

CERTIFIED PERFORMANCE MANAGEMENT PRACTITIONER (CPMP) PROGRAM



By KC Yan & Dr Mario A. Del Castillo

CPMP

Incorporating 4 contemporary courses:

- Essentials of Organizational Performance
- Establishing Organizational Performance Systems
- Managing Individual Performance
- Leadership Skills for Sustaining Individual Performance

 **ITD** WORLD
The Global Leadership Development Expert


ARTDO
INTERNATIONAL

MISSION: TRANSFORMING LEADERS AND CHANGING THE WORLD FOR THE BETTER

OVERVIEW

THE QUEST FOR EXCELLENCE

The big mystery that has evaded many organizations is how to generate the optimum level of human performance. How can performance levels move from mediocre compliance to achieving breakthrough successes?

Performance excellence is a goal worth striving for. It requires focus on leveraging a set of critical drivers and processes that differentiates the best companies from the rest.

Performance management goes beyond setting tough targets and exhorting employees to do more with less, to drive higher levels of efficiency. It requires strong will and astute leadership abilities. Gaps in the execution of performance improvement efforts happen when business leaders and stakeholders pay mere lip service to supporting performance enhancing activities such as employee training, reward systems, motivation programs, and appraisals.

The time is right for a more systemic as well as systematic view of managing and improving performance. In the first place, that is what performance management is, it is a system. The **CERTIFIED PERFORMANCE MANAGEMENT PRACTITIONER (CPMP) PROGRAM** prepares the participants to contribute significantly to improving their organizations' performance. The CPMP Program will equip you with the knowledge, the tools, and the skills to achieve breakthrough results.

PROGRAM AT A GLANCE

The participant is awarded the CPMP by completing the following phases:

LEARNING PHASE:

Attend the Certificate in Performance Management Course (8 days) and pass the test.



DOING & ASSESSMENT PHASE:

Complete the work-based assessment assignments in 150 days.

OBJECTIVES

Those who attend this program will be able to:

- Discuss the different paradigms in performance management
- Conduct a performance management audit
- Establish KPIs and initiatives that are aligned with business goals and strategies
- Set-up organizational performance feedback mechanisms
- Analyze performance gaps
- Enable supervisors to manage performance issues at their level
- Sustain a work environment that encourages and supports high performance.



WHO WILL BENEFIT FROM TAKING THE CPMP?

- Members of the senior leadership team of any organization
- Heads of departments and business units
- Human Resource professionals
- OD Practitioners
- Performance improvement consultants

MODULE 1: ESSENTIALS OF ORGANIZATIONAL PERFORMANCE

MANAGEMENT

Duration: 2 days

Participants will learn to:

- Discuss the theoretical basis for current performance management practices.
- Develop a systems perspective to managing performance
- Analyze performance gaps and root causes

Although PM has its roots in behavioral and work management streams, it has taken on a truly multidisciplinary quality. In more recent times, PM has benefited greatly from the systems and engineering fields. The first topic takes the participants through the various paradigms.

The second topic in this module touches on a critical skill area which is conducting a performance audit. The audit is an important starting point as it will reveal where the possible gaps are in the system.

1: Theories and Models in Performance Management

- The early theories - "production, production!"
- The human behavior theories - "peace, love, harmony"
- The motivation theories - "carrots and sticks"
- Contemporary systems theories - "it gets complicated"
- Human Performance Technology - "a systematic approach"
- At last! The Law of Performance

2: Conducting the Performance Audit

- The theoretical basis for the audit
- The business case and purpose of the audit
- The audit survey questionnaire
- The audit procedures
- Identifying the performance gaps



MODULE 2: ESTABLISHING ORGANIZATIONAL PERFORMANCE SYSTEMS

Duration: 2 days

Participants will learn to:

- Link strategic goals and plans to targets and initiatives
- Set SMART KPIs
- Apply performance analytics to measurement and feedback systems
- Analyze and address performance gaps

Many enterprises are challenged on how to establish relevant, challenging and meaningful KPIs. Often, these have no line-of-sight link to the organization's top goals or the KPIs use measures that have not been carefully thought out.

Setting the right enterprise level performance parameters and measures can transform and excite all stakeholders as to whether the company is capable of transforming the business capability and become the industrial standard for others to emulate.

