

A close-up photograph of a hand with a black watch strap, overlaid with a white circuit board pattern. Various icons are scattered across the image, including a laptop, a thumbs up, a network diagram, a magnifying glass, a clock, and a refresh symbol.

COMPETENCY DEVELOPMENT GUIDE

DRIVING RESULTS (taking action and getting things done)

HOW TO USE THIS DOCUMENT

This competency development guide is designed to take a closer look at yourself, **help you explore strengths and development opportunities** for a particular competency that is important for successful performance in a work environment, and provide practical guidance and tasks to help you develop a particular competency.

Whether you are at the start of your career, exploring opportunities for promotion within your current organisation, or in a period of career transition, this guide will to **help focus and guide your efforts**. It provides you with a **structured approach to increase your self-awareness** and to craft a personalised action plan.

Competency

Driving Results

means working with and motivating others to proactively and consistently meet and exceed predetermined objectives by evoking a high level of ownership and accountability and using resources effectively.

Behaviours

- ✓ Sets and pursues aggressive goals
- ✓ Drives performance excellence
- ✓ Realise business objectives
- ✓ Pushes self and team to meet key organisational objectives
- ✓ Ensures productivity and output
- ✓ Reallocate resources quickly when facing obstacles
- ✓ Demonstrates strong commitment to organisational success
- ✓ Is determined to succeed in all circumstances
- ✓ Actively influences events and makes things happen
- ✓ Has a strong intent to deliver and ensure flexible execution
- ✓ Is disciplined, reliable, thorough and delivers quality results
- ✓ Action orientated approach and empowers others to take action
- ✓ Energetic and enthusiastic when driving for results
- ✓ Inspires other to deliver

Self-Assessment

Self-awareness is the first step in proactive career management. This process starts with a **sound assessment of your development needs**. You will benefit from acknowledging your own weaknesses so that you can actively plan for how you intend to overcome them. Use the questions below to guide your thinking and reflection.

How relevant is this competency and how does it apply to your job/role/career?

How does this competency contribute to success in your job/role/career?

Rating Scale

Based on the above behaviours, what rating would you give yourself for this competency, and why? Try to identify specific practical examples for each behavioural indicator in your work environment, or even in your private life.

1 – Limited (needs significant development)	2 – Basic (development area)	3 - Competent	4 - Potential Strength	5 - Clear Strength
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Reflecting on the above examples in demonstrating this competency, what behaviours are supporting you in achieving success and which behaviours might be sabotaging your success with this competency?

Based on a recent performance review, assessment results or other feedback you received, what observations and/or recommendations were made in relation to this competency?

If you have not received feedback recently, it may be helpful to ask a trusted advisor for constructive feedback and ask them to clarify and elaborate on their observations. It is **important to understand and learn from their feedback to help guide your future development**, rather than to challenge it. The aim here is to learn how your behaviour is perceived by others. Remember that input from others which challenges your own self-perceptions can be extremely valuable in opening you up to new developmental opportunities that you have not previously recognized. During this discussion, consider asking the following kinds of questions:

- ✓ Can you tell me exactly what your impression is of my ability in relation to this competency?
- ✓ What is this observation based on?
- ✓ What do I do that you feel is less effective?
- ✓ Why do you feel that it was less effective?
- ✓ What do you feel I could have done instead?
- ✓ How do you feel that I could best develop my competence in this area?

Self-Reflection

Following on your self-assessment you will now conduct further reflection to enhance your self-awareness and to establish a clear mental image of your accomplishments in relation to this competency. It serves to **identify your strengths**, to celebrate your achievements **and to give you clarity and direction about what you need to develop**.

Describe a time where it was necessary to challenge an employee who was not achieving the required results.
 - What did you do to handle it?
 - What was the outcome?

Give a recent example where you faced significant challenges and were still able to accomplish your goals and objectives.

- How did you do this?
- What was the outcome?
- What is one thing you could do to unlock a new possibility for that challenge?

