

RESULTS ORIENTATION (RO)

Results Orientation is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (results orientation); challenging goals one has set; or even improving or surpassing what has already been done (continuous improvement). Thus a unique accomplishment also indicates Results Orientation.

<i>This Means...</i>	<i>This Doesn't Mean...</i>
<ul style="list-style-type: none">• looking for new and better ways of doing things that will improve performance	<ul style="list-style-type: none">• working with current methods and accepting the old way of doing things as the best way
<ul style="list-style-type: none">• setting your own high standards of quality work and working to improve your skills	<ul style="list-style-type: none">• relying on others to set the standards for you to work against and to push you to improve
<ul style="list-style-type: none">• improving the performance efficiency of your branch/organization	<ul style="list-style-type: none">• being satisfied with the current performance efficiency of your branch/organization
<ul style="list-style-type: none">• striving to continuously stay one step ahead of your competition within private sector, if applicable	<ul style="list-style-type: none">• working to catch up whenever you see your competition doing something new
<ul style="list-style-type: none">• foreseeing and acting on potential obstacles that might get in the way of achieving your goal	<ul style="list-style-type: none">• looking at each obstacle as a separate or insurmountable problem
<ul style="list-style-type: none">• setting and reaching difficult but possible goals and leading your team to exceed business targets	<ul style="list-style-type: none">• getting so enthusiastic or focused on the need for improvement that you set goals that are too ambitious to be practical
<ul style="list-style-type: none">• striving to beat project deadlines	<ul style="list-style-type: none">• being satisfied if the project is only a little bit late
<ul style="list-style-type: none">• working to improve your skills	<ul style="list-style-type: none">• being content with what you already know

**Developmental
Activities**

Level (1-2) Activities

Determine if you are using your time effectively.

- Create an estimate of what you should spend your time on each week, then keep a log of what you actually spend your time doing.
- Compare reality and your estimation.
- Determine ways of reallocating time from areas where time is saved to those where more time is required after gaps have been identified.

Reflection Tip:

- * Speak with peers to determine where they spend their time, and where they think they should spend their time.

Focus on results and be persistent.

- Work smarter, not harder. Regularly review all your planned activities in light of the results you want to achieve. Ask yourself if there's a better way to achieve the results you want.
- Be persistent. Do what it takes to reach your goals. If one approach doesn't work, try another.

Reflection Tip:

- * Keep track of what works and what doesn't in a journal that is easy to refer to.

Take time to evaluate your criteria for success.

- Consider the following criteria for success:
 - ⇒ branch's quality of services,
 - ⇒ employee development such as participation in particular projects,
 - ⇒ adherence to branch/division operations policies and procedures,
 - ⇒ development of programs to specifications in a timely and accurate manner
- Write down any areas that are in need of improvement.
- Create and implement an action plan to improve these areas.
- Monitor the success of your actions against the above success criteria.

Reflection Tip:

- * Brainstorm other criteria for success. Speak with your peers about their thoughts on criteria for success. Create a list based on these discussions.
- * Revise the list as necessary.

Find out if your personal goals are challenging yet attainable.

- Meet with your manager/team leader and get feedback on whether your goals have enough stretch in them.
- Ask if some of your goals are too ambitious considering the time frame for accomplishing them as well as the level of risk involved.

Share your personal standards with others and ask for their feedback.

- Identify people who work with you (partners, peers), and ask them for feedback on your performance.
- Compare their feedback with your own evaluation. Determine how accurate your self-assessment is.
- Use this information to modify, if necessary, your personal standards of success in order to more easily meet governmental requirements.

Reflection Tip:

- * Ask them for specific recommendations on areas where your assessment didn't match theirs.

Keep a diary of what you spend your time doing for a one week period.

- Review the diary at the end of the week and see if actual time allocated to tasks matches their importance and priority.
- Develop and implement an action plan to allocate more time to important activities.
- Plan to minimize or eliminate low priority activities.
- For those routine activities that are necessary to perform, look at the way in which the task is done in order to determine ways to do it faster, cheaper, more effectively and less often. Your goals in this analysis are to improve the efficiency of routine activities to free time up for more challenging/higher pay-off activities.
- Involve a work group that you supervise in the above activity by asking them to participate in the analysis and improvement of processes.
- Ensure that your work group understands the purpose of the exercise.

- Clearly outline new or more interesting opportunities which may become available if time is saved on the routine tasks.

