

Managing for Results



1. Leadership
2. Team Effectiveness
3. Communication
- 4. Planning for Results**
5. The Changing Workplace
6. Conflict Resolution
7. Process Management
8. Managing Performance
9. Due Diligence
10. Managing Diversity



Agenda

- Strategy
- Planning for Results Exercise
- The Planning for Results Process

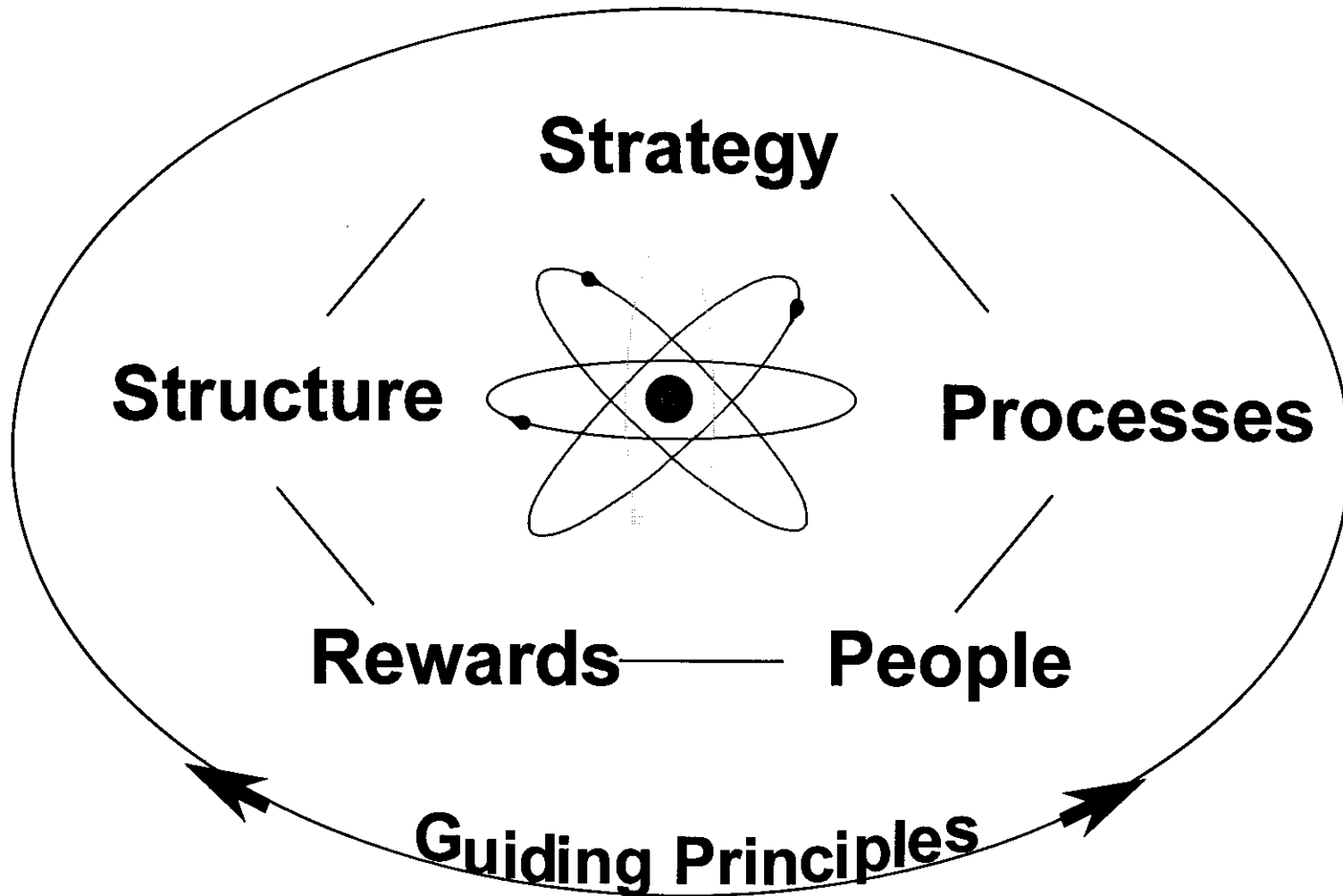
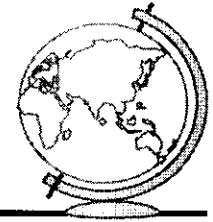




Objectives

- understand how a strategy is built
- identify the link between strategic direction and unit planning activities
- identify the connection between teams, planning and achieving key results
- apply the Planning for Results process

6-Point Checklist



Strategy is...

