

## 26. Results Orientation

Focusing on the desired end result of one’s own or one’s units work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> <li>• Develops general goals for most initiatives, projects, and meetings</li> <li>• Can lose commitment to achieving goals when faced with obstacles or frustrations</li> <li>• Measures performance against goals if time and resources permit</li> <li>• Makes a good effort to achieve a goal</li> <li>• Usually has a sense of urgency when faced with problems and getting the work done</li> </ul>	<ul style="list-style-type: none"> <li>• Develops clear, challenging, but achievable, goals for initiatives, projects, and meetings</li> <li>• Maintains commitment to achieving goals even in the face of obstacles and frustrations</li> <li>• Finds or creates ways to measure performance against goals</li> <li>• Exerts unusual effort over time to achieve a goal</li> <li>• Has a strong sense of urgency about solving problems and getting work done</li> </ul>	<ul style="list-style-type: none"> <li>• Develops clear, challenging, but achievable goals and expectations for all initiatives, projects, and meetings</li> <li>• Extremely focused at maintaining commitment to achieving the goals; persistent and effective even in the face of obstacles and frustrations</li> <li>• Tracks performance against goals and identifies shortfalls on a timely basis; finds ways to addresses and correct problems</li> <li>• Exerts unusual effort over time to exceed a goal</li> <li>• Has an extremely strong sense of urgency about solving problems and getting the work done; works through issues</li> </ul>
Supervisor/ Manager	<ul style="list-style-type: none"> <li>• Develops general goals for most initiatives, projects, and meetings</li> <li>• Can lose commitment to achieving goals when faced with obstacles or frustrations</li> <li>• Measures performance against goals if time and resources permit</li> <li>• Makes a good effort to achieve a goal</li> <li>• Usually has a sense of urgency when faced with problems and getting the work done</li> </ul>	<ul style="list-style-type: none"> <li>• Develops clear, challenging, but achievable, goals for initiatives, projects, and meetings</li> <li>• Maintains commitment to achieving goals even in the face of obstacles and frustrations</li> <li>• Finds or creates ways to measure performance against goals</li> <li>• Exerts unusual effort over time to achieve a goal</li> <li>• Has a strong sense of urgency about solving problems and getting work done</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures subordinates and teams develop clear, challenging, but achievable goals and expectations for initiatives, projects, and meetings</li> <li>• Ensures subordinates and teams remain focused at maintaining commitment to achieving their goals; helps them stay persistent and effective even in the face of obstacles and frustrations</li> <li>• Ensures subordinates and teams track and measure performance against goals; helps them to identify shortfalls on a timely basis and find ways to addresses and correct problems</li> <li>• Ensures subordinates and teams exert unusual effort over time to exceed goals</li> <li>• Ensures subordinates and teams have a strong sense of urgency when faced with problems and getting the work done; helps them to work through issues</li> </ul>
Director/ Executive	<ul style="list-style-type: none"> <li>• Develops clear, challenging, but achievable, goals for initiatives, projects, and meetings</li> <li>• Maintains commitment to achieving goals even in the face of obstacles and frustrations</li> <li>• Finds or creates ways to measure performance against goals</li> <li>• Exerts unusual effort over time to achieve a goal</li> <li>• Has a strong sense of urgency about solving problems and getting work done</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures subordinates and teams develop clear, challenging, but achievable goals and expectations for initiatives, projects, and meetings</li> <li>• Ensures subordinates and teams remain focused at maintaining commitment to achieving their goals; helps them stay persistent and effective even in the face of obstacles and frustrations</li> <li>• Ensures subordinates and teams track and measure performance against goals; helps them to identify shortfalls on a timely basis and find ways to addresses and correct problems</li> <li>• Ensures subordinates and teams exert unusual effort over time to exceed goals</li> <li>• Ensures subordinates and teams have a strong sense of urgency when faced with problems and getting the work done; helps them to work through issues</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a passion for developing clear, challenging, and achievable goals and expectations for all initiatives, projects, and meetings</li> <li>• Keeps the organization focused at maintaining its commitment to achieving its goals; coaches other leaders to stay persistent and effective even in the face of obstacles and frustrations</li> <li>• Drives self/organization to track and measure performance against goals; helps other leaders to identify shortfalls on a timely basis and find ways to addresses and correct problems</li> <li>• Creates an environment in the organization that expects others to exert an unusual effort over time to exceed goals</li> <li>• Is a role model for maintaining an extremely strong sense of urgency when faced with problems and getting the work done; helps other leaders to work through issues</li> </ul>