Reflection Tip:

- * Confirm task priorities and importance with your manager.
- * Your goal in this analysis is to improve the efficiency of routine activities to free time up for more challenging/higher pay-off activities. Gather information from peers about how they improve the efficiency of their routine activities.
- * Ensure that your work group understands the purpose of the exercise. Document their findings.

Look for ways to improve the quality of your work.

- Identify the three to five most important quality measures for your own work.
- Use these measures to identify the area which is in greatest need of improvement.
- Develop an action plan to improve this area of quality over the next three months.
- Make sure your goal is "SMART" - specific, measurable, actionable, relevant, and timed.
- Use the quality measures to assess the effectiveness of your plan over those three months.

Reflection Tip:

- * Confirm with your manager that these are the most relevant measures to be addressed.
- * Run the plan by your manager for additional input.

Track your projects.

- Create a calendar on which you note your planned task completion dates in one colour and the actual completion dates in another colour.
- Review the calendar daily to see how you are doing.
- Have a sense of urgency toward your work, and strive to meet or exceed timing goals while meeting expectations with respect to quality.
- Make it a habit to consider the impact that your task completion will have on the rest of your business unit's activities.
- Take pride in timeliness, and keep in mind the detrimental effect that missed deadlines may have on outside customer satisfaction.

Reflection Tip:

- * Review your calendar, and determine if there are any patterns to the missed completion dates. Can you think of any particular factors that regularly cause you to miss completion dates?

Level (3-4) Activities

Develop an action plan for each of your key initiatives.

- Prioritize your initiatives based on the following criteria:
 - ⇒ Important to the government's strategic objectives
 - ⇒ Realistic or achievable in the expected time frame
 - ⇒ Challenging, innovative and of moderate risk
- Identify the performance measures that you will use for each initiative.
- Write down the specific goals that you want to accomplish for each initiative and the date by which you want them accomplished.
- Develop an action plan to support each of your goals.
- Identify resources required, time frames and plans for overcoming anticipated obstacles. Share these action plans with your employees and make sure they understand their role in implementing these action plans.
- Regularly monitor progress against goals for yourself, the department and individual employees.
- Recognize appropriate progress made toward goals and do what is necessary to ensure that goals are met.

Reflection Tip:

- * Get your manager's input on the prioritization. Speak with peers in other business units about how they prioritize initiatives.
- * Document this plan.
- * Check to ensure that employees feel these plans are reasonable, and achievable.

Take time to debrief each project.

- At the end of each project (or at key project milestones), review your actions to determine how you could have streamlined steps or made other changes to enhance efficiency.

- Map out the work/design process to identify any steps which are unnecessarily performed twice or any lags that have no logical rationale.
- Discuss your observations with your colleagues and try to identify inefficiencies that seem to occur most frequently.

Reflection Tip:

- * Keep a log of particularly successful projects, outlining the components that lead to success. Do this for unsuccessful projects, outlining the particular problem areas. Take time to review this log occasionally to see if any patterns or trends are present.

Review the performance measures currently used in your branch.

- Review the criteria for how the measures were established and how long ago they were set. Consider the strategic measures and process changes that have taken place in your business unit and at the corporate level.
- Determine performance measures that need to be revised, eliminated, and created in order to better align with these changes.
- Communicate any potential changes to the groups responsible and discuss the issue(s) as a team.
- Develop an action plan to make the necessary changes to existing performance measures.

Reflection Tip:

- * Consider performance measures used within and outside government.

Compare your success rate with your peers or other ministries.

- Consider each type of product/service your branch offers.
- Who is having the most success?
- What approach do they use?
- Incorporate their successful methods into your own in order to fill any performance gaps your area demonstrates.
- Monitor the success of these new methods in your area.

Reflection Tip:

- * Are there any reasons why their approach wouldn't work for you?

- * Would all parts of their approach be appropriate for your branch/organization? Consult with peers or your manager, if necessary, to confirm.

Develop a clear picture of your own personal standards of excellence in your job.

