



Orienting to Results Worksheet

This worksheet is to accompany the Quick Guide to Orienting to Results

Supervisory Development Program: Driving Results through Others

This worksheet will help you clarify and understand the purpose and most impactful work of the team you supervise. Fill out this worksheet in order to orient to results. After completing steps 1-4 you will be ready to plan for results.

What is your team trying to accomplish for the University?

Discuss the following questions with your manager and colleagues in order clarify your purpose:

What part of your team's work is critical enough to require extra effort?

What does your manager, your colleagues, and your employees see as the most critical aspect of your work?

Turn purpose into challenging goals

Given the purpose of your team, what do the results look like when that purpose is achieved
Create goals for the position based on the broader goals of the position. Take some time to think about WHAT you are looking for and WHY.

Answer the following questions:

Needs for purpose:

What matters most right now in contributing to the purpose?

What will matter most in the next year? Next three years?

What results are expected of your team and how do they connect with broader departmental or unit priorities?

Describe Success:

What will it look like if your team is successful?

What measures or metrics will demonstrate success in your team?

Orienting to Results Worksheet



Challenge the status-quo

With your purpose and team goals in mind, what are you and your team spending time on that is not meaningfully contributing to your purpose?

Assess how you spend your time:

- What are you spending time on things that align with your team's purpose, priorities, and goals?
- What are you spending your time on that is not meaningfully contributing to your team's purpose, priorities, and goals?
- What is your team spending their time on?
- What are you spending time on that's "urgent"? Why are those things urgent?

Challenge assumptions:

- What can you say "no" to? What work can you eliminate?
- What low-impact work can you push down, outsource, or delegate?
- What work can be done "well-enough" instead of "well"?

Orient to results

How will you orient yourself and your team going forward?

Set high standards:

How will you set the tone for focusing on impact and results and changing the status-quo?

How do you expect your employees' contributions to impact high-priority results? What does that look like?

What are your broad, challenging goals for your employees that align their work with high-impact results?

Foster urgency around priorities:

How will you foster a sense of urgency in your team to meet or exceed high-impact results?

How will you set the tone about the work?

How will you articulate your reasoning?