

FINANCIAL PLANNING AND BUDGETING FOR PERFORMANCE MANAGEMENT



GENTEX[®]
TRAINING CENTER



Introduction

Financial Planning and Budgeting for Performance Management Training Course connects money to results by linking the budget to the measures that show whether performance is improving. Participants work through financial planning, budget construction, KPI design, target setting, and performance review as one connected management system. The programme treats budgeting as a performance instrument rather than an annual formality. As a result, learners gain a method for planning with measures that drive behaviour. Furthermore, the course strengthens analytical judgement, measurement discipline, and the reporting routines that turn plans into accountable performance.

Financial Planning and Budgeting for Performance Management Course Objectives

- Link financial planning to strategy, objectives, and performance outcomes.
- Apply incremental, zero-based, rolling, and driver-based budgeting.
- Build operating, capital, and cash budgets with documented assumptions.
- Design KPIs using selection tests and the SMART criteria.
- Build performance frameworks with the Balanced Scorecard and OKRs.
- Distinguish leading from lagging indicators and set baselines and targets.
- Apply cost-volume-profit and break-even analysis to performance targets.
- Design performance dashboards and review cadence that drive action.
- Analyse budget variances using price, volume, mix, and efficiency decomposition.
- Apply measurement governance, avoiding gaming and perverse incentives.

Course Methodology

- Interactive sessions built on planning, budgeting, and performance cases.

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- Workshops on budget construction, KPI design, and dashboard development.
- Group exercises on target setting, variance review, and performance dialogue.
- Hands-on practice with Balanced Scorecard, OKRs, driver-based budgets, and KPI trees.
- Simulation of a performance review meeting and a target negotiation.
- Facilitator coaching and peer review on personal planning frameworks.

Who Should Take This Course

- Finance managers, controllers, and FP&A professionals.
- Performance managers and measurement specialists.
- Budget officers and planning specialists.
- Department heads accountable for budgets and results.
- Strategy and business partnering professionals.
- Consultants advising on planning and performance improvement.

Financial Planning and Budgeting for Performance Management Course Outlines

Day 1: Financial Planning and the Planning Cycle

- The planning cycle from strategy to budget to performance review.
- Linking financial plans to strategy with the Balanced Scorecard and OKRs.
- Levels of planning: corporate, business unit, and departmental.
- Roles, calendars, and approval routes in planning.
- Incremental, zero-based, and rolling budgeting compared.
- Behavioural traps: padding, sandbagging, and gaming.
- Case discussion: a budget that reported well and changed nothing.





Day 2: Budget Construction and Cost Planning

- Building the operating budget: revenue, cost of sales, and overheads.
- Capital budget preparation and investment appraisal basics.
- Cash budget preparation and working capital planning.
- Cost behaviour: fixed, variable, semi-variable, and step costs.
- Contribution margin, break-even, and cost-volume-profit analysis.
- Overhead allocation and cost recovery planning.
- Workshop: preparing an integrated budget for a business unit.

Day 3: Performance Frameworks and KPI Design

- The KPI tree: connecting strategy to operational measures.
- KPI selection tests and the SMART criteria.
- Leading versus lagging indicators and when each matters.
- Building performance frameworks with the Balanced Scorecard.
- Setting objectives and key results with OKRs.
- Baselines, targets, thresholds, and benchmarking practice.
- Exercise: designing a KPI set for a function or process.

Day 4: Forecasting, Driver-Based Planning, and Target Setting

- Identifying cost and revenue drivers for planning.
- Driver-based budgeting and forecasting methods.
- Quantitative methods: trend, moving average, and regression basics.
- Forecast accuracy metrics such as MAPE and bias tracking.

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- Setting targets that are ambitious and achievable.
- Aligning targets with budgets, resources, and incentives.
- Simulation: negotiating and defending a performance target.

Day 5: Performance Review, Reporting, and Governance

- Budget versus actual reporting and variance classification.
- Price, volume, mix, and efficiency variance decomposition.
- Performance dashboards and review meeting discipline.
- Root cause investigation and corrective action routines.
- Measurement governance: avoiding gaming and measure distortion.
- Reporting financial and operational performance to the board.
- Capstone: presenting an integrated planning, budgeting, and performance plan.

Conclusion

By successfully completing Financial Planning and Budgeting for Performance Management, participants will gain an integrated command of financial planning, budget construction, KPI design, and performance review. They will acquire skills in driver-based budgeting, target setting, variance analysis, and measurement governance that connect money to measurable results. Gentex Training Center designs the programme to help professionals plan, budget, and manage performance as one system.

FAQs





Q1 What is the "Financial Planning and Budgeting for Performance Management" course about?

It connects money to results by linking the budget to the measures that show whether performance is improving. The course spans financial planning and the planning cycle, budget construction and cost planning, performance frameworks and KPI design, forecasting, driver-based planning and target setting, and performance review, reporting and governance.

Q2 What are the key benefits of the "Financial Planning and Budgeting for Performance Management" course?

You gain a method for planning with measures that drive behaviour. The course improves budget construction and assumptions, strengthens KPI and target design, sharpens variance investigation, and gives you review and governance routines that make performance accountable rather than merely reported.

Q3 What skills will I gain from the "Financial Planning and Budgeting for Performance Management" course?

You will develop four core skills: financial planning and budget construction, KPI design with performance framework development, driver-based forecasting and target setting, and performance review with variance analysis and measurement governance.



Q4 What tools, methods, or standards are covered in the "Financial Planning and Budgeting for Performance Management" course?

The course covers the planning cycle, the Balanced Scorecard, OKRs, the KPI tree, KPI selection tests and SMART criteria, leading and lagging indicator design, incremental, zero-based, rolling and driver-based budgeting, operating, capital and cash budget construction, cost behaviour analysis, contribution margin, break-even and cost-volume-profit analysis, overhead allocation, cost and revenue driver identification, quantitative forecasting methods (trend, moving average, regression basics), MAPE and forecast bias measurement, baselines, targets, thresholds and benchmarking, budget versus actual reporting, variance classification, price, volume, mix and efficiency variance decomposition, root cause investigation, dashboard and review meeting design, and measurement governance including gaming controls.

Q5 How is the "Financial Planning and Budgeting for Performance Management" course applied in real-world practice?

Participants apply it to real work such as building an integrated budget for a business unit, designing a KPI set for a function, negotiating and defending a performance target, running a monthly performance review that ends with actions, and presenting combined financial and operational performance to the board. The same methods support rolling re-forecasts and incentive alignment reviews.