- Follow these guidelines to help you develop high standards of performance in your job:
 - ⇒ Describe three or four major areas of responsibility for your job, e.g., focusing on customers, developing yourself, and developing the team.
 - ⇒ Think of someone who is truly outstanding. What does he or she actually do?
 - ⇒ Describe three or four characteristics of performance which are not acceptable for each area of responsibility.
 - ⇒ Use these extremes and your existing target set by your manager/team to establish personal standards of excellence for each area of responsibility. Ensure the standards you choose are challenging but realistic and attainable.
- Compare your performance to the standards you have set in each area on a regular basis, e.g., weekly or monthly.
- Reward yourself when you reach a goal or meet a standard.
- Take the time to enjoy the feeling of personal accomplishment.

Reflection Tip:

- * Share your personal standards with others who can give you an accurate assessment of your performance.
- * Compare their feedback with your own evaluation and determine how accurate your self-assessment is.

Measure each accomplishment versus your goals.

- Each month, review what you have achieved relative to your goals.
- Take into account changing priorities. It will not always be simple to assess what you have accomplished versus your goals when the goals change. However, do not use this as an excuse to avoid self-assessment.
- Consider what you intended to accomplish over the months and ask yourself how satisfied you are with what you actually achieved.
- List any obstacles that are getting in the way of achieving your objectives.
- Identify strategies for overcoming the obstacles.

- Based on this review, take action.

Reflection Tip:

- * Get input from your manager about how challenging your goals were. Reflect on this yourself, considering the time frame and level of risk involved.
- * Talk to peers to find out how they deal with these types of obstacles.

Challenge yourself by taking part in a strategic project that goes beyond your usual areas of responsibility/expertise.

- Volunteer for a project that will give you a chance to achieve something significant outside of your usual role/area of expertise.
- Reflect on how these new experiences may benefit your performance and consider ways of incorporating these experiences into your regular activities.
- Commit to testing new techniques learned from the project experience into your regular business unit activities.

Reflection Tip:

- * Before becoming involved in the project, is there anything you can do to prepare for your new role?
- * Once involved in the project, keep a log of particular experiences that you could use as a resource when you return to your usual role.

Level (5-6) Activities

Analyze the effectiveness of your branch/organization to determine if the structure and processes facilitate or hinder getting work done.

- With your team members, review and analyze the operations and processes performed by each functional area. Identify the major operations and goals of each function.
- Examine each operation's current structure and identify the major roles and accountabilities for each area. Ask the following questions:
 - ⇒ How did the current structure develop the way it is?
 - ⇒ Are there any roles and/or functions that no longer serve any purpose?
 - ⇒ What is currently working well and why?
 - ⇒ Where are the bottlenecks, duplication of effort, and potential service problems?

- Brainstorm methods of overcoming the problems listed above.
- Evaluate each method and prioritize them.
- Take measures to implement the best methods to increase business effectiveness.

Reflection Tip:

- * Also gather information from other sources within and outside government.

Create a task force to come up with new ways of increasing productivity, quality, etc.

- Select a cross-functional group of people who have demonstrated the ability to think outside of the box.
- Challenge them to develop new alternatives to existing work methods that will improve current performance.
- When one or more alternatives has been developed, compare them to the existing methods and strategic objectives of your business unit.
- Determine the alternative or components thereof that can be incorporated into existing work methods to improve performance.
- Develop an action plan for implementation.

Reflection Tip:

- * Ask your manager to recommend some people to participate on the task force.
- * Use unstructured brainstorming to come up with alternatives.
- * Get input from the people you originally consulted with, as to their thoughts on the stages of implementation. Ask them specifically about particular difficulties they anticipate for each of those stages.

Take a calculated approach to evaluating possible initiatives and anticipating potential obstacles.

- Select a new initiative, project or activity that you are considering for the coming year.
- List the costs and benefits, quantifying the benefits as much as possible. Don't forget the more intangible costs and benefits, though, such as the degree to which others will resist the initiative or the opportunity for exposure to new people and experiences.
- Consider the potential obstacles that may arise and how you can address them.

- Use this information to create a business case for the initiative that will have the highest payoff.

Reflection Tip:

- * Resist the urge to make quick decisions without fully exploring the options.
- * Make sure you consider unique facts about the situation before making a final decision.
- * Ensure that you've considered both short and long-term effects.

Schedule a planning session with your management team to develop challenging goals in key success areas and develop a plan to realize the goals.

