FREQUENTLY ASKED QUESTIONS

Why do we need another tool to input data into?

Many companies choose RESULTS.com because they are tired of having information in so many different places, and having to jump from place to place to see what is going on in the company. This tool is intended to track our high level projects and key metrics (numbers) so everyone can go to one place and see at a glance how our business is performing.

What is the difference between a KPI Goal and a Project Goal?

A KPI Goal (detailed history goal) is used when you want to capture and track a score (number) on an ongoing basis, and where you want to make sure that the score meets the required standard. e.g. "Number of proposals submitted per week"

A Project Goal (one touch update goal) is used when you have a long-term strategic initiative

that will improve an area of the business, or move the business forward in some way. These "projects" will usually take more than a month to implement, and you will be breaking the goal down into smaller chunks (Tasks) and assigning a number of subtasks to get the project completed by the due date.

What is the difference between a Project Goal and a Task?

If a Task will take more than 1 month to complete and has many key subtasks that need to be tracked in the software to complete the Task – you may want to create a Project Goal (1 touch update goal), and list the subtasks under each Project, and assign each task to the relevant user.

> *Tip: Don't keep adding Project Goals into the software every time you want to do something. Most of the time, Tasks are a better way for driving execution, and capturing a history of the work done by each person during the quarter. Rule of thumb = "Fewer Goals / More Tasks"*

If it is just a single action that will take less than 1 month to do once you commence working on the item, and it does not have a series of subtasks that need to be assigned/delegated and tracked in the software every week – it is usually better to just create the action item as a Task and check it off when it is done.

How many Goals should each person have?

RESULTS.com recommends you "focus on less to achieve more". Ideally a person has only a small handful of goals to work on per quarter, e.g. 1 or 2 KPI Goals (detailed history goals), 1 or 2 Project Goals (one touch update goals) maximum.

Regardless of goal type, 3 or 4 Goals in total is probably an ideal number for most people to focus on in any given quarter. If a person has more than 6 Goals in total, you probably have too many. New Goals should only be added to the system in discussion with the manager. Once Goals are entered at the beginning of each quarter, each person must figure out with their manager the key Tasks that need to be assigned each week to achieve each Goal

I'm in an administrative role and my tasks are the same every month?

Some roles may not have many (if any) measurable Goals, if the work is mostly Task-based by nature. If that is the case, find an overall team Goal that you can relate all your Tasks to, and figure out with your manager your key Tasks that need to be entered each week.

How granular should we be with entering Tasks?

Just capture the "big things", the key Tasks you need to get done each week to move your Goals forward (or your area of the business forward). For Project Goals, ask yourself, what is the "1 thing" (the most important thing) that needs to happen in the coming week to move each Project Goal forward? Capture that as a Task.

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KPI Goals may not always have a Task assigned to them every week (especially if they are colored green), but if the KPI number is colored yellow or red - you will probably want to assign a Task to specify an action someone will take in the coming week to fix the situation.

> *Tip:* Enter no more than 3 or 4 key Tasks per person in any given week. The aim is for everyone to know (and agree with their manager) what are the 3 or 4 most important tasks they must get done in the coming week, before the next weekly team meeting.

What does a good Task look like?

Don't put something vague like "Work on the new website" or "Make some sales" - neither of which are very helpful. Tell your colleagues exactly what they can count on you to get done each week. Be specific about what you will do, by when, and make a promise that is within your control e.g. "Create the website landing pages for the software demo offer" (by Thursday 7th) or "Finish Spacex proposal and courier it to them" (by Friday 8th). Only make promises that you know you are going to keep, and be specific about what you are willing to be held accountable for.

What should we post on the water cooler?

Post some good news. Share information and links. Start a discussion. Ask a question. We recommend everyone start the day by sharing what they are working on - more specifically - what is the most important thing you want to get done before you finish work today?

What if my Project / KPI Goal is not within my full control?

Many people can be involved, but ultimately 1 person needs to take accountability and ownership. Who is it going to be? Being accountable does not mean you do all the work yourself, you just make sure it "gets done". You can assign Tasks to other people.

