

Halderstone



Training module

Objectives & Performance Management

Define and govern management system objectives
and KPIs with clarity and consistency



Are your objectives and KPIs vague, disconnected, or difficult to manage?

Overview

Organizations frequently establish objectives and KPIs to meet governance or certification requirements, yet often find them difficult to integrate into daily management. This leads to objectives becoming mere statements, KPIs lacking clear ownership, and inconsistent definitions across teams, which hinders reliable comparison and decision-making.

This training module offers a disciplined framework for developing objectives and designing Key Performance Indicators that are aligned, unambiguous, and governable. Participants will gain the ability to ensure objective clarity, indicator quality, and practical ownership models, transforming objectives and indicators into a tool for informed action rather than a superficial reporting exercise.



Target audience

- Management system implementers and coordinators
- Executives and department heads accountable for management system performance
- Those responsible for processes, policies, assets, risks, and controls related to a management system
- Auditors seeking insights into management-side best practice (not audit technique)
- Management consultants working with management system design, governance, or improvement

Is this module for you?

It is a good fit for you if you...

- are responsible for defining or overseeing objectives and KPIs.
- want objectives to guide decisions rather than remain slogans.
- struggle with vague objectives or overloaded KPI sets.
- face unclear ownership or inconsistent KPI definitions.
- need objectives and KPIs that remain usable over time.

It may be less suitable for you if you...

- already operate a small, well-governed set of well-aligned objectives and KPIs.
- have no mandate or interest in shaping objectives or measurement.
- need measurement workflow design, performance interpretation, or analytics tooling.
- expect ready-made KPI catalogues or dashboard metrics.

Learning outcomes



Key outcomes

- Write clear objectives with appropriate specificity and ownership
- Derive relevant and actionable KPIs from objectives
- Establish KPI ownership and review roles for sustained usability

Additional capabilities

- Distinguish objectives, targets, measures, indicators, and monitoring activities
- Select appropriate leading and lagging indicators for various objectives
- Produce unambiguous KPI definitions including scope, units, and calculation rules
- Harmonise objective and KPI definitions across integrated management systems

Agenda

What objectives and KPIs are for and what they are not

How objectives, targets, measures, and indicators differ, and where common failure modes such as placeholders, overload, and unowned metrics undermine performance management

Objective setting in practice

How to formulate objectives that are specific enough to manage, and choose the appropriate level between strategic, tactical, and operational objectives without slipping into measurement design too early

From objective to KPI

How to translate intent into observable signals, and select between leading and lagging indicators depending on purpose and context without yet designing the measurement workflow itself

KPI quality and behavioural effects

How relevance, actionability, and cost-of-measurement influence KPI quality, and how to avoid gaming, vanity metrics, and misleading ratios

KPI definition discipline

How to establish consistent KPI definitions, units, boundaries, and interpretation notes, and set baselines and targets where appropriate without forcing false precision

KPI governance and ownership

How to define clear roles for ownership, contribution, and review, and keep KPI sets stable and maintainable over time

Harmonising objectives and KPIs across standards and functions

How to use shared definitions across integrated management systems and avoid parallel KPI universes created for different standards audiences

Case-based workshop

Applying the learned concepts, methods, and approaches in a realistic case setting

Included materials



Learning materials

- Slide deck
- Participant workbook

Templates & tools

- Objective and KPI management process including key role definitions
- Objective definition template
- KPI definition template
- KPI governance matrix
- Objective & KPI register template

Confirmation

- Confirmation of participation

Preparation guidance

Assumed background

This module assumes general familiarity with management system concepts and organisational roles. No prior standard-specific knowledge is required.

Helpful background includes:

- Basic understanding of how objectives are used in management and governance routines
- Familiarity with core organisational processes and accountability structures

Preparatory modules

Supporting (optional)

Helpful but not required to participate effectively

- System Framing
- System Leadership

Logistics



Available languages

- English
- German

Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



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