



# **Optimization Culture: Strategy, Planning and KPIs**

17 – 21 May 2027  
Madrid (Spain)



## Optimization Culture: Strategy, Planning and KPIs

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Optimization culture with strategy, planning and KPIs means turning strategy into plans, plans into measurable KPIs, and KPI reviews into steady improvement that people own. This 1-week course is for managers, planners and HR or performance staff who need these core tools quickly, and you leave with a Strategy-to-KPI Optimization Plan. This optimization culture course is delivered by Mercury Training Center.

### About This Course

Strategies often stay on paper because no one turns them into plans, measures and habits. You should already take part in planning, reporting or managing a team. Over one week you practice the core tools on a case organization, then apply them to your own unit, building one plan step by step.

### Who It Is For

- Strategy and planning staff who prepare business plans and track their delivery.
- Department managers who set targets and review performance with their teams.
- HR and organizational development staff who shape values, policies and engagement.
- Performance and quality staff who design KPIs, dashboards and improvement reviews.
- Compliance and risk staff who check that culture and conduct match policy.

This course is not for readers who want a longer, in-depth culture change and leadership journey, who will be better served by a two-week culture transformation course, nor for analysts who need advanced statistics for performance data, who suit a data analytics course.

### Competencies You Will Build

- Culture Baseline Assessment: you measure the current culture and name the gaps to the culture the strategy needs.
- Strategy-to-Plan Alignment: you cascade objectives into business and team plans people can act on.
- KPI Design: you write measurable leading and lagging indicators with clear owners and targets.
- Performance Review Practice: you run short, regular reviews that lead to actions, not blame.
- Culture Policy and Compliance: you write policies that reflect values and check them through audits.
- Continuous Improvement: you use a plan-do-check-act cycle to fix what the KPIs reveal.

### What You Will Be Able to Do

By the end of the course you will be able to:

- From a culture survey, describe the current culture and set three goals for the desired one.
- Given a strategy statement, build a strategy map linking objectives, behaviors and culture assets.
- Using a KPI template, write indicators, baselines and targets for each objective.
- Given sector trends and rules, adjust the plan for risks and opportunities.
- From a policy set, check alignment with values and plan a short culture audit.
- Using a monthly dashboard, run a review and agree improvement actions with owners.

## **Course Content**

### **Day 1: Culture Baseline and Strategy**

- Culture Assessment Survey for Defining the Current Culture
- Desired Culture Goals Aligned With Vision and Values
- Strategy Map Linking Objectives to Culture and Behaviors
- Culture Asset Inventory of Values, Skills and Traditions
- Culture Planning Cases From Service and Industrial Organizations

### **Day 2: From Strategy to Business Plans**

- Business Planning Cycle With Culture Considerations Built In
- Objectives Cascade From Organization to Teams
- Translating Culture and Strategy Into Measurable KPIs
- Sector Factor Scan of Regulation, Markets and Industry Dynamics
- Plan Adjustments for Sector Change and Opportunities

### **Day 3: KPIs and Performance Optimization Tools**

- Leading and Lagging Indicator Design Rules
- Strategic Scorecard for Aligning Measures With Objectives
- Performance Dashboards and Monthly Review Meetings
- Benchmarking Against Sector Goals
- Plan-Do-Check-Act Cycle for Continuous Improvement

### **Day 4: Policies, Compliance and Risk**

- Culture Policies, Processes and Guidelines That Reflect Values
- Compliance and Ethical Conduct Controls
- Culture Risk Assessment Methods
- Culture Audit Checklist and Effectiveness Review
- Culture-Related Compliance Failure Cases

## Day 5: Optimization Planning Practice

- Exercise: Strategy Map for a Case Organization
- Exercise: KPIs and Targets for Three Objectives
- Exercise: Using Culture Assets to Raise Engagement and Innovation
- Exercise: Short Culture Audit and Findings
- Completing the Strategy-to-KPI Optimization Plan for Your Organization

## Case Studies and Exercises

These are suggested activities.

- Case study: a hospital's strategy calls for patient-centered service but staff are measured only on throughput; you redesign the KPIs to match the strategy.
- Case study: a manufacturing plant's improvement ideas stall after launch; you set up a review cycle that keeps actions moving.
- Exercise: a bank branch network shows uneven conduct across sites; you plan a culture audit and policy fixes.
- Exercise: a government service department needs a one-page plan for its new strategy; you build the strategy map and KPI set.

## What You Take Back

You return with the Strategy-to-KPI Optimization Plan for your unit or organization. In your first month back, use it to agree the KPIs with your team, hold the first monthly review and start one improvement cycle on the weakest indicator.

- Culture baseline and desired culture goals.
- Strategy map and objectives cascade.
- KPI set with baselines, targets and owners.
- Review calendar, audit checklist and improvement log.

## Quick Answers FAQ

### What should I know before optimization culture and KPI training?

You should already take part in planning, reporting or managing a team. No statistics background is needed; the KPI and review tools are taught from a simple starting point and applied to your own unit.

### How does the optimization culture course differ from a longer culture transformation course?

A longer transformation course goes deep into leadership, communication, engagement and sustaining change over time. This one-week edition focuses on the core tools: culture baseline, strategy map, KPIs, reviews and audits, so you can start using them straight away.

## **How many KPIs should a team track for strategy?**

Most teams work best with a small set of measures, each tied to an objective, with a clear owner and target. Too many KPIs dilute attention and make reviews long without improving results.

## **What do I take back from optimization culture, strategy and KPI training?**

You take back the Strategy-to-KPI Optimization Plan: a culture baseline, strategy map, KPI set with targets and owners, and a review and audit routine, built for your own unit.

## **For Your Manager**

After the course, the team member can assess the current culture, link strategy to plans, design KPIs with targets and owners, and run reviews and audits that lead to improvement. They return with a Strategy-to-KPI Optimization Plan for your unit, first used at the next planning or monthly performance meeting.