



Managing for Outcomes - Day 2

Learner Guide



Disclaimer

This material has been developed solely for internal Australian Taxation Office training purposes and must not be used as a legislative support tool in the workplace. Every effort was made to ensure this material was accurate and up-to-date at the time of publication but users are advised of the need to check for any changes that have affected the currency of this material and conduct their own research and inquiries in relation to any interpretation of the law. The ATO accepts no responsibility for any loss or damage incurred as a result of the use of this material in personal transactions that are not part of ATO official business.

Version

02.09.2019

Copyright

© AUSTRALIAN TAXATION OFFICE, COMMONWEALTH OF AUSTRALIA

You are free to copy, adapt, modify, transmit and distribute this material as you wish (but not in any way that suggests the ATO or the Commonwealth endorses you or any of your services or products).

Attribution

Images in this product were downloaded from:

<https://freephotos.cc/>

<https://freepik.com>

K-Pell photography

Table of Contents

1.	<u>ABOUT THE COURSE.....</u>	<u>4</u>
2.	<u>INTRODUCTION</u>	<u>5</u>
3.	<u>OPPORTUNITIES TO BETTER MANAGE OUTCOMES</u>	<u>9</u>
4.	<u>PRIORITISE.....</u>	<u>11</u>
5.	<u>PRODUCTIVITY.....</u>	<u>12</u>
6.	<u>A MODEL FOR PRODUCTIVITY</u>	<u>13</u>
	DELEGATE.....	19
	BE STRATEGIC ABOUT PRODUCTIVITY	21
7.	<u>BE PROACTIVE</u>	<u>24</u>
8.	<u>CASE STUDIES.....</u>	<u>25</u>
9.	<u>MY PERSONAL ACTION PLAN.....</u>	<u>29</u>
10.	<u>THANK YOU</u>	<u>31</u>

1. ABOUT THE COURSE

COURSE DETAILS

This course is designed to provide participants with an overview of the motivators for staff and how to manage performance.

LEVEL

Intermediate

AUDIENCE

Managers with direct reports (mostly APS6 – EL2)

DURATION

Day 1 – 4 hours 30 mins

Day 2 – 4 hours 30 mins

PREREQUISITES

1. The Contemporary Manager
2. Herman Brain Dominance Instrument (HBDI) 1.5 hrs + survey completion

PROGRAM

Management Development Program consists of:

1. The Contemporary Manager (1 day)
2. Herman Brain Dominance Instrument (HBDI) 1.5 hrs + survey completion
3. Managing People (1 day)
4. Coaching @ work – e-self directed
5. Managing for Outcomes (1 day)

CONFIRM PARTICIPATION

There is no assessment for this course. You must complete the entire module for your records on ATO SAP Portal – My Professional Development to be updated.

2. INTRODUCTION

Learning Outcomes

What will we do?

- ❖ Look for opportunities to better manage outcomes
- ❖ Examine many ways to improve productivity
- ❖ Look into the Big Rocks theory by Steven Covey
- ❖ Look at what managers do in their teams to achieve great outcomes
- ❖ Assist you to think strategically

What's in it for you as a manager?

The information you need to streamline the way you work, maintain a strategic focus and obtain the best possible outcomes for yourself and your team.

