

**Performance Measurement Café Overview**

The Performance Measurement Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Performance Measurement topic. The Performance Measurement topic will help managers:

* *Define clear objectives, critical success factors, and key performance indicators*
* *Set reasonable and inspiring targets for KPIs*
* *Collect, report, and analyze performance data*
* *Avoid common performance measurement pitfalls*
* *Use performance measurement to better manage unit performance and align with organizational goals*

The learning experience has three components:

*60 to 90 minutes 60 minutes Ongoing*

Part 1: Pre-work (self-paced, individual)

Before the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Performance Measurement topic:
* What Is Performance Measurement?
* The Foundation of Performance Measurement
* [Decide What to Measure](https://myhbp.org/hmm12/content/performance_measurement/decide_what_to_measure.html#/learn)
* [Set Targets](https://myhbp.org/hmm12/content/performance_measurement/set_targets.html#/learn)
* [Gather and Interpret Performance Data](https://myhbp.org/hmm12/content/performance_measurement/gather_and_interpret_performance_data.html#/learn)
* Avoid Pitfalls
* Use Measurement to Strengthen Management
* Complete the online assessment from the Harvard ManageMentor Performance Measurement topic.
* Complete the tool “Worksheet for Determining Performance Objectives,   
  Critical Success Factors, and Metrics” from the Harvard ManageMentor Performance Measurement topic for one objective.
* Have available the tool “Form for Setting Performance Targets” in the Harvard ManageMentor Performance Measurement topic [not pre-work; to be used during the Café session]

Part 2: Café session (live, group)

The Café session represents the core element of the learning experience. The session provides an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss the context of how concepts and skills apply in the workplace
* Practice and begin application of those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

The Café session focuses specifically on the following concepts and tasks from the Performance Measurement topic:

* Set targets for performance metrics
* Interpret performance data
* Avoid performance measurement pitfalls

Facilitating the Café session as outlined should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, he or she may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | * Show icebreaker question while participants are arriving to the session (WHAT IS AN IMPORTANT ASPECT OF YOUR GROUP’S PERFORMANCE THAT YOU MEASURE?) * Introduce facilitators. * Review tips for using technology during the session. * Debrief icebreaker question. * Set context: Assessing your team's results—and understanding the value of performance measurement in general—enables you to: * Determine whether you and your direct reports are helping your organization achieve its goals * Correct any missteps * Identify new opportunities to strengthen your team’s contribution to the organization’s success * Review session objectives. | 8 minutes |
| **Skill focus:**  **Set targets** | * + Facilitate debrief activity: Identify performance metrics (KPIs) for one objective. Participants:   + Prior to the session, complete “Worksheet for Determining Performance Objectives,  Critical Success Factors, and Metrics” for one objective   + Give examples of how they translated critical success factors into performance metrics   + Identify which of their performance metrics qualify as key performance indicators (KPIs)   + Facilitate practice activity: Set targets for KPIs. Participants:   + Brainstorm a range of targets for the KPIs in a scenario   + Using the “Form for Setting Performance Targets,” establish a target, with a rationale, for one KPI that was previously identified | 17 minutes |
| **Skill focus:**  **Interpret data** | * + Facilitate practice activity: Complete a “What would you do” scenario about analyzing data. Participants:   + Review two slides, each showing a target and performance data, and discuss how they would interpret each   + Discuss factors that can make it difficult to accurately interpret performance data   + Share examples of steps they have taken or observed that can help them better understand performance data | 19 minutes |
| **Skill focus: Avoid pitfalls** | * + Facilitate practice activity: Complete a “What would you do” scenario about avoiding mistakes related to the number of KPIs. Participants: * Discuss whether the KPIs in the scenario are sufficient and useful * Reflect on the quantity and quality of the KPIs they have previously developed   + Facilitate practice activity: Complete a “What would you do” scenario about preventing data manipulation. Participants: * Identify signs that performance metrics are being manipulated to misrepresent performance * Consider how various performance measures can be defined to prevent manipulation of performance data | 13 minutes |
| **Applying what you’ve learned** | * + Review session objectives and skill areas discussed.   + Review directions for completing the On-the-Job section of the online Harvard ManageMentor topic, including the action plan.   + Close the session. | 3 minutes |

Part 3: Application (self-paced, individual)

After the live Café session, participants are expected to complete the following assignments:

* Complete the online On-the-Job section in the Harvard ManageMentor Performance Measurement topic. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill. Note: if your organization does not include the On-the-Job section in your configuration of Harvard ManageMentor, ask participants to think of two things they can do over the next 90 days to further apply and develop their skills in this area.
* Execute their action plan over a specified timeframe (e.g., 60 or 90 days).
* After the specified timeframe (e.g., 60 or 90 days), access the online On-the-Job section in the Harvard ManageMentor Performance Measurement topic to update the action plan and reflect on the experience.