

Overview:

The issue isn't whether your organization has metrics. The issue is whether they are the right metrics. Practically all organizations have metrics, but in most cases, they don't provide the information we believe they provide, they are constructed improperly, and they are difficult to comprehend and manage. This renders them useless.

This course will help you understand how to create metrics that truly matter and avoid the pitfalls of poorly conceived metrics.

Description:

This interactive course will begin by laying out key aspects of operational and financial performance, and how they relate to one another. This foundation is key to being able to create metrics that matter. We will then focus on several key areas such as the impact of bad metrics, the difference between metrics and measures, leading and lagging metrics, aligning metrics with business performance, and designing metrics that can be understood and managed. There will be opportunities to apply the concepts you've learned through exercises designed to give you practice during the class.

Audience

You can benefit from a better understanding of metrics if you are a supervisor or manager at any level.

Outcomes:

Participants will:

- Understand the difference between measures and metrics, and how/when to manage each
- Understand what bad metrics are and how to identify them
- Learn the basics of operational and financial performance, why accounting based metrics should not be used for operations, and what to use instead
- Learn how to design key operational and financial metrics that supplement important measures and provide managers insight to improve organizational performance
- Create examples of metrics that matter for your organization

Facilitator:

Reginald Tomas Lee, PhD, is a professor, author, speaker, and executive advisor focusing on business domain management, an organization-wide framework that focuses on cash generation and operations management.



Currently, he is a management professor at Xavier University and the president of Business Dynamics & Research. He previously worked for GM, IBM, Oracle, and has held senior supply chain positions at EY and Sapient. Prior to teaching at Xavier, he taught at Miami University's Farmer School of Business.

Reginald is the author of four books, including *Lies, Damned Lies, and Cost Accounting*, and his latest, *Strategic Cost Transformation*. He has written over 40 articles and white papers and was a featured writer for the "Journal of Corporate Accounting and Finance." Reginald is a very active speaker with events including TEDx, Association for Financial Professionals, Index México, and the Construction Finance Managers Association. In addition, several state CPA societies including Ohio, California, and New York have engaged Reginald to share his operations & cash improvement concepts to their memberships.

Reginald has advised several leading companies including Bristol Myers Squibb, Dell, Disney, DuPont, Home Depot, Lockheed-Martin, Motorola, Toyota, and UnitedHealth Group. He holds a PhD in mechanical engineering from the University of Dayton.