

RESULTS ORIENTATION

competency



Difficulty



Easy
Stroll

Tough
Climb

Results Orientation

Effective performers maintain appropriate focus on outcomes and accomplishments. They are motivated by achievement and persist until the goal is reached. They convey a sense of urgency to make things happen. They respect the need to balance short- and long-term goals. They are driven by a need for closure.

Level	Performance Indicators and Behavioral Examples
4 Strategic	<ul style="list-style-type: none">• Regularly celebrates accomplishment of the organization's strategic goals; recognizes major company results.• Establishes organization's strategic goals and reports progress toward them.• Evidences a sense of strategic urgency to accelerate overall organization progress; is appropriately impatient.• Sets challenging but achievable organization goals.
3 Advanced	<ul style="list-style-type: none">• Translates organizational growth goals into functional goals.• Communicates growth goals across functions and teams.• Attains goals despite adverse, challenging or changing circumstances.• Delivers results at a higher level than expected (e.g., quicker, better, more, etc.).• Is frequently assigned to high-profile or troublesome projects in order to bring successful closure.• Sponsors growth initiatives to help the organization realize needed expansion.
2 Applied	<ul style="list-style-type: none">• Sets an aggressive schedule for delivery of action items.• Applies appropriate sense of urgency and priority to goal achievement.• Tenaciously sticks with the project until the goal is reached; gets involved, ensures all activities are aligned, rallies resources to the key initiative, tasks actionable steps, and knows where to go.• Enjoys healthy competition; likes being measured; ties goals to metrics.• Translates the organization's functional growth goals into team goals.• Provides frequent feedback on team's results; celebrates team accomplishments.• Delegates with appropriate urgency and follow up; holds others accountable for results.• Communicates a sense of urgency to the team; impresses the need to achieve quality results ahead of schedule, with higher quality, and under budget.• Accepts responsibility by volunteering and staying accountable.• Listens, responds, follows through and dependably delivers on commitments.
1 Elementary	<ul style="list-style-type: none">• Wants to achieve outcomes and reach goals; is eager for closure on projects or assignments.• Works at an appropriate pace and urgency.• Shows obvious pride in accomplishment.• Recognizes the importance of measurement to track and report results.• Maintains quality, values and integrity while striving for results.
0 Inadequate	<ul style="list-style-type: none">• Focuses on activities rather than outcomes.• Blocks the achievement of results; distracts or prevents others from attaining goals.• Focuses excessively on outcomes; pushes for results to the point of alienating the team; sacrifices quality in order to achieve results.• Fails to accomplish goals; rarely produces needed results; misses deadlines; can't be relied upon.• Analyzes excessively; does not bring projects to closure.• Lacks a sense of urgency; is satisfied with a casual pace; feels no pressure to go quickly.

Significance

In organizational contexts, results are expected. Those who can make things happen and get things done are most valued. Those who merely put in the hours won't be tolerated long.

Best Ways To Develop

Assess your drive to achieve. One famous theory (by David McClelland, Harvard Ph.D.) postulates a need for balancing your desire for power, approval and achievement. If you find you are overemphasizing influence or approval at the expense of accomplishment, results will be jeopardized. To re-balance yourself set SMART goals (Specific, Measurable, Achievable, Relevant and Time Phased), and hold yourself accountable to specific deadlines.

Improving Your Capacity

Verbalize your specific expectations for results.

Chart, measure, track and publish.

Monitor your progress. Celebrate along the way. Don't wait until the end to reinforce success.

Read: *Adding Value: A Systematic Guide to Business-Driven Management and Leadership* by Gerard Egan.

Read: *Competing Against Time: How Time-Based Competition Is Reshaping Global Markets* by George Stalk.

Read: *Maximum Achievement: Strategies and Skills That Will Unlock Your Hidden Powers To Succeed* by Brian Tracy.

Read: *The Breakthrough Imperative: How the Best Managers Get Outstanding Results* by Mark Gottfredson and Steve Schaubert.

Activity: Attend a goal-setting workshop.

Listen: *Goals: Setting and Achieving Them on Schedule* by Zig Zigler.

Start Today

Assess your current responsibilities and assign deadlines to any current goals that don't have them.

Write down your most important priorities and post your list in plain view.

Ask about your professors' expected results. How does your role contribute to expected outcomes?

Tips

- Define the objective, the desired outcome. Then set intermediate milestones and measure progress toward them.
- Maintain a sense of urgency to achieve goals. Keep tension on the process until the result is achieved.
- Don't let the end justify the means. Maintain your integrity as you pursue your goals.

Remember, the key to improving competency is not just learning about the skill but choosing a takeaway and developing an action plan to put new behaviors into practice until it becomes a natural response.

Development Action Planning Form

Step 1: Choose a competency area to develop.

Target Competency: _____

Step 2: Describe a positive outcome in the target area of competence; include your vision of a preferred future state.

Goal Statement: _____

Vision Statement: _____

Step 3: List the benefits of achieving your desired end state.

Benefits: _____

Step 4: Brainstorm the actions you might take to achieve your goal. For each, anticipate obstacles and options for overcoming them.

Action Steps	Obstacles	Options
1.		
2.		
3.		

Step 5: Finalize your action steps based on your brainstorming in Step 4. Now, list each action you must take to achieve your goal, including time frames and resources you will need.

Action Steps	Time Frames	Resources
1.		
2.		
3.		

Lipscomb's CORE Competency Development Program helps improve the competency areas that are critical to achieving your life and career goals. Through course materials, suggested practice opportunities and personalized coaching, competency-based education focuses on developing a new set of skills you can apply to daily life. Visit [Lipscomb Online](#) for more information on our Certificate, Undergraduate, and Graduate degree programs.