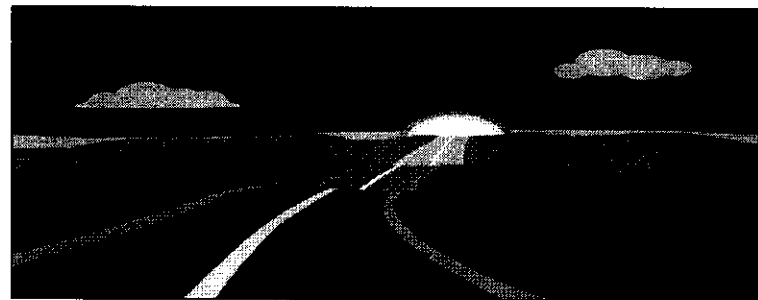


- a company's formula for success -
the basis for priority setting and
structure
- a statement of how the company plans
to adapt to the forces that shape it.



Components of a Strategy

- Purpose
- Products and Services Provided
- Target Market(s)
- Value to the Customer
- Sources of Competitive Advantage





Strategic Direction is:

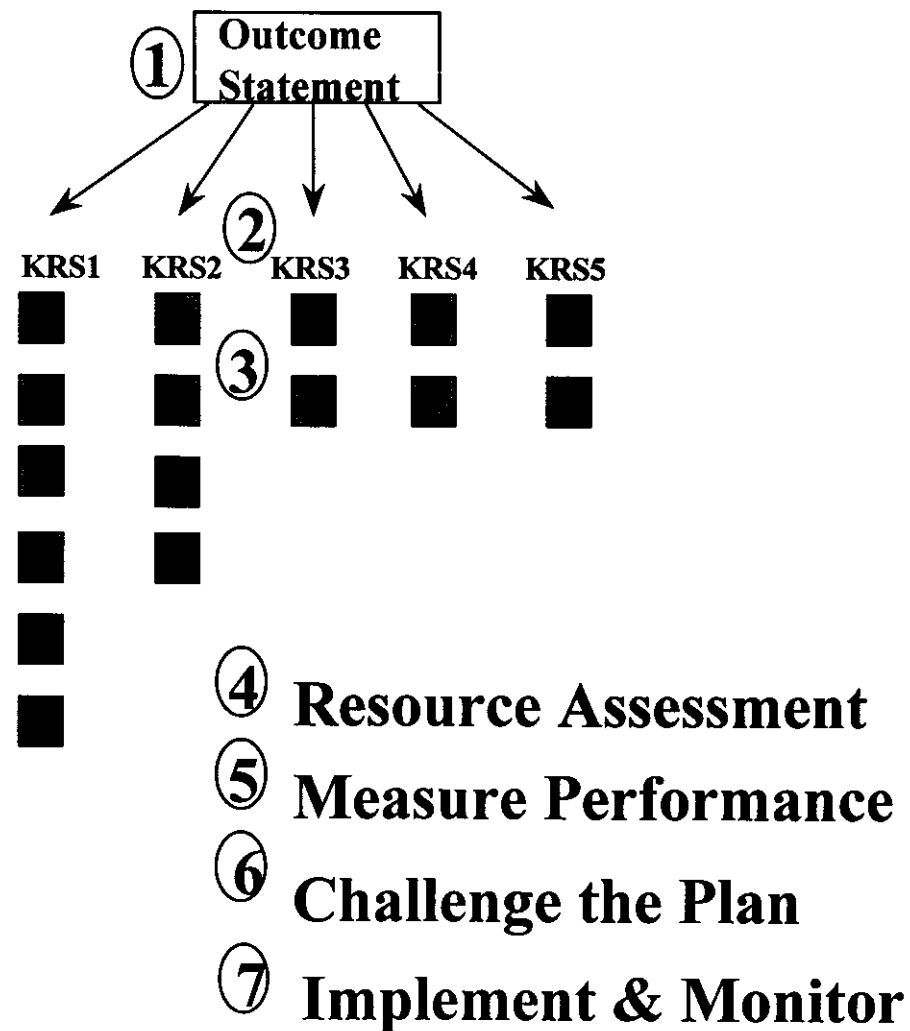
- based on assumptions about what we observe, hear and experience from the internal and external environment;
- built by making conscious choices around the interpretation of the internal and external environment;
- continuously or discontinuously adapted during its implementation through monitoring the trends in the environment that affect the business.

