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## Our Business Results are Up to Us

By Richard Hohmann

**H**arvard Business Review calls it the world's most valuable commodity. They call this commodity the ability to produce results. Authors and scholars have been attempting to define management excellence for centuries. It really does come down to one single talent and that is the ability to deliver tangible, measurable results time and time again. That consistency requires high achieving managerial competencies. These are learned competencies that take time to learn and also take time to develop the proficiency to deliver the results.

Our Management Development Programs teach people to become a more effective leader, take control of their time, understand that conflict can be a good thing, be better team leaders, manage yourself better than you do others, improve methods of communication, make better decisions and understand various methods of problems solving, think strategically, and manage performance and results.

We teach people the skills that make a difference and I am now going to change that to the following: we teach people to be results-oriented. Isn't that the same as goal-orientation? Emotional Intelligence focuses on managing self and developing the relationship to manage others. If we are not driven to achieve results, how can we be expected to ask others to achieve a desired outcome?

When we get around to it, the only thing that is important is that we produce the desired outcome. Unfortunately, most of the time, we do not focus initially on that. We enter that situation on a tactical basis and don't look at it strategically. So we get a result but often times it is not the desired outcome. That is a major difference.



**F**or us to achieve our desired outcome, we will have to spend more time planning our course of action. We have to first write down the desired outcome. We will next have to write down all the possible barriers or obstacles that will stop us from achieving that specific outcome. Then we will have to create a plan of action that will eliminate those obstacles, focus on short-term results that will lead us to the final result. We must also clarify our expectations to all those involved so that acceptance will not just be results, but the desired outcome. Sounds like a plan!!!

We will need to monitor our progress to make sure we don't get off track. That means we are going to have to be held accountable by someone or some group. Then we are going to be evaluated on our performance in terms of producing the desired outcome, not just results. I can feel the stress building up as I write this.

It is important that we focus on the desired outcome. For most business owners or managers to get there, they need to be better trained, be more aligned with the strategy of their company, be more innovative, and engage the worker and motivate all to reach their potential. Are we giving ourselves or our managers the opportunity to do just that? If not, how can we ever expect to achieve the desired results? It's up to us.



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