Recall the last project that you worked on that did not work out the way you wanted?

- Why did it not go as planned?
- What did you do to manage the situation?
- What was the result?
- What could have been done differently to ensure that you achieve the intended results?

Describe a situation in which you were most effective in achieving a very aggressive goal or a stretch assignment.

- What made it challenging?
- How did you approach this task?
- What was the result?
- What did you learn from this?

Recall the biggest failure or setback you have experienced.

- Why was this setback or failure for you?
- What led to this?
- What could you have done differently to prevent this?
- What did you do to recover from this and get back on track?
- What learning and personal growth did this offer you?

Practical Development Tips and Actions

Now that you have a better idea of the specific aspects relating to this competency that may be an area of development you can **start exploring some practical tips and actions**. The majority of the recommendations in this guide are self-directed. However, if you have any questions about how any of these activities may be undertaken within the context of your work environment, **we encourage you to consult your manager, mentor or coach**.

Tip number ①

Read the recommended article in the resources list on *Management competency - driving for results*. Great leaders are effective at driving results by focusing on what is most important for achieving the strategic goals of the organisation. They are able to create a balanced approach around those tactics, with strict time frames, that contribute to the overall strategic direction. Compile a list of obstacles which prevent you from achieving results. Use the following questions for self-reflection:

- ✓ What are the obstacles?
- ✓ Why are they perceived as obstacles?
- ✓ Why is this holding you back?
- ✓ What action plan could be introduced to overcome these?
- ✓ How can you reframe this to find an opportunity to support successful accomplishment?
- ✓ What would be a realistic time frame for eliminating or minimising each obstacle?

Tip number ②

Employees deliver results to leaders who inspire them. Effective leaders and managers have the ability to encourage employees to perform at their best and drive task completion in a motivating and confident way. Without positive results from accomplished goals, a company can't move forward, and falls behind. Read the article recommended in the resources list by Zenger and Folkman on *How managers drive results and employee engagement at the same time* and reflect on the following:

- ✓ How can you generate loyalty, commitment, passion, and enthusiasm in your organisation?
- ✓ What can you do to ensure that team members excel at creating a positive work environment for one another?
- ✓ How can you encourage employees to perform effectively so that the company can excel?
- ✓ How can you ensure that you establish realistic, yet stretch objectives for employees to pursue?
- ✓ What do you need to do to manage the performance of others?

Tip number ③

Having a drive for results means that you have the traits and attributes to achieve goals despite challenges or obstacles. This focus on results may result in you becoming action-oriented or focussing on the bottom-line and steadfastly pushing yourself and others to achieve. Think of the most difficult and complex situation in which you set clear, lofty goals for yourself (and others, if applicable), and then pursued those goals with enthusiasm and energy. Use the questions below to guide your thinking:

- ✓ What method of analysis did you follow before committing to action?
- ✓ Did you anticipate all obstacles you encountered?
- ✓ Were you prepared with a contingency plan so as not to impede the drive to the goal?
- ✓ How were you able to keep others involved on track?
- ✓ Did you create sufficient time for others to provide feedback or gain buy-in?
- ✓ What can you do better in future?

Tip number ④

Make a list of situations where it was quite challenging to motivate others and achieve the desired results. Reflect on the approach you took. Consider experimenting with the following behaviours next time:

- ✓ Ask action-oriented and empowering questions to drive others toward action.
- ✓ Ask them to define what their next steps are.
- ✓ Ask yourself what is one thing you could do to unlock a new possibility when you are experiencing a challenge.

Development Activity number ①

Identify something you can do to enhance performance or enable more effective execution within your team or function.

- Describe what you could do differently.
- What impact will it have?
- How can you motivate others to do the same?

Although re-framing your weaknesses into a positive light can be challenging, in regularly conducting self-reflection and combining self-awareness with a clear plan of action, you will be able to deal with these difficult questions with ease.