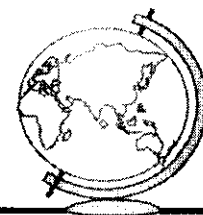


Planning for Results

1. Build an Outcome Statement
2. Establish Key Result Statements
3. Identify the Process and a Caretaker
4. Assess Resources
5. Measure Performance
6. Challenge the Plan

Planning for Results Diagram





Building the Outcome Statement

It's March 31, 1997...

Where are we?

What are we doing?

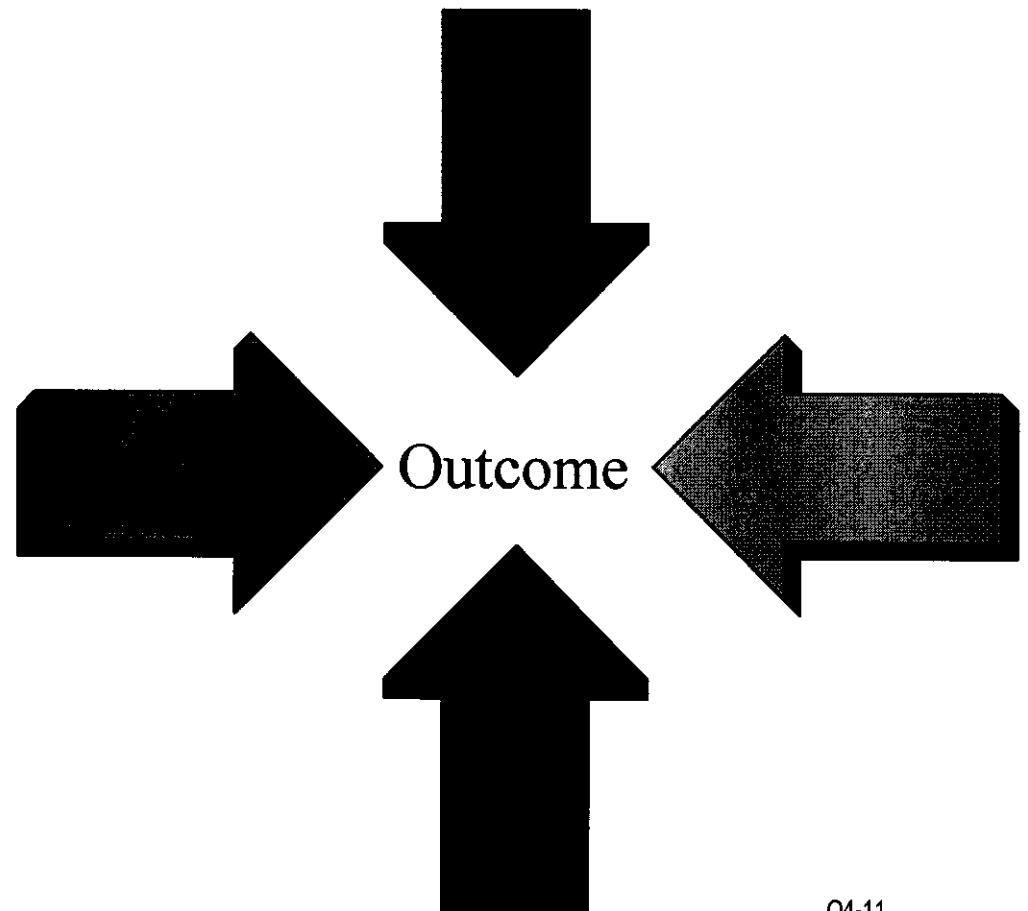
What does it feel like?

