

PATHBUILDERS[®]
MANAGE

SUMMER 2025

**MANAGING
RESULTS**

**NOVEMBER 2025
SESSION FIVE**



MANAGING RESULTS

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SETTING CONTEXT FOR THE TOPIC

Achieving results and effectively communicating in the language of results are critical to your success!

- Connecting your work to the broader organization's goals
- Reacting and handling issues as they arise
- Managing results positions you for greater responsibility

RESULTS VS. ACTIVITIES – DICTIONARY DEFINITIONS

result, noun:

- A consequence, effect, or outcome of something
- A final score, mark, or placing in an event or examination

Activity, noun:

- A thing that a person or group does or has done
- A recreational pursuit or pastime

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WHY WE TEND TO FOCUS ON ACTIVITIES—AND WAYS TO MANAGE EACH

Shared Accountability

- Mindset: managing your own activities feels “safer”
- Reality: collaboration is key for success, and work happens across functions
- Conflict is inevitable: competing priorities are the norm
- Managing shared accountability:
 - Proactive planning — develop check-points and back-up plans
 - Use your influence — be clear on expectations, create open communication
 - Consider yourself 100% accountable for the outcome even when others are contributing

Ill-defined Roles

- Reality: a leader’s job is managing the unexpected and the imperfect
- There is no rule book for the unexpected—may need to redefine roles, manage conflict
- Managing amid ill-defined roles:
 - Get comfortable with ambiguity and discomfort
 - Action is always preferred over inaction
 - If you see a problem, be proactive with solutions

Lack of Clear Metrics

- Reality: progress can be hard to measure, whereas activities are easy to count
- But tracking activities isn’t sufficient; the right metrics drive the right behaviors
- The higher your level, the more responsible you are for defining metrics
- It’s key to understand how success will be measured
 - Define the activities that help you achieve the results
 - Under-promise and over-deliver!

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WHAT WORKS?

Work backwards from results to activities

- Clearly define the objectives and measures of success
- Brainstorm activities that **should** lead to the desired outcome
- Define measures for and assess impact of activities
- Communicate frequently
- **Be prepared to adapt/define new measures**

MANAGING RESULTS EXERCISE: ACTIVITY MAP (EXAMPLE)

Consider the following scenario:

Paula is a sales manager for a large software development company that is well-respected in the industry but new to the area. Paula is tasked with closing 10 new accounts that should generate \$500,000 in new revenue by year end.

Consider what activities she should identify for herself to support her meeting these objectives. With the end in mind, and working backward, what are the actions and regular activities that can help her be successful?

RESPONSIBLE FOR THESE RESULTS	<ul style="list-style-type: none">* Establish brand awareness within the market* Close 10 new accounts* Secure \$500K in new revenue
SUPPORTING MAP OF ACTIVITIES	<ul style="list-style-type: none">* Research competition in the area* Build list of 50 target clients and acquire contact info* Create list of CIOs, IT VPs, and Directors of Procurement* Make 5 cold-calls each day to request meetings* Have 5 meetings each week* Map customer needs – work with marketing to design new collateral* Identify 3 sponsorship opportunities within the region

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MANAGING RESULTS EXERCISE: ACTIVITY MAP

Consider the following scenario:

Maya is a manager at a customer service call center. She is leading a cross-functional team that is launching a new incentive program for customer service representatives with the goal of improving customer satisfaction scores from 70 to 75% over six months.

Consider what activities she should identify for herself to support her meeting these objectives. With the end in mind, and working backward, what are the actions and regular activities that can help her to be successful?

<p>RESPONSIBLE FOR THESE RESULTS</p>	
<p>SUPPORTING MAP OF ACTIVITIES</p>	

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HOMEWORK: YOUR ACTIVITY MAP

Think about an assignment, project, etc. Consider what your objectives are for that assignment and what activities will help you achieve those objectives. Use the framework below to map out your objectives and the activities that will support you in achieving those objectives. Then, consider the questions on the following page.

<p>RESPONSIBLE FOR THESE RESULTS</p>	
<p>SUPPORTING MAP OF ACTIVITIES</p>	

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HOMEWORK: YOUR ACTIVITY MAP

Reflecting on your map of activities and results, consider the questions below.

1. How will you use the Activity Map to track your progress and serve as a communication tool for managing others' expectations?
2. How will you manage the situation if you complete all the activities on your Activities Map but do not achieve the targeted results?
3. How will you engage your team in this view of activities and results?

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COMMUNICATING RESULTS

- Accomplishment occurs when results meet or exceed expectations
- Communication is key—adapt your style
- Take ownership when things don't go as planned

$$\frac{\text{DELIVERY}}{\text{EXPECTATIONS}} > 1$$

Managing Yourself	Managing a Team	Managing a Small Organization	Managing a Large Organization
<ul style="list-style-type: none">▪ Be responsible for your actions▪ Manage expectations▪ Continuously improve	<ul style="list-style-type: none">▪ Own objectives and outcomes▪ Get buy-in and commitment▪ Maintain open communication▪ Engage/support▪ Learn to lead and manage	<ul style="list-style-type: none">▪ Own objectives, outcomes, <u>and</u> performance▪ Resolve conflict▪ Secure resources▪ Recognize your position▪ Delegate and remove barriers	<ul style="list-style-type: none">▪ Set direction, create culture▪ Make decisions▪ Lead leaders – 1000watt bulb▪ Complete responsibility▪ Pay “at risk”

KEY TAKEAWAYS

- Those who manage results earn the chance to manage more results
- We often confuse activities and results
- Understand how success is measured, or define it yourself
- Build your “Achiever Mentality”
- Continuously manage and communicate expectations
- Managing results at different levels requires different behaviors
- Remember: leadership is a choice, not a right

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