



# Developing Meaningful Key Performance Indicators

*Clive Keyte*

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The success of a strategy is not determined by its definition and documentation. Some of the greatest strategies have been defined carefully with great thought and insight. They are masterpieces that could not be faulted other than being left on the shelf in head-offices around the world and never implemented. Most companies and organisations are good at defining strategy; very few are good at successfully implementing strategy. The following methodology provides a guide through the process of developing clear objectives and key performance indicators (KPIs) to support a strategy. It describes the processes to ensure that KPIs have targets and owners. It shows how to build KPIs that provide evidence that objectives are being met, (or not!) It does not end there though. Once KPIs have been defined, they need to be presented in a way that will ensure accurate interpretation. The methodology provides examples of KPI automation that show how to link interpretation to action thus moving an organisation closer to its objectives and ultimately its strategy.

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