Soft skills

Managing with Systems and Indicators

One day to run a department or a site on a handful of reliable indicators rather than on the urgency of the day. You learn to link indicators to processes, build a readable dashboard, organise performance reviews at each level and decide from trends. The work uses your current dashboards and reports, so that you keep only what helps you decide.

Duration : 1 day

Objectives

1. Explain the logic of process-based management: objectives, processes, indicators, reviews, decisions
2. Distinguish result indicators from steering indicators, and keep those that let you act
3. Build a readable dashboard: definition, source, frequency, target and owner of each indicator
4. Organise a cascade of performance reviews, from the daily team huddle to the management review
5. Read a trend and decide: act, monitor or change nothing

Programme

Day 1 — morning

• Managing through systems: moving from firefighting to steering by gaps

• Result indicators and steering indicators: examples in production, logistics and customer service

• An indicator's identity sheet: definition, formula, source, frequency, target, owner

• Exercise: critique of a real dashboard brought by participants

Day 1 — afternoon (workshop)

• Visualising: trend curves, alert thresholds, visual management at the workstation

• The cascade of reviews: daily huddle, weekly review, monthly review, management review

• Reading a variation: normal fluctuation or real signal

• Workshop: target dashboard for your department and review calendar, then knowledge test

Teaching methods

• Critical analysis of your dashboards and monthly reports

• Cases of a packing site and a logistics platform

• Indicator identity sheets written in pairs

• Simulation of a weekly review from data provided

• Spreadsheet dashboard template handed out at the end of the session

Assessment and documents

Knowledge test and review of the target dashboard produced in the workshop. Follow-up evaluation at D+1; each participant receives a numbered certificate verifiable online, the company a training report.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

Good to know

The team level (setting each person's objectives, discussing performance) is covered in "Setting Objectives and Measuring Team Performance". In an ISO 9001:2026 system, this steering feeds process monitoring and the management review.

Practical information

Duration	1 day
Audience	Site directors, department heads, process owners, management controllers, quality managers
Prerequisites	Responsibility for a department, a process or a dashboard
Group size	Groups of 6 to 12 participants, in-company
Format	In-company, face to face on your site
Language	French, Darija or English; bilingual materials
Funding	OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost.
Programme customisation	Programme adapted to your procedures, your equipment and your audience

Frequently asked questions

How does it differ from "Setting Objectives and Measuring Team Performance"?
This day starts from the organisation: which indicators for which processes, which reviews at which level. The other course starts from people: setting a team's objectives and discussing them with each team member.

Do we need dashboard software?
No. A well-built spreadsheet is enough to start. The training is about choosing and using indicators, which stay the same whatever the tool.

How many indicators should we track?
There is no universal number. The rule worked on in the workshop: each indicator has an owner and must be able to trigger a decision. Those that trigger nothing are removed or followed less often.

Is the training useful in a certified company?
Yes. Management system standards require processes to be monitored and a management review to be held; the day helps make those requirements useful for steering, and not only for the audit.