The focus in on the future!

Key Result Statements



Identify the significant pieces of work that must be completed to achieve the outcome.





Creating KRS's

1. brainstorm Factors
2. write factor statements
3. force-rank factor statements into 3 groupings:
 - ◆ extremely important (High)
 - ◆ very important (Medium)
 - ◆ important (Low)
4. prioritize extremely important factor statements
5. mold Key Result Statements from these



Prioritization Grid



Prioritizing Parameter _____ _____ _____	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
	A	X																			
B		X																			
C			X																		
D				X																	
E					X																
F						X															
G							X														
H								X													
I									X												
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O															X						
P																X					
Q																	X				
R																		X			
S																			X		
T																					X

TALLY:

As _____ Bs _____ Cs _____ Ds _____
 Es _____ Fs _____ Gs _____ Hs _____
 Is _____ Js _____ Ks _____ Ls _____
 Ms _____ Ns _____ Os _____ Ps _____
 Qs _____ Rs _____ Ss _____ Ts _____

Mold Key Result Statements



- MAJOR
 - significant piece of work
- MEANINGFUL
 - clearly understood by all
 - eliminate words that are easily misinterpreted such as ‘good’ or ‘quality’
- MEASURABLE
 - qualitative or quantitative
 - how will you know when you get there?



Identify the Process & Caretaker

- How does the work get done?
- Who is monitoring the timing and effectiveness of the process?
 - can be a team or an individual
 - not always required



Assess Resources

- What resources do you need to get the work done?
 - what do you have now?
 - what do you need to purchase?
- Build a budget for completion of the Outcome.



Resource Assessment Worksheet

Resource Needs	Must Have	Cost (\$)	Nice to Have	Cost (\$)
Materials				
Equipment				
Tools				
Facilities				
Technical Skills				
People Skills				
Process Skills				
Time				

Critical Path Worksheet



Task	Who	Net Time	Start Date	Complete Date



Measure Performance

- Define milestones and their success criteria on each critical path.
- Scoreboard where appropriate.