- Analyze the strengths, weaknesses, opportunities and threats affecting your area from both internal and external perspectives.
 - ⇒ Some external factors to consider include: competition, market share, key customers, legislation, international/global issues, technological developments, social trends.
 - ⇒ Some internal factors to consider include: customer satisfaction, quality, productivity and cost efficiency.
- Determine the critical success factors that will define improvement related to the issues identified in your analysis and set goals.
- Develop specific strategies and a formal plan to realize the goals. Include responsibilities, time frames and progress reviews in the plan.

Reflection Tip:

- * Speak with peers in other branches, and peers outside of the Organization but still within government about the factors that they consider in this type of analysis.

Set a long-term strategic goal and outline a business plan to achieve it.

- Set an ambitious long-term strategic goal that you believe in strongly. (For example, balancing the branch's resources to minimize costs and maximize productivity and opportunities).
- Outline what you need to achieve this goal. For example, ways to measure employee productivity, commitment to the goal from your management team.

- Plan interim actions that will move you towards achieving this goal (for example, start researching other ministries, productivity standards, start tracking measures of individual/team results).

Reflection Tip:

- * Work with your manager to ensure that you've considered all relevant factors. Consider both long and short-term factors.
- * Review these plans with peers to ensure that you've accounted for all factors when establishing the plan.

Clarify your priorities in terms of the costs and the payoffs.

- Make a "laundry list" of potential tasks that have come to your attention over the last month.
- Spend some time deciding how hard it would be to accomplish each of those tasks.
- Spend some time reflecting on what the payoff would be for each task, if it were accomplished.
- Sort each task into the grid below; based on the two factors you've just considered (ease of task and payoff).

DIFFICULTY OF TASK

		Easy	Hard
PAYOFF	Low	Quadrant 1	Quadrant 3
	High	Quadrant 2	Quadrant 4

- Cross off the tasks in Quadrant 3 (hard tasks with a low payoff). They require a lot of time and effort for little return.
- Consider crossing off the tasks in Quadrant 1 (easy tasks, with a low payoff). Your team can probably complete them quickly but they are of minimal value.
- Focus your attention on the tasks in Quadrant 2 (easy tasks with a high payoff) and make sure they have top priority. They are easy to complete and will result in immediate payoff.
- Develop a plan to complete all the tasks in Quadrant 4 (hard tasks with a high payoff). They will require significant effort to complete but will provide significant payoff.

Evaluate the relative risks of a number of approaches.

- Summarize the issues and the situation in point form.

Competencies that support PERSONAL EFFECTIVENESS

- List the criteria you will use to evaluate each option down the left side of the accompanying chart. It may be helpful to think of all of the possible criteria and include only the most critical in this analysis.
- Identify several possible options to the problem. Write these across the top of the chart. (See the chart on the following page.)
- Determine how well each option meets each criterion. Assign a weight for each option against each criterion using the scale below:
 - ⇒ 1 = Option does not meet criterion.
 - ⇒ 2 = Option minimally meets criterion.
 - ⇒ 3 = Option somewhat meets criterion.
 - ⇒ 4 = Option fully meets criterion.
 - ⇒ 5 = Option exceeds criterion.
- Total the weight scores for each option at the bottom of the chart. If you are using only the most critical, you may rule out any option which you have scored as 1 or 2. This decision is based on priorities and is more philosophical than quantitative in nature.
- Determine the pros and cons of each option on the chart.
- Select the option which best meets your most important criteria and your risk tolerance level.

Criteria	Option 1	Option 2	Option 3
Resource costs (e.g., time, people, capital) must not exceed \$xx.	1	2	3
Profitability (e.g., 15%)	3	4	4
Vulnerability/Exposure (i.e., litigation, public relations, etc.) minimized.	3	2	1
Balance between Client and BU needs	3	2	1
TOTALS:			
Pros/Cons			

Continually look for ways to change and improve processes to create sustained system improvements.

- Develop ways to actively encourage change.

Competencies that support PERSONAL EFFECTIVENESS

- Where appropriate, make public statements that encourage your employees to feel empowered to innovate.
- Work with your employees to understand the criteria for evaluating ideas: help them through the process of defining benefits (greater efficiency and quality) and costs (time as well as materials).
- Encourage your employees to share ideas that they are not authorized to implement on their own by developing a system for submitting suggestions. Treat input seriously.
- Look at your branch/organization from a different perspective and examine your strategic objectives, processes, people capabilities and technology in light of this new perspective.

Reflection Tip:

- * Follow-up your words with support for initiatives that your employees put forth
- * Encourage others to do the same, and then share your ideas