The 3 major challenges of performance target setting:

- a) Danger of getting All the Wrong Things Right
- b) Align It Right - Targets that are critical for the success of one functional area must be harmonized and synchronized so that they are mutually inclusive and collaborated for the success of the enterprise as a whole
- c) Cascade It Right - Those in the lowest levels in the organization must find meaning and have clear line of sight of how their individual performance targets and accomplishments contribute to the overall success of the enterprise.

1. Goals, Strategy & Strategic Alignment of KPIs & Initiatives

- Linking Strategic Plans & Initiatives to Execution Targets
 - Critical Success Factors (CSFs)
 - Key Result Areas (KRAs)
 - Key Performance Indicators (KPIs)
- How to SET SMART 1 & SMART 2 KPIs
 - SET - Scare the Competition, Engage the Employees, Thrill the Customers
 - SMART 1 - Specific, Measurable, Actionable, Relevant, Time Bound
 - SMART 2 - Significant, Motivational, Aligned, Rewarding, Tangible
- Challenges of Enterprise Wide KPI Management
 - Comprehensiveness Using the Balanced Score Card (BSC)
 - Set It Right vs Set It Wrong
 - Cascade It Right vs Scrambled KPIs
 - Align It Right vs Silo KPIs
- The Hoshin Kanri Alignment & Cascade Process
- The Business Process Re-Engineering (BPR) Process

2. Enterprise Performance Analytics, Measurement & Feedback Systems - The Target Setting Process

- Establishing Performance Goals
 - The Hoshin Kanri Process (Accountability Process)
 - The Business Process Re-Engineering Process That Triggers Transformational Performance Capabilities & Targets
 - The McKinsey 7S Audit- Alignment Process

3. Enterprise Performance Needs Analysis & Improvement

- The ISPI - HPT Performance Improvement Model
- The Investigative Phase
- The Cause Analysis Phase
- The Intervention Identification Phase
- The Execution - Change Management Phase
- The Evaluation Phase

MODULE 3: MANAGING INDIVIDUAL PERFORMANCE

Duration: 2 days

In this third module participants will learn to:

- Explain the factors that can influence individual performance
- Create a conceptual model of an individual performance management system
- Propose explanations for the leading causes of individual performance decline

In this module, participants will review the most influential and compelling researches that have been done in the field of performance management that impact on individual performance, reflect on the theories proposed as a result of the research and propose their own conceptual models that have potential applications in their own organizations.

1. The Drivers of Individual Performance

- Individual capacity to perform
- Work procedures and adequate tools
- Acquired knowledge and skills
- Performance expectations
- Performance feedback
- Rewards and consequences of performance

2. Causes of Individual Performance Decline - Issues and Solutions

- Studies on performance decline - what the findings show
- Root causes of performance decline
- Pre-emptive steps to prevent performance decline
- Possible interventions to reverse performance decline





KC YAN

KC Yan is a Human Resource Practitioner with extensive experience in manufacturing and service industry, with a number of leading global MNCs. From a humble beginning, he has reached the top of the career ladder; having achieved significant milestones in different arenas and different roles with different MNCS across the region.

His training covers:

- 1:1 Executive Coaching
- Leadership Development Programs
- Human Resource Function Strategies
- Career Development
- Competency Management
- Strategic Change Management
- Performance Management
- KPI Setting, etc.

Over 25 years experience in Global Human Resource Management - KC Yan's working experience includes being Head of Human Resources for Asia-Pacific | Swiss Reinsurance | Freescale Semiconductors | Motorola | Manufacturing Operations Manager for Motorola Global HR Leadership experience – As regional HR Head, was a staff member of the global Head of HR's senior leadership team formulating HR strategies and governance for the global enterprise.

KC Yan's clients included:

- Vietnam – Vietinbank, Vietnam Works, Petro Vietnam Drilling, Vin Group
- Malaysia – Intel Malaysia, Osram Malaysia, B Braun Asia-Pacific, Motorola Solutions Malaysia, First Solar, Guinness Anchor Bhd., Robert Bosch, LotteChem Titan, University Sains Malaysia Graduate Business School, ShangriLa Hotels
- Mauritius – Institutional Expertise Services, Mauritius Civil Service College
- Singapore – Schneider Electric Asia-Pacific
- Thailand – Inter Thai Pharmaceutical, ThaiBev
- Africa – Africa World Scout Council, Indonesia - Citibank Jakarta

KC has managed transcultural business teams including people from Japan, South Korea, People's Republic of China, Hong Kong SAR, Taiwan, Malaysia, Singapore, India, Australia, Thailand, Vietnam, Switzerland, Holland, Germany, France, United Kingdom and USA.

