
INF 786

Gestion du changement dans un contexte TI

Séance 11
Monitoring

Monitorage



- **Indicateurs**
- Types d'opposition

- Pourquoi ?
 - o Pour gérer, il faut mesurer
- Quoi ?
 - o Selon stratégie
- Quand ?
 - o Selon processus / activité / phénomène surveillé
- Combien ?
 - o 3 à 5

Indicateurs

Terminology

KPI

Definition:

A measurable expression for the achievement of a desired level of results in an area relevant to the entity's activity.

SMART Objectives

SMART Objective

=

Objective	→	Increase customers base
+ KPI	→	% Market share
+ Target	→	20%
+ Timeframe	→	By Financial Year End
+ Responsible	→	Sales Director

Increase customers base to reach 20% market share by FY end under Sales Director leadership

KPI naming standards
KPIs – start with symbols

Value of
\$ Net profit



Number of
Defects



Percentage of
% Budget variance



Value added by KPIs



Clarity

Paint a clear picture of strategy



Focus

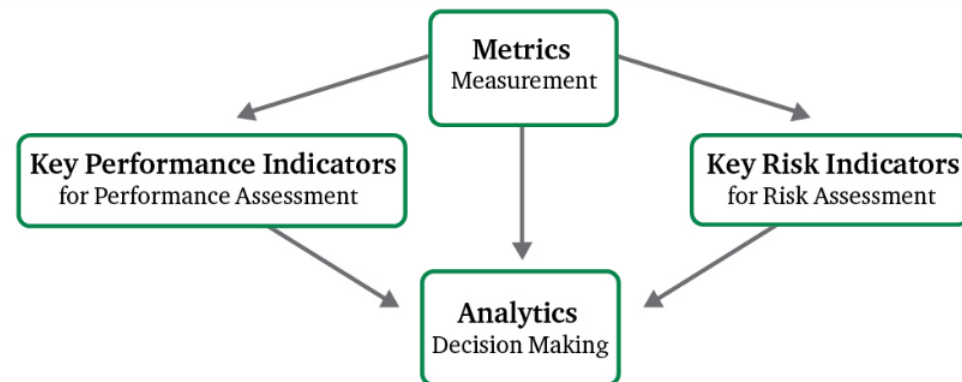
Focus on what matters / requires attention



Improvement




Monitor progress towards the desired state

Metrics - KPIs - KRIs - Analytics

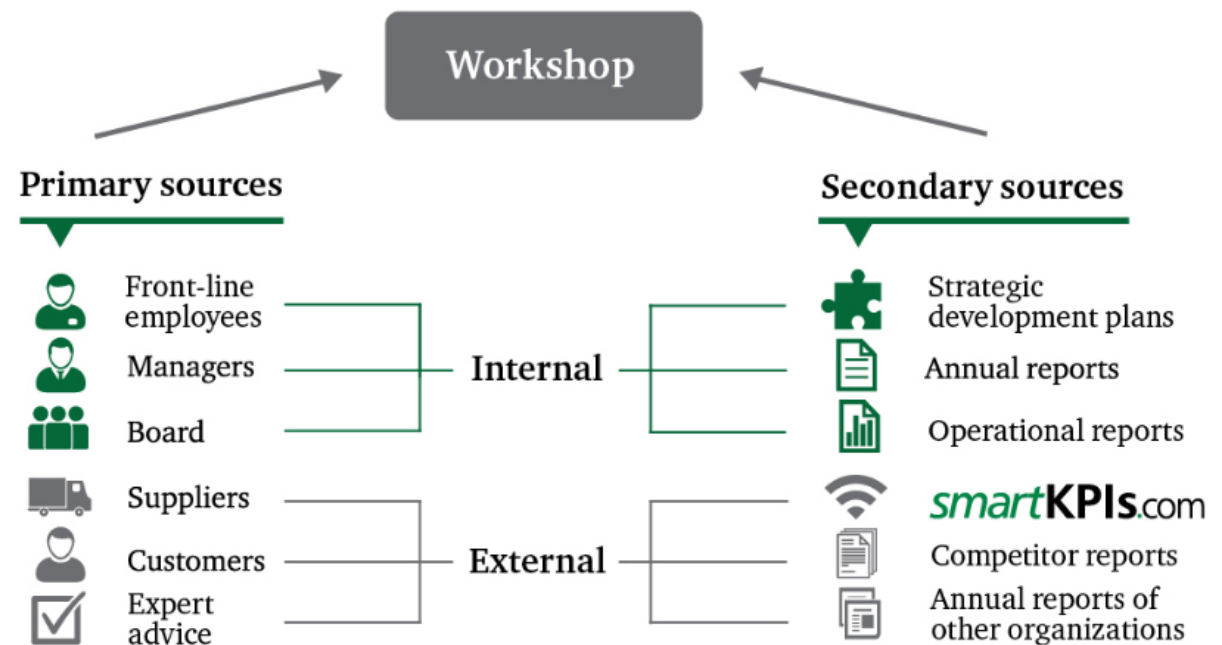


Indicateurs

KPI selection criteria

- 
Relevant
 Aligned with organizational strategy; Significant for the specific domain of services
- 
Clearly defined
 KPIs should be described by using clear and intelligible terms. Avoid the use of management jargon
- 
Balanced
 Quality / Quantity; Efficiency / Effectiveness; Subjectivity / Objectivity

KPI selection workshop input



KPI documentation

Name % Hospital bed occupancy rate

Definition

Measures the percentage of beds in the hospital that are occupied by patients, from overall number of hospital beds.

Calculation

Subordinate measures used for calculation

A = # Hospital beds occupied B = # Hospital beds

Calculation formula

$(A/B) * 100$

Formula type

Rate

Trend is good when

Within range

Target

Threshold example

Red: < 80% ; > 95%

Yellow: 80 - 85% ; 90 - 95%

Green: 85 - 90%

Indicateurs



$$\text{Net Promoter Score} = \text{Promoteurs} - \text{Détracteurs}$$

- Indicateurs
- **Types d'opposition**

Types d'opposition

- Engagement marqué
- Engagement limité
- Polarisation
- Ambivalence
- Opposition limitée
- Opposition marquée
- Indifférence