



# **Operational Framework - Outcomes & Behaviours**

## **Questionnaire**

# 1 Use of This Document

This document presents an overview of a questionnaire for information relating to the Outcomes & Behaviours of a Board / Team / Group / Organisation as part of the Operational Framework for Board – Executive Relationships. The details on expected outcomes, required behaviours and what is stopping from those behaviours and outcomes from being realised are gathered using this document. Aimed at those participating, conducting, reporting on or auditing an Outcomes & Behaviours assessment, this document outlines what the process is, why it is required and what happens to the information collected. This document presents a questionnaire for guiding and recording the discussion for formulation of a report back to the participants.

Please collect business cards where possible. Conduct the interview in a relaxed and informal way, using open ended questions, in a conversation and let the participant talk. Empathise and share experiences as required.

**N.B.** All Results are Confidential.

## 2 About the Outcomes & Behaviours Process

Answers to common questions about the Operational Framework – Outcomes & Behaviours process are presented.

### **What is the Operational Framework?**

The Operational Framework is a set of tools and techniques, (an Operational Framework) for use between Boards and Executive Leadership, or other groups, particular within Not for Profit (NFP) organisations.

### **What is the purpose of Outcomes & Behaviours process?**

The purpose of the Outcomes & Behaviours process is to establish the outcomes and what behaviours are needed to achieve those outcomes for a Board / Team / Group / Organisation.

### **How does the Outcomes & Behaviours process work?**

The process works by having participants, e.g. a Board, share their views and opinions on what they are looking to achieve, the behaviours they need to see in people to achieve those outcomes and what is stopping that from being achieved. The interviews are informal, confidential and results are presented back in a report and moderated discussion forum.

### **What is the outcome of the Outcomes & Behaviours process?**

The outcome is informative information to help a Board / Team / Group / Organisation achieve their objectives and outcomes. The output is usually in the form of a value-adding report and workshop.

### **Who should partake in an Outcomes & Behaviours process?**

Participants are those that want to be engaged and are looking to address issues in the operation of a Board / Team / Group / Organisation. The focus is often on the Board and Executive Leadership.

### **What is the confidentiality within the Outcomes & Behaviours process?**

The process is in strictest confidence. Results are compiled without names being attached and a consolidated view is taken.

## 3 Recipe

A recipe for the process of looking at Outcomes & Behaviours, including the interview, results compilation and stakeholder engagement are as follows. Remember:

- It is the view of the participant that is important and NOT that of the facilitator.
- It is the outcomes that are important for the participant.



- The significance to the participant lies in transferring the tool and the expertise so that they can use it for themselves.

### Ingredients

*Briefed participants*

*Capable facilitator*

*Copy of Operational Framework – Outcomes & Behaviours Questionnaire*

*Informal atmosphere away from distractions*

*List of roles (entities)*

### Instructions

1) Facilitator to take participant(s) to an informal atmosphere away from distractions.

2) Facilitator put participant at ease and ensuring a non-threatening engagement.

3) With a focus on listening to the participant, facilitator asking open ended questions around the role (entity) to complete the table in the Operational Framework – Outcomes & Behaviours Questionnaire.

4) Complete the document in plain English, with highly pragmatic focus looking towards the transfer of expertise to the participant.

4) Facilitator return questionnaire results as soon as possible to participant for peer review.

5) Facilitator to discuss issues and revisions with participants and advise of next step in the process. Remember it is the participants view that counts and NOT that of the facilitator.

## 4 Organisational Culture

The right culture produces the right outcomes and the culture of an organisation, is set by the leadership and management of that organisation. A successful culture is seen through:

### 4.1 Professional

Professionalism is a much used word that is hard to describe and quantify but everyone knows it when they see it. Being a professional has little to do with the pay that is received; it is about a mindset and an attitude. Being a professional cannot be legislated and enforced; it is one of those things that comes from within people. Instilling and valuing professionalism is at the heart of successful operations. Professionalism consists of the following elements:

- Credibility – The people doing the work are seen as credible because people know they deliver good results.
- Competency – Having the right expertise and skills to know that outcomes will be achieved.
- Pride – A sense of satisfaction and fulfilment in a job well done.
- Trust – People trust you to do a good job because of a self-pride and the ability to deliver.

Management frameworks that encourage and facilitate professionalism deliver the best results in both the short and long-term.

