

MANAGING RESULTS

WORKSHOP FIVE

NOVEMBER 2025

CONCEPTS & LEARNINGS

- Reputations are built on the results delivered personally and enabled through others
- Alignment is needed between the organization's vision and objectives, the departments key deliverables and the individual or team's results that are expected
- Gain perspective on the scope and scale of the business and key stakeholders - like a senior leader
- Know what success looks like
- When accountability is shared, roles are ill-defined, or clear metrics do not exist, assume YOU are accountable
- Work backwards – define the results, then identify the activities that should lead to desired outcomes
- Assess the effectiveness of activities and be willing to adjust the path if they are not working or cannot produce the result in the required timeframe
- Leaders continually assess their personal contribution AND their team's engagement and commitment level to the expected outcome
- Balancing the workload and ensuring that the right person is managing the right set of actions is essential
- Leaders resolve conflicts, secure resources and remove barriers

*“Never confuse activity with results.”
~Lou Gerstner, former CEO of IBM Corporation*

IN YOUR MENTORING GROUP

Program Timeline - Reflection & Gratitude

As we prepare for the final month of your MANAGE experience, it is essential to consider the progress you have made to date and the things you still hope to achieve. What is different about you today? How have you grown? What do you still want to accomplish? And, how have you shown gratitude to all those that have helped you on your journey?

At our closing session, you will take time to reflect on all of these thoughts, celebrate your successes, and prepare to share these outcomes with your manager and/or sponsor.

So, ask yourself...

- In what ways have I grown or changed my behaviors?
- What am I doing differently today that I wasn't doing before this experience?
- How has my organization benefitted from the time I have spent in MANAGE?
- What new role or stretch assignment am I better positioned for today?
- How has my Mentee group and Mentor supported my growth?

Share your reflections with your Mentee peers and Mentor, and be intentional about making the most of the time you have remaining!

*“Reflection—Looking back
so that the view looking forward is even clearer.”
~Unknown*

PREPARE FOR WORKSHOP SIX

Gaining Alignment - Tuesday, December 16, 1:00-3:30 P.M. ET

Take some time to think through:

- Were there any moments where you felt that your goals and the organization's goals were in conflict?
- How did that feel? What were your thoughts?
- What behaviors enable people in your organization to gain support for key projects?
- Which of those behaviors do you excel in demonstrating? How have you helped others develop these behaviors
- Which behaviors do you need to master? How can you learn to develop them? Who can help you?