



Chamber University

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# *Managing for Results*



WORKBOOK

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# K E Y P O I N T

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## **COMPANIES ARE BEING ASKED TO INCLUDE A FOCUS ON THE RESULTS**

Managing For Results: Process is more evolutionary than revolutionary. It is important to recognize and emphasize that managing for results is a long-term effort with payoffs that increase over time.

## **SIX HABITS OF HIGHLY UNREALISTIC LEADERS**

Filtered Information  
Selective Hearing  
Wishful Thinking  
Fear  
Emotional Overinvestment  
Unrealistic Expectations.

Think of a time when you have witnessed one or more of these characteristics in a manager. Write down those characteristics and what impact it had on you and the organization.

# EXERCISE ONE



## CHARACTERISTICS OF PRINCIPLE-CENTERED LEADERS

Continually Learn  
Service Oriented  
Radiate a positive energy  
Believe in others  
Lead balanced lives  
Life is an adventure  
They are agents of change  
They exercise

Think of a time when you have witnessed one or more of these characteristics in a manager. Write down the characteristics and what you appreciated and learned from that leader.

What was the overall impact on you and the organization?

What are your responsibilities as a Leader/Manager?

Of those responsibilities, where are you spending most of your time?  
Why?

# EXERCISE TWO



## WHAT IS YOUR REALITY?

### BIG PICTURE QUESTIONS

#### RESULTS

What are your results in revenues?

What are your results in margins?

Have you grown your account base? If so, how much?

Have you met or exceeded goals?

What do your marketing efforts look like?

How profitable are you?

Use these tools to evaluate your team and make sure people are being utilized to the best of their strengths and abilities.

# EXERCISE THREE



## **RESPONSIBILITY MEANS NO EXCUSES**

**The Willingness To Make Excuses Makes You A Victim.**

**What are your responsibilities?**

**What are barriers to your responsibilities?**

**How can you overcome those barriers?**

- 1. HOW TO IDENTIFY PROBLEM AREAS AND EVALUATE IF PEOPLE ARE IN THE RIGHT ROLE.**
- 2. DAILY/WEEKLY REVIEWS OF RESULTS AND ACTIVITIES**
- 3. FORMULATE A PLAN OF ACTION TO SEEK DESIRED RESULTS**
- 4. REVIEW THE SYSTEMS**
  - Do you have the results or a course of action to get desired results?
  - Is the proper staff in place to carry out the action?
  - Does everyone understand the plan of actions and the desired results?
- 5. DEFINE THE PROBLEM**
  - Is it effort or training?
  - Define the objective and develop an action plan.
  - Follow-up with weekly/daily reviews.
  - Communicate
  - Implement

# EXERCISE TWO



## **“What gets measured gets done.”**

Measuring performance is good management:

- It clarifies what is important to the organization and provides direction for the future.
- It enables agencies to improve
- program performance. Results of programs are monitored and improved. Activities not contributing to desired results are often eliminated. Innovation is promoted through benchmarking.
- It helps agencies to improve customer service. Planning and resource allocation are based on customer needs.
- It strengthens accountability.
- Customers, stakeholders, policy makers, and senior management have a better understanding of what is to be accomplished, and where programs stand in meeting expectations.

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# P R E D I C T I N G   C O N S E Q U E N C E S

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**Potential Problem  
and Opportunities**

**Probability  
(the likelihood  
that it will occur)**

**Impact  
(the level of  
importance)**

**Reactive Action  
(contingency plan)**



# LEARNING BY APPLICATION



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## *ENRICHMENT ACTIVITIES*

FROM THE LIST, WRITE DOWN ANY FACTORS THAT CAN HAVE AN IMPACT ON YOUR JUDGMENT. EVALUATE THE PAST 90 DAYS AND THE NEXT 90 DAYS. HOW YOU CAN ADDRESS AND CHANGE THOSE? USE THE POA CHART.

### **Recommended Reading:**

**First Break All The Rules by Marcus Buckingham**



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# P L A N   O F   A C T I O N

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**TARGET**

**OBJECTIVE**

**MODE**

**BY WHEN**

TARGET	OBJECTIVE	MODE	BY WHEN