### 4.2 Accountable

A strong sense of accountability exists and people are prepared to step up and take ownership of issues and to address them. This comes from giving people the responsibility and the ability to take ownership and address issues. Many people feel better and are more productive when they have the ability to take ownership. Organisations that are characterised by a lack of



ownership, accountability and problem passing often see poor results, a de-motivation of people and a frustration that is insidious.

## 4.3 Innovation & Risk

Fundamental to the ongoing success of an operation is the ability to innovate. Whether it is the decline time a product can remain in the market through to the operation of a business, a pipeline of innovation is key. This pipeline needs to be sustained and those contributing to it rewarded. Even if ideas are not used, recognition of contribution is important.

Aligned to innovation, is a recognition of risk taking and acceptance that things will go wrong. A culture of only rewarding success has its problems including:

- Bad news reporting – A reluctance to report bad news means that issues build up and problems are not actioned because of the resultant fear of penalisation if they report bad news. Managers can action bad news.
- Aversion to difference – An aversion to trying new things and to improve things by doing things differently results with the resulting stifling of business and decline in performance.
- Reluctance to the new – People are afraid to take risks because they may fail. People only learn through making mistakes.

## 4.4 Commercial

The culture often needs to be commercial in nature because it drives ownership and accountability. Commercialism is not the only driver, however. The driver is a professional approach of which, commercialism is one component of a desire to deliver value.

## 4.5 Change

The modern business environment is about how quickly a business can respond to change and the mistakes made. Whilst many people resist change, change is actually a constancy. Bad management and poor planning are not the same as a changing and evolving environment. They are just bad management and such chaotic environments are often frustrating and counter-productive. Change is:-

- structured and occurs according to strategy;
- the result of good strategy;
- done according to sound business principles;
- implemented in a sustainable way.

Change is about education and training, the skilling of people. Change is about revisions to processes and operations driven by what is required at the coalface to deliver. Change comes when it is championed at source and driven at source.

## 4.6 Performance Management

Aligned to professionalism is an assessment of performance to agreed outcomes. Managing performance to both outcomes and the required behaviours is required. Key Performance Indicators or KPIs are not the same as outcomes management. Outcomes management looks at what the overall result is and how it was achieved. Outcomes management is less concerned with the low level detail of operation. Conversely, KPIs are more suited to lower level detail and have a role to play in planning but they need to reflect the purpose of the exercise and not become an end in their own right. Consider the following when using KPIs:

- KPIs do not measure strategy. KPIs measure outcomes from activities. The success of a strategy is seen from having the objectives realised.
- KPIs are not a minimum standard to which people operate too.
- KPIs are not a limit on performance.



- KPIs can be degrading to people because they can be used to say “you would not do a good job without the KPIs to motivate you”.
- KPIs should not encourage contrary (nefarious) activity.
- KPIs should be values focused.
- KPIs should reflect mission outcomes.
- KPIs empower delivery.
- KPIs need to be clearly defined. Ambiguity and vagueness leads to problems and disputes.
- KPIs need to be easily measured and quantitative.
- KPIs should define the criteria for success or failure of an expected outcome.
- KPIs need to be realistic. Those that are not obtainable are just demoralising and become a joke, negating the whole point of the exercise.

## 4.7 Leadership

All levels of management, especially executive management set the culture of an organisation. People respond to what they see, hear, feel and experience around them. If the mood around them is negative, people get drawn into it. Conversely, if leadership is strong, pro-active and leading by example, people respond accordingly. The significance of one person to influence should not be under estimated.



# Outcomes & Behaviours Questionnaire

Completed By:

Date:

## Personal Details

Details of the person being interviewed include:

<b>Name:</b>	
<b>Position Title:</b>	
<b>Business Area:</b>	
<b>Organisation:</b>	

## Entity Details

Details of the area within the organisation being assessed:

<b>Entity:</b>	
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## Outcomes & Behaviours

The Outcomes &amp; Behaviours to be seen include:

Role	Expected Outcomes	Assessment Criteria	Behaviours to Instil	Issues Impacting Outcomes
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Role	Expected Outcomes	Assessment Criteria	Behaviours to Instil	Issues Impacting Outcomes
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	•	•	•	•
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<b>Comment:</b>	
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CONFIDENTIAL