The key to preparing for this question is to identify aspects that could be perceived as a weakness but could also still communicate strength. This will show the interviewer you are self-aware enough to acknowledge your weakness, know your areas of development, and appreciate the opportunities it presents too.

The following are examples of typical interview questions for this competency. Spend some time reflecting on each and make notes of specific examples to prepare for these curveball questions and ensure you can frame your weaknesses in a positive light and showcase how you are improving in each area.

<p>Tell me about complex and challenging time where you anticipated or faced many obstacles and “made things happen” for yourself or your team.</p> <ul style="list-style-type: none">- What were the challenges you faced?- What was your motivation to get things done?- What approach and method did you use?- What was the end result?	① Situation:
	② Task:
	③ Action:

<p>Describe an achievement that you are proud of where you took initiative on something that needed to be done, even though it wasn't really your responsibility.</p> <ul style="list-style-type: none">- Why did you take it upon yourself to do it?- What action did you take?- What was your approach?- What was the result?	① Situation:
	② Task:
	③ Action:

Recommended Resources

Learning by Reading

- ✓ Management Competency – Driving for results
<http://www.employeeselect.com/research/management-competency-driving-for-results>
- ✓ How managers drive results and employee engagement at the same time by Jack Zenger and Joseph Folkman
<https://hbr.org/2017/06/how-managers-drive-results-and-employee-engagement-at-the-same-time>
- ✓ 5 ways to close the strategy-to-execution gap” by Paul Leinwand, Cesare Mainardi, and Art Kleiner, Harvard Business Review

Learning by Watching or Listening

- ✓ TED Talk: “How great leaders inspire action” by Simon Sinek
- ✓ How to be results driven
<https://www.youtube.com/watch?v=0e5pjGiqKtw>
- ✓ Be Determined
https://www.youtube.com/watch?v=FmHJ_pjxVAw

Personal Reflections

Reflection helps create and clarify the meaning and value of your learning experiences. You have an opportunity now to review your learning and progress. This section is about turning the learning and insight into actionable steps to support your personal development goals. Answer these questions before you create your individual development action plan.

Which of the above activities or resources did you find the most useful and why?

Briefly describe what you learned that was new, insightful, and gave you new thoughts and ideas.

Make a list of things you can do based on your newly acquired knowledge, insights, thoughts and ideas.

Make a list of things you still need to focus on.

Development Action Planning

Without a clear plan, it is difficult to track progress and measure your successes and accomplishments in relation to your career aspirations. Focus initially on your short and medium-term plan.

Consider specific work experiences, activities, actions that can be taken within the context of the current role that will enhance this competency. , relationships to leverage, other self-development strategies, including formal development solutions. Note 1) specific actions (2-3), timeline and milestones to maintain momentum and 2) concrete expected outcomes.

Identify the opportunity

List the development opportunity that will enhance performance in your current role in relation to this competency

Identify why it is important

State the reason why this particular development opportunity will make a difference in your career

Identify what good looks like

State what you would like to accomplish and achieve with this competency. This should be aspirational and what you would like to achieve over the medium-term

Identify learning experiences

List activities, assignments, and meaningful experiences that you pursue that will offer an opportunity to develop you develop, enhance, and apply this competency

Identify your stakeholders

Identify those people in your life and relationships you can leverage to provide you with honest feedback, support, information on what is required, and help you along the way in developing this competency

Identify training courses

Identify any other training courses, further relevant reading, podcasts or blogs that can provide the knowledge base that one can then apply to strengthen this competency

Identify support required

State what support you need and who you need it from in order to successfully develop and apply this competency

Identify support required

State what support you need and who you need it from in order to keep you on track, successfully develop and apply this competency

Identify tracking methods

Define your goal clearly, especially how you will know when you have achieved it and then indicate specific measures you will use to monitor and track your progress

Identify accountability

State who you can I share your goals with. Sharing your goals with someone will help you stay on track and help you stay accountable

Identify possible derailers

Consider what challenges you may face in trying to achieve your goal and define how you will manage possible setbacks to ensure sustained effort and perseverance