GUARDIOLA 2008-12



Some Personal KPI



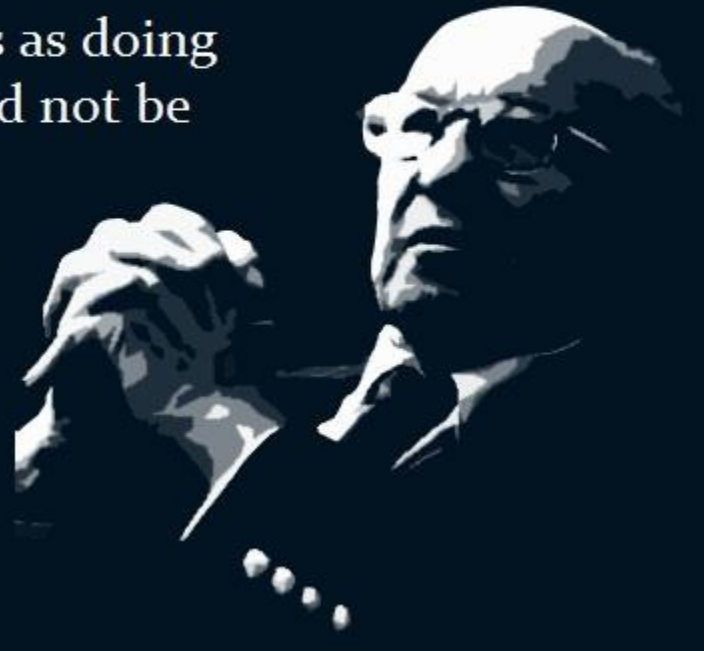
the downside of very hard KRI...VIDEO

please write down:

1. in your view, 1 important KRI and 1 KPI your company uses/should use to assess its performance
2. in your view, 1 important KRI and 1 KPI the HR Department uses/should use to assess its performance
3. in your view, 1 important KRI and 1 KPI the HR Department reports/would like to report to top management regarding the state of human capital

"There is nothing so useless as doing efficiently that which should not be done at all."

- Peter Drucker



Bradford Factor

$$B = S \times S \times D$$

B = Bradford Points

S = Number of Instances

D = Number of Days

HR KPI/KRI (cont...)

1. productivity?
2. voluntary turnover rate?
3. 1-year retention rate of new hires?
4. employee engagement score?
5. selection process satisfaction score?
6. training effectiveness index?
7. EBITDA?
8. customer retention (loyalty, satisfaction, recommendation, revisit intention)?

KPI/KRI and Performance Management

historical evolution of two philosophies

implications for incorporating KRI or KPI

case study:

- policies VS practices

- incorporating KPI/KRI into performance management

- incorporating KRI into the rewards system

Q&A

Discussion