3. BLANCHARD'S CHARACTERISTICS OF HIGH PERFORMING TEAMS

Blanchard's Characteristics of High Performing Teams L&D

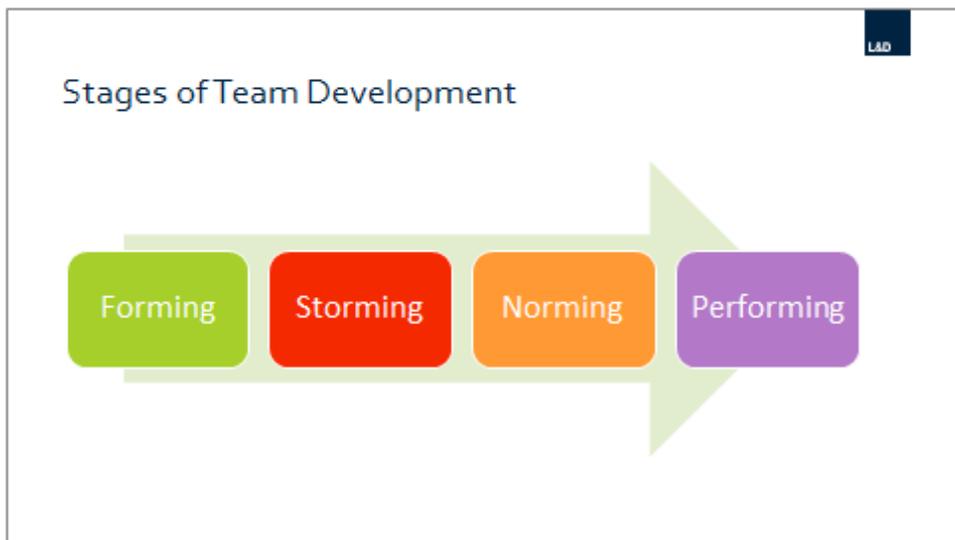
Teams have a sense of **P**urpose
they are **E**mpowered
they practice good **R**elationships
they exhibit **F**lexibility
then try for **O**ptimal Performance
they **R**ecognise and **A**ppreciate each other
and have high **M**orale

© Ken Blanchard: The One Minute manager builds high performing teams

- **Purpose** -Team members are clear about what the team's work is and why it is important
- **Empowerment** - Members are confident about the team's ability to overcome obstacles and to realize its vision

- **Relationships and communication** - The team is committed to open communication, and members feel that they can state their opinions, thoughts and feelings without fear.
- **Flexibility** - Members are flexible and perform different tasks and maintenance functions as needed
- **Optimal performance** - High-performing teams produce significant results, due to a commitment to high standards and quality results
- **Recognition and appreciation** - Individual and team accomplishments are frequently recognized by the team leader - as well as team members - by celebrating milestones, accomplishments and events
- **Morale** - Members are enthusiastic about the team's work, and each person feels pride in being a team member

4. STAGES OF DEVELOPMENT



Which stage is your team currently at?

1. **Forming:** The team is new and generally don't know each other or have not worked together before. People are generally polite but distant and more formal.
2. **Storming:** As the team are still getting to know each other, they are working out the status quo and conflict between team members' natural working styles may well occur.

3. **Norming:** The team has consciously or unconsciously formed working relationships and are generally abiding by certain group norms, and they are becoming functional at working together..
4. **Performing:** Relationships, team processes, and the team's effectiveness in working on its objectives are syncing to bring about a successfully functioning team. This is the stage at which the real work of the team is progressing.

There is now another stage identified:

5. **Adjourning:** This is where the team has completed its or purpose and it is time for team members to pursue other goals or projects.

What do you think a manager might do at each stage to assist in the team's progression to the Performing stage?

6. **Forming:**

7. **Storming:**

8. **Norming:**

5. DEVELOPING NEW HABITS AROUND PRODUCTIVITY

Developing new habits around productivity

- New behaviors take time, energy and focus to become habits
- Start developing new habits around productivity today



- To develop new habits (or change the not-so-good) ones takes **Awareness** then **Acceptance** leading to **Action**- how can we do this?
- The burning ambition to do this has to be driven by you
- A trick – it doesn't become a habit until you practice it regularly (possibly daily)
- 'Fake it till you make it' is a good way of getting yourself into some new good habits.

What new habits would you like to create?

How can you plan to achieve these?

6. OPPORTUNITIES TO BETTER MANAGE OUTCOMES

Opportunities to better manage outcomes

Independent Review of the Australian Public Service

The Government is establishing an independent review to ensure the APS is fit-for-purpose for the coming decades.



David Thodey AO, Chair of the APS Review, Woden Service Centre

Video about the APS review



<https://www.apsreview.gov.au/priorities>

What do you think it means for you as managers in terms of improved outcomes?

Key Points from the video:

- The Government is establishing an independent review to ensure the APS is fit-for-purpose for the coming decades.
- The APS needs to be apolitical and professional, agile, innovative and efficient.
- It must have the capability to meet core responsibilities and deliver functions, to understand and use technology and data to drive improvement.
- Hoped for results include:
 - driving productivity and jobs in the economy
 - improving citizens' experience of government
 - delivering fair and equitable support where it is most needed

