

MANAGING RESULTS

WORKSHOP FIVE

FEBRUARY 2026

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

Choosing to Lead - Wednesday, March 18, 1:00-3:30 pm ET

Take some time to think through:

- Have I consciously accepted the accountability, visibility and responsibility that leadership requires?
- Am I equally focused on delivering outcomes and building long-term team capability?
- Do I understand what truly motivates each member of my team?
- What is my leadership style? How does it change when I am under pressure?
- What situations in my role feel like a “both matter” challenge—how intentional am I about balancing them?