

# FOCUSING ON RESULTS

Quadrant: Deliver Excellence | Dimension #8 | Internal Focus | Business Results | 45m



## DEFINITION

Focusing on results is concentrating on the desired outcome with precision and conviction.

This requires clear understanding of objectives, managing risk, setting and tracking milestones, developing key performance metrics, leveraging resources, and removing obstacles.

## VIDEO | 7:52



Play the *Focusing on Results* video module and then use the questions below as discussion starters.

## LEADERSHIP LESSON | 5m – 10m



### Vision in the Fog

Lead a discussion about the story.

**Q:** Have you experienced a time when you lost sight of a goal?

**Q:** What were your “enemies”?

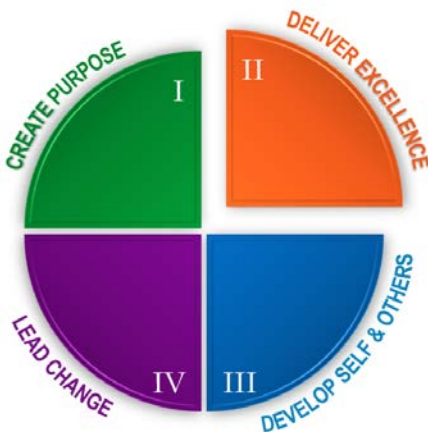
**Q:** Were the enemies real or products of your mind?

## KEY RESULTS | 5m – 10m



Lead a discussion.

**Q:** Which of the Business Results and People Results would help you the most to focus on results more consistently?



### BUSINESS RESULTS

- Communicating clear priorities
- Delivering your best work with laser precision
- Managing risk and competing demands

### PEOPLE RESULTS

- Removing obstacles to enable employee performance and accountability
- Effectively coordinating within and between teams
- Expressing clear allocation of resources and budget

## REFLECTION QUESTIONS | 10m – 15m

Use these questions to lead a discussion.

- Q:** What is the difference between activity and results?
- Q:** What other leadership dimensions might you leverage to help you focus on results?
- Q:** If I want my team to succeed and achieve a goal I need to \_\_\_\_\_.
- Q:** What are some best practices for motivating and engaging your team to achieve a goal despite continued obstacles or challenges?

## POWER TIPS ACTIVITY | 10m – 15m

This activity can be done in either a physical or virtual classroom.

1. Divide the participants into groups of 2-3.
2. Assign the Power Tips listed at the right so that each group has at least 2 tips to discuss.
3. Give them 5 minutes to discuss and document how they can each incorporate those tips into their daily work.
4. Bring the groups back together and ask each to share their best ideas.

### For Virtual Classrooms

Most video conferencing applications allow for break-out groups. Use this feature or another chat feature to connect participants to their small groups.

## DEVELOPMENT / ACTION PLAN | 5m – 10m

Give participants a few minutes to complete their development plan for this dimension. They won't finish during class. The point is to get started.

### Talking Points

- Take a moment to think of the results you want to achieve by working to focus on results.
- Document 1-2 desired results along with the supporting actions, people you'll work with, and a due date.

## POWER TIPS

These Power Tips can help you sharpen your focus on results in your daily work:

1. Never lose focus on the big picture or your immediate goals.
2. Prioritize the needs of your internal and external customers.
3. Establish, track, review, and measure project milestones and progress.
4. Build ownership by including your people in determining their workloads and performance standards.
5. Develop and grow your people to encourage initiative to enhance processes, systems, and transactions.
6. Foster a culture of continuous improvement.
7. Demonstrate how everyone wins by increasing quality and decreasing costs.
8. Delegate to the lowest level that you can, to help your people grow and free your time.
9. Don't confuse activity with accomplishment.
10. Keep your boss informed on your progress.