



Managing for Results

OVERVIEW

It is said that if you do not know where you are going, any road will take you there. Managing for Results is designed to avoid this lack of direction. It is about choosing a direction and destination first, deciding on the route and stops required to get there and measuring and checking progress as you go.

Managing for Results is aimed at shifting the focus away from activities that don't contribute to the overall vision of where the organization wants to go. Those types of activities don't add value and often lead to a dead end or frustration for members of the team. All jobs, tasks and activities that both the team and the individual take on must be measured against a scorecard that lets people know where they stand. People yearn to know how they are doing versus the expectation.

Each department in the organization will have its own set of objectives but these objectives should be aligned with the overall goals of the organization.

LEARNING OBJECTIVES

Participants who complete this workshop will:

- Use "scorecard" measurement tools to help manage individual and group performance
- Avoid common pitfalls of organizations that lack alignment
- Define how expected results link to both organizational and individual accountability
- Learn techniques for defining success
- Learn techniques for sharing the desired results during performance reviews

COURSE OUTLINE

- The Balanced Scorecard and the Strategic Planning Process
- Samples of Scorecard Categories: Operational, Safety, Human Resources, Financial
- Linking Desired Results: The Cascading Approach
- Goal Creation- SMARTER Goal Definition
- Prioritization of Activities That Contribute to the Desired Results
- Using Milestones and Objectives During Performance Discussions
- Understanding Performance Measurement and Personal Commitment
- Laying out a "Corrective Path" - Build a Process and a Plan
- Benchmarking, Measuring and Reporting
- Celebrating Success and Reinforcing the Plan
- Linking the Scorecard to the Performance Management System