After that KC developed a deep interest to switch to OD/ OE consultancy from manufacturing, during his 18 years of Human Resource or OD experience, he has achieved many major milestones such as cost driven restructuring, talent acquisition, succession planning, policy rationalization, change management, country management for policy regulations, merger & acquisition, set up new performance culture, strategic life cycle talent development and many other strategic projects.

KC holds a Master in Industrial Management degree from University of East Asia, Macau and was also a graduate of Advanced Diploma in Management from Malaysia Institute of Management (MIM). Speaker at a variety of International and Regional Conferences including ARTDO, Center for Creative Leadership, Corporate Executive Board, Conference Board and Conference Board. Part of his passion also is to share of his knowledge, he has delivered programs at diploma level, graduate level and masters level programs for Malaysian Institute of Management (MIM), Institute of Training & Development - now known as ITD World, and also Malaysian Institute of Purchasing & Materials Management (MIPMM). Subjects covered include Human Resource Management, Industrial & Operations Management, Organization Behavior, Management in Action and Strategies for Change. KC has also delivered a wide range consulting projects and in-house training programs.



KC is an action oriented, practical, performance driven HR expert who is both strong in conceptual frameworks and can convert business strategies into executable human capital change initiatives that shows in strategic results. Highly energized, has intellectual bandwidth to deal with new and complex changing business issues and translate into HR solution requirements. Able to zoom in (be data driven and process oriented) and zoom out (engages in strategic insights). Have strong influence skills and able to broker win-win deals in the executive suite.

His ability to facilitate interactive learning sessions and his stories that he shares with his participants has always been memorable.

With his extensive experiences, he will be able to share best practices derived from his years of working with different types of industries and organizations.





DR. MARIO A.
DEL CASTILLO

Mario is a senior consultant with ITD. In this capacity he performs a broad spectrum of services including performance consulting, HR consulting, instructional design, delivery of certificate programs and coaching. Previously, he was in the faculty of the University of South Australia International Graduate School of Business where he taught Organizational Systems Dynamics and Leadership Dynamics. As a Performance Management consultant, his team developed the performance management policies and guidelines for several major organizations. He is, likewise, an expert in Competency-based HR and has assisted companies in establishing their competency framework. Mario is among the senior facilitators who conduct the Certified Human Resource Practitioner Program of ITD in which he handles the Performance Management and Training and Development modules. He is the developer of Bottom Line Performance Coaching Skills Program.

His corporate experience in Performance Management and HR spans nearly twenty-five years in several financial institutions as Training Director and HR Manager. Among his accomplishments, he set up the HR Planning and Research Unit of Great Pacific Life which developed the company's first formal HR policy manual. In the same company, he introduced the practice of Standard Work Measurement as an approach to HR planning. From HR, Mario moved to Sales and became a regional marketing operations manager.

In the banking sector, Dr. del Castillo assumed several positions in HR up to the position of Training Director. He established Insular Bank of Asia and America's Core Credit Training Program and the Technical Training Department of PCI Bank.

After leaving the corporate scene in Manila, Mario joined a Hong-Kong based regional business process outsourcing company in the area of Performance Management and incentivitation. He was EVP for the group and President for the company's operations in the Philippines. He also established this company's subsidiary in Kuala Lumpur.

As a trainer, Mario is certified to conduct Interaction Management, Resource Management, and Targeted Selection courses from DDI, the Developing the Leader Within Course by Dr. John Maxwell, the Leadership Challenge Course by Kouzes and Posner, the Louis Allen Management Program and the Kepner-Tregoe Problem Solving and Decision Making Program. Mario is the course developer of the ARTDO-ITD Certified Training Professional (CTP) Program. He is an accredited international consultant of the United Nations and the CTP has been cited as 'best practice for the training of trainers' by the UN. He is a Past President of the Asian Regional Training and Development Organization and Past President of the Philippine Society for Training and Development.

