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TriMetrix®HD Results Orientation

Results Orientation:

The ability to identify actions necessary to achieve task completion and to obtain results; the ability to meet schedules, deadlines, quotas, and performance goals.

Why is this skill important?

A person with a strong Results Orientation will lean toward tasks in which the outcome or product occurs within a fairly short period of time. He or she will be able to gather and organize significant resources to achieve excellent results in a short time frame—without sacrificing quality, enjoyment of the job, or any other essential factor. In contrast, a person with a poor focus on results doesn't have an interest in all of the variables that lead toward achieving results—e.g., he or she may focus on being fast, being perfect, enjoying the work, or some other one factor at the expense of successful results. As a result, his or her outcomes or products are incomplete.

The first step toward becoming more Results Oriented is understanding not only your own role in your organization, but also understanding how your plans match up with your organization's strategies and goals—understanding the "big picture." So not only do you need to analyze your day-to-day Results Orientation skills, you need to develop top-level and long-range plans to support and achieve good Results for your organization.

Effective leaders act independently to define and achieve objectives without supervision. If you want to be seen as a leader in your organization, you must be more than just knowledgeable about your subject area or profession. Rather, you should establish ambitious and challenging goals and become known for achieving them.

Getting results is important for your career and for your organization's bottom line. If you are perceived as setting and achieving far-reaching goals that add value in your organization, odds are you will advance within your company. Setting goals is not enough —you must achieve your goals and work well with others within your organization to meet wider objectives. There are many ways to act on the goals set for you or that you set for yourself:

- You must ensure that your top-level plans get completed efficiently and effectively in the real world of day-to-day business.
- Goals and tactics you defined in your top-level planning process need to be part of your daily, weekly, and monthly plans.
- You should spend some time every day working toward your top-level goals, even if daily interruptions or priorities take up most of your time.

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What are skills associated with Results Orientation?

- Able to stay focused on key issues without excessive distraction.
- Follows through on all commitments and actions.
- Recognizes the most vital elements of a process that drive its most essential components.
- Has the capacity to maximize time spent on the most critical elements of a project.
- Operates with an eye toward results and doesn't waste time on irrelevant issues.
- Makes theoretical action plans become reality through actions and activity.
- Delivers crisp, clear, and definable results.
- Doesn't provide excuses, blame others, or seek scapegoats when results are not achieved.
- Finalizes projects within parameters of time, budget, and expectations.

How do you develop your own skills in Results Orientation?

- Articulate your organization's current mission and strategy. Periodically reassess your organization's priorities.
- Make sure your goals are parallel and support those of the organization. Identify up to five critical success factors you and/or your department must achieve to realize your goals.
- Work to establish specific goals and tactics to achieve them. But make sure your plans are realistic ones, achievable with the resources you currently have.
- Re-evaluate your goals periodically to make sure they remain in line with your organization's priorities.
- Establish targeted completion dates for projects and phases of projects.
- Monitor your progress as you work toward completion of projects and evaluate your results so you can make better plans for future projects.
- Prioritize your daily, weekly, and monthly "to-do" lists. The most urgent items must be your first priority.
- Challenge yourself and monitor your progress toward achieving key goals.
- Keep key individuals in your organization informed about what you and/or your department are doing.
- Follow up on outstanding issues and bring them to closure.
- Don't let small problems turn into big ones. Work to resolve conflict when it arises, and learn how to pursue a new avenue if you don't get the results you need on the first try.
- Convey a sense of urgency on projects that need it. Let others know that their cooperation is essential to achieving a difficult deadline. Tell others when you are working on a critical project.

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- If you are having difficulty achieving the results you want, change your strategy or ask someone else to assist you. Delegate responsibility and decision-making authority to others to complete tasks you cannot complete or do not know how to do.
- If you are working with a project team, take time to explain to each team member how their work fits into the scope of the project. Make sure you share expectations of her performance.
- If someone or something interrupts your progress on a given project, assess the new task to determine its level of urgency.
- Follow through on your commitments. If you promise to do something, do it! Even if you don't want to! Work your commitments into your daily planning calendar to ensure that you follow up.
- Remember the 80/20 rule: you can be 80 percent effective by achieving only 20 percent of your goals. But this only applies if you prioritize and accomplish your most critical 20 percent each day.
- Be willing to change your plans if they are not working or are superseded by a more important plan or direction from your management team.
- Determine what support you need from others and bring those individuals into the planning process early—if they are involved in planning, they are more likely to feel invested in the eventual outcome of the project.
- Ensure that you have quality processes in place—if you don't, you probably won't achieve quality results.
- If you don't meet your anticipated results, never place blame on someone or something else.

Results Orientation

Activities

Activity 1: Results-Oriented Attitude

If you haven't already, make an appointment to discuss organizational priorities with your supervisor or management team. Make a list of priority items and determine where your time can be best spent to help achieve these goals and add value to your organization.

Organizational Priority #1: _____

_____

How can I help? _____

_____

_____

Organizational Priority #2: _____

_____

How can I help? _____

_____

_____

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Organizational Priority #3: _____

_____

How can I help? _____

_____

_____

_____

Activity 2: Next Steps—Part 1

Using the table on the next page as a guide, make a list of your top goals. It is useful to relate your goals to the personal and organizational priorities you defined in developing a Results-Oriented attitude above.

Once you have listed your goals, figure out how to measure your success at reaching that goal. Will you have succeeded when the annual report gets published? Will you have succeeded when an existing client comes to you for a new project? Will you have succeeded when you set up a committee to work on a new initiative?

Do your best to determine how to measure your success. Then, give yourself a reasonable deadline for accomplishing the goals you set. Some may have a deadline in the next few days; others may not be completed until a year from now.

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Goal	What is Success?	Date to Accomplish
1.		
2.		
3.		
4.		
5.		

Activity 3: Next Steps—Part 2

Think about the projects you are currently involved with at work. Make a list of five top-priority projects you are working on, then list what step you need to take next to bring each of those projects closer to completion.

Project Description

Next Step

_____

_____

_____

_____

_____

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1. Every day this week, create a carefully thought-out "to-do" list.

2. Once you have written each task, prioritize each as urgent, less urgent, or not urgent.

3. Re-evaluate your list and add new priorities as they come up.

4. After the week is complete, look at your list.

    a. Did you accomplish everything you set out to accomplish? If so, could you have accomplished more?

    b. Were the things you didn't accomplish urgent, or not urgent, or a mix of tasks

    c. What prevented you from meeting your targets? Time? Resources? Other factors?

5. At the beginning of next week, review your answers to the above questions.

    a. See if you can prioritize tasks better.

    b. See if you can accomplish more tasks by organizing them better.

    c. See if you can avoid the pitfalls that prevented you from meeting last week's goals.