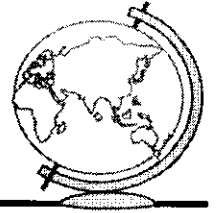




Challenge the Plan

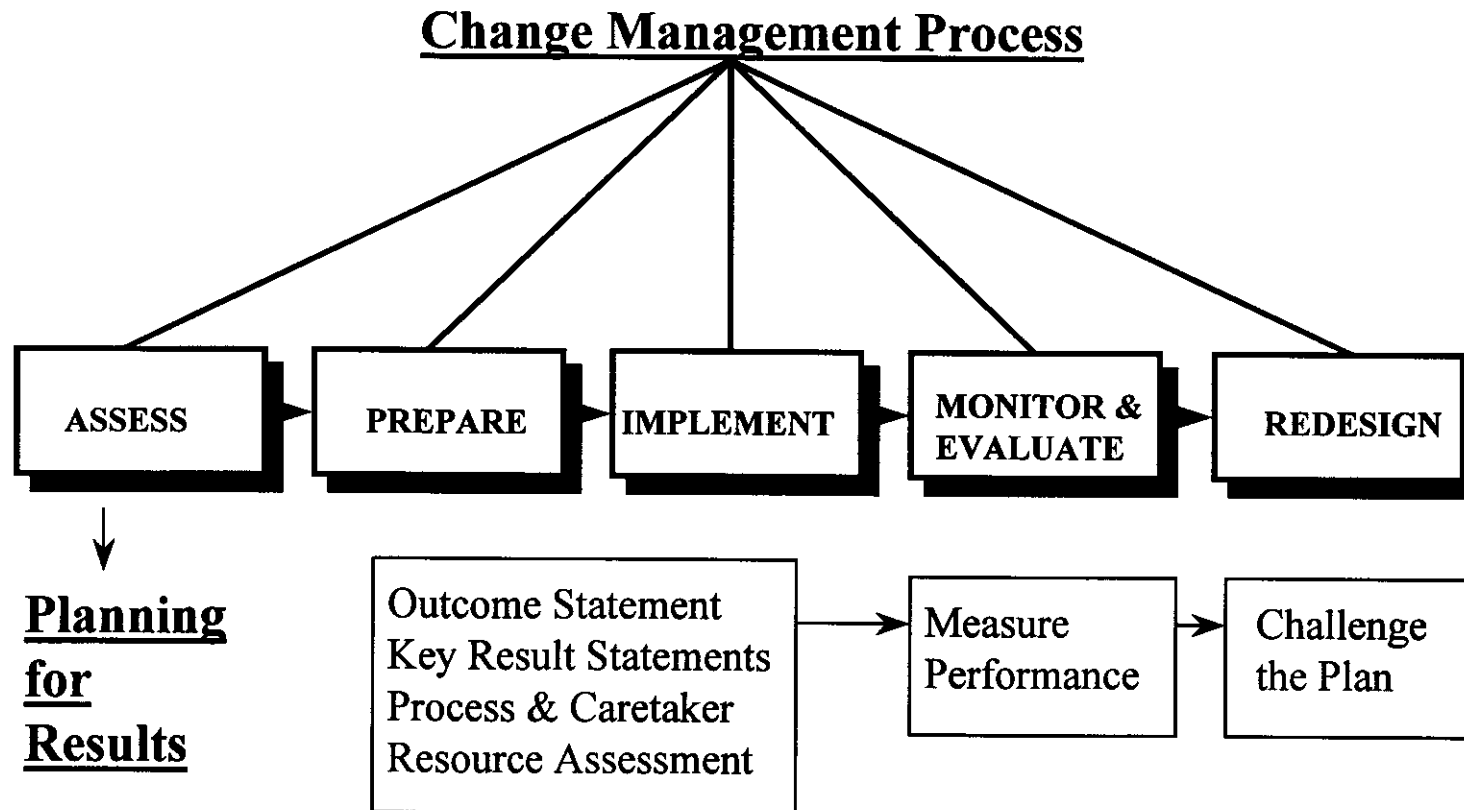
- continually review the planning process;
- check with team and customers for improvements;
- watch the corporate plan for revisions that affect the unit;
- monitor trends that can result in changes to the plan; and
- revise the plan as necessary.

PFR and Change Management



- Planning for Results is a tool to Prepare and Implement change.
- when the business needs to change, use PFR to involve the team in planning the changes,
 - this builds ownership and, therefore, commitment to how the business adapts to changes in the environment.

Change & PFR Process Links



Consider:

PEOPLE

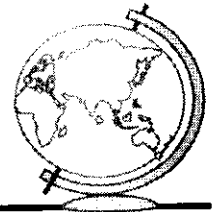
PROCESSES

TECHNOLOGY

STRUCTURES

REWARDS

Vacation Outcome Statement



It is October 15th, 1998. My spouse and I have just returned from a relaxing 4-week vacation in Canada. All our arrangements went smoothly, our trip remained within budget, and we were able to see many beautiful sights and enjoy many exciting experiences. We are both looking forward to returning to work, confident that our absence did not cause any difficulties.



Outcome Statement 2

It is October 1998. The international conference on Nuclear Engineering organized and held by EGAT and Chulalongkorn University was a great success. All participants reported on their feedback forms that the entire event ran smoothly, that all speakers and forums were excellent, accommodations and food were above expectations, and the social events added to the learning. All the members of the organizing committee are celebrating with a evening out in Bangkok, feeling happy and satisfied that our hard work and planning paid off.