He conducts the following programs on a regular basis:

- Certified Training Professional: a 10 days training plus 90 days assessment program for

training professionals. The program develops participants in 20 competency areas defined in the ARTDO Training Competency Model

- Certified Talent and Competency Professional: an 8 days training plus 120 days assessment program for HR professionals. The focus of CTCP is in the areas of Talent Management, Competency Modelling, Competency-based acquisition, development and retention of talent
- Performance Management Program: a four day program for HR professionals in the areas of performance goal-setting, individual development planning, coaching and performance assessment
- Mentor the Mentors Program: a five-day program that prepares senior leaders in organizations to select, develop and assess high potential staff through a mentoring process
- Superior Coaching Skills: a 2 day skill building course for managers and leaders that develops their ability to engage with employees in order to achieve performance improvement
- Maximum Impact (USA) programs: Developing the Leader Within You and 360 degree Leadership based on the best selling books by John C Maxwell
- Train the Trainer: An introductory course for new trainers and subject matter experts
- Becoming a Change Champion: A 3-day course for leaders who need to manage change projects based on John Kotter's Change Management Model

INSTRUCTIONAL DESIGN (COURSEWARE) DEVELOPED

- Certified Training Professional: Designed this course and developed the courseware (five revisions), learning aids, case studies, evaluation tools, and instruction guides
- Leadership Reflection and Action, a high level 5 day program for the Government of Tanzania
- Superior Coaching Skills: Designed this course, developed the participant manual, visual aids, and instructors' guide
- Becoming a Change Champion: Designed this course, developed the case studies, learning aids, and participant's manual
- Leadership Challenge – a five module, six month program based on the work of Kouzes and Posner
- Developed a comprehensive accelerated leadership development program for a listed company including selection tools, curriculum, learning objectives and individual development templates

PERFORMANCE CONSULTING

- Facilitated Vision, Mission, Values, and Goal Setting workshops for many regional companies
- Established potential assessment and performance assessment systems for many organizations
- Established key performance indicators for many organizations
- Performed job-task analysis as a prerequisite to course design



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Mission

Transforming leaders and changing the world for the better.

Vision

The #1 global leadership development expert.

Core Values (LISTEN):

Love, Innovation, Synergy, Trust, Excellence and Nurture

Competitive Advantage Statement:

ITD World is an award winning Multinational Corporation that provides the world's **best leadership development** solutions to leading global organizations. We offer comprehensive & innovative solutions that produce superior results.

Core Activities & Resources:

Talent and Leadership Development; Corporate Training and Consulting; Professional Competency Certification; Mega Events and Seminars; Coaches, Mentors and Speakers Bureau; Community Services and Campaigns. Over 238 world-class programs and more than 100 dedicated mega gurus, top international resource persons, trainers, speakers, coaches and consultants from around the world.

Exclusive Mega Gurus:

Dr. John C. Maxwell, Dr. William Rothwell, Dr. Jack Canfield, Dr. Peter Chee, Brian Tracy, Robert Tucker, Thomas G. Crane.

Quality Certification, Awards & Publications:

Winner of the *ARTDO International HRD Excellence Award* in recognition for outstanding contribution to international Human Resource Development and bestowed the Brand Laureate International Award for the Best Brand in Training. Cutting edge books co-authored with the world's Top Mega Gurus - "Coaching for Breakthrough Success", "12 Disciplines of Leadership Excellence" and "Becoming an Effective Mentoring Leader."

Clients Include:

Intel, IBM, United Nations Missions, American Embassy, Agilent, Dell, Motorola, Nike, First Solar, Accenture, Citibank, Central Bank of Malaysia & Philippines, DHL, Ericsson, OSRAM, Infineon, Siemens, B Braun, Bosch, Schneider, Saint Gobain, Toyota, Ajinomoto, Samsung Vina, Singapore Press Holdings, Capitaland, PT Telkom, Siam Cement Group, CP Group, BaoViet, Sacombank, PetroVietnam, Petron, SM Supermalls, Thai Airways, Philippine Airlines, Shangri-La Hotels, Six Senses Resort, Sheraton, Prudential, AIA, GSK, MSD, Bayer, Johnson & Johnson, Unilever, Nestle.

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