What does being accountable for a Goal mean?

You make sure everything "gets done" related to this Goal. Colleagues with individual sub-Tasks report to you as "project leader". You meet 1 on 1 with each individual who is involved on a weekly basis to make sure you are aware of any issues / delays. You make sure the #1 Task move the Goal forward each week is agreed and visible in the software. You help source the necessary support to keep things on track. You report to the company leadership once per week showing that you fully understand what is happening with your Goal and you have things under control.

Is this software a stick to beat us with?

No. The software is designed to help us all to achieve our goals faster. It will help us to focus our time on the things that really matter, and help to remove a lot of the distractions and unnecessary work that we should not be doing.

I'm not comfortable having my performance made visible!

We all have a job to do and we all need to do our fair share. Making everyone's performance visible means that we can support each other to make sure we all achieve our goals.

Using the tool means more work for me to do - I don't have time to use it!

Once the tool is set up, It should take you no more than 5 minutes per week to update your Goals and Tasks. Ideally, everyone is logging in every day to post news and participate in the discussions on the water cooler, but if you aren't able to devote 5 minutes per week to update your Goals and Tasks, and plan your next week's Tasks in advance then we probably need to talk how we can help you manage your time and forward planning.

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Keeping the KPI data current

Experience has shown that for most organizations, ONE person should be accountable for updating ALL the KPI Goals every week and verifying that the data is accurate in the software. Even if it takes that person 1 hour per week to update all the KPIs for the organization, it is time well invested. That way when you have your weekly meetings, your team is looking at the "current reality", and are able to have robust discussions and make meaningful decisions and assign Tasks to address that reality and move your organization forward

> **Note:** The exception to this would be "daily" goals, where the individual should be expected to update their Goal every day. Individuals should be accountable for updating their own Project Goals and Tasks every week however.

My numbers aren't right!

Regardless of whether the data is updated automatically, updated by someone else, or updated by yourself - you are accountable for your Goals being kept up to date, and you must make sure that your data is correct before you turn up to each weekly team meeting.

It is frustrating that we never seem to achieve our Goals!

Set yourself up to succeed. "Stuff happens". Fires will still need fighting and "business as usual" activities still need to get done. Set realistic Goals and due dates that take into account that "stuff will happen", yet you still expect to get each Goal achieved. Don't underestimate the difficulties and challenges you will face.

Setting overly aggressive KPI Goals can have the effect of people always being "in the red" in terms of how their performance is displayed. The proof is on their dashboard every day. They get used to being in the red. After a while it becomes the norm. They can become apathetic – "what's the use?" Also, if they do not feel like they can immediately turn the score around, being "in the red" starts to become the norm – and people decide that if being in the red is always the case, then being in the red must be OK. A culture of mediocrity develops.

The "**green**" level of performance is the KPI score (number) that you expect a competent person to be able to achieve consistently (every week / every month) if they are doing their job well. It is the target level of performance that should be achieved consistently. The "**red**" level of performance is the point where if the KPI score drops below that point, it now becomes an unacceptable level of performance, and you will probably want to assign a specific Task to address this level of performance. The "**yellow**" level of performance is anything between green and red. You will keep a close eye on it.

> *Tip: It is better to set relevant and achievable goals, get your people used to "winning," and then ratchet up the performance threshold over time. Involve the person accountable for the KPI Goal in setting their red / yellow / green performance thresholds. The green level of performance needs to be agreed by all parties that it is "achievable" (with appropriate effort) and "relevant" (to what is currently happening in your business environment).*

What if I don't keep my software updated?

RESULTS.com is what we will be using to measure our performance. It is where you get to show what you are working on (your Goals), what you are achieving every week (your Tasks), and where you get to contribute your ideas and share your "wins" (your Water cooler posts). We want you all to get full credit for your good work. Think of it as being like sports. Are you just practicing, or are you playing for real? If you are playing for real, then we need to keep the score!