- be an employer of choice
 - providing enriching work and nurturing talent
 - being an exemplar of innovation and adaptability.
- The review will identify an ambitious program of transformational reforms to ensure the APS is fit-for-purpose in the future, and to accelerate future reform activities.
- **Scope** of review – look at the capability, culture and operating model of the APS.
- It will make practical recommendations to ensure the APS is ready, over the coming decades, to best serve Australia in:
 - driving innovation and productivity in the economy
 - delivering high quality policy advice, regulatory oversight, programs and services
 - tackling complex, multi-sectoral challenges in collaboration with the community, business and citizens
 - ensuring our domestic, foreign, trade and security interests are coordinated and well managed
 - improving citizens' experience of government and delivering fair outcomes for them
 - acquiring and maintaining the necessary skills and expertise to fulfil its responsibilities.
- The review will consider:
 - the suitability of the APS's architecture and governing legislation
 - How the APS monitors and measures performance
 - How it ensures the most effective use of taxpayers' money in delivering outcomes.
- The review will focus on all Departments of State and any entity which engages staff under the Public Service Act 1999 (Cth).
- **Recommendations** will include implementation and change management strategies.

See the attached link if you require more information - <https://www.apsreview.gov.au/>

7. PRIORITISE



Key concepts:

You could work towards improving team outcomes by sharing this theory with your team members in an upcoming meeting.

 **Activity:** What are your big and medium size rocks?

What gets in the way of our productivity?

L&D



8. PRODUCTIVITY

How productive are we?

L&D

- **80%** of interruptions at work are considered trivial
- **56 Interruptions** a day for the average employee
- **3 Minutes** spent working before the average employee switches tasks
- **2 Hours** spent recovering from distractions per day

Source [Atlassian](#).



Activity – What do you do to minimise distractions in your workday?

Notes _____

9. A MODEL FOR PRODUCTIVITY

L&D



Remember:

Productivity gain tends to be the cumulative and compounding effect of a large number of small changes

©2009 Siebert Neethling, The Pleasure of Your Company

It is easy to improve productivity with small changes every day.

L&D

A model for productivity

There are five key focus areas for leveraging productivity:

1. Lay a strong productivity foundation
2. Simplify
3. Automate
4. Delegate
5. Be strategic about productivity



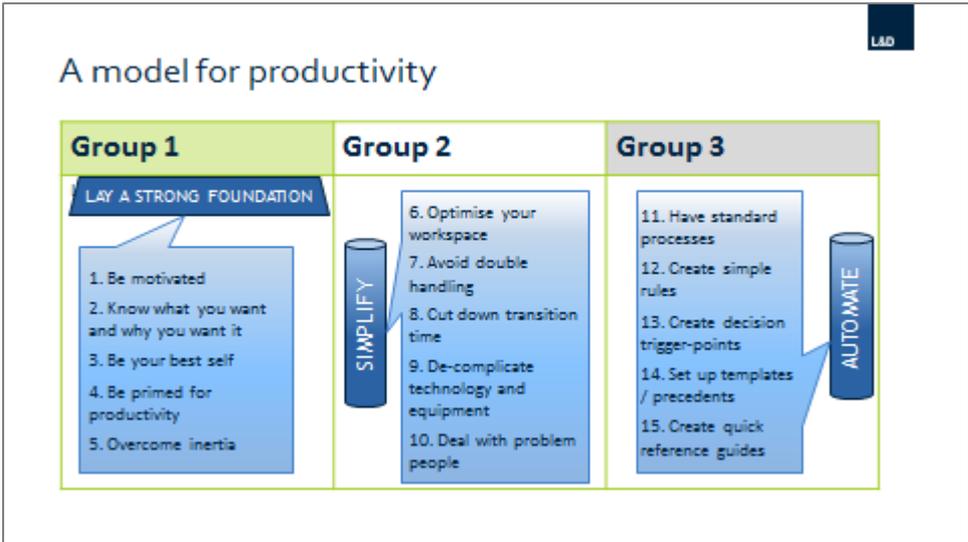
There are five key focus areas for leveraging productivity.

Each one can help us increase outputs and decrease inputs. In combination they can make us and our teams significantly more productive:

9. Lay a strong productivity foundation
10. Simplify
11. Automate
12. Delegate
13. Be strategic about productivity



Activity – A model for productivity



For each of the five sub-headings of Lay a strong foundation, Simplify and Automate, note:

- What it means to you
- Tips and examples of how to use or implement

LAY A STRONG FOUNDATION FOR PRODUCTIVITY**LAY A STRONG FOUNDATION**

1. Be motivated
2. Know what you want and why you want it
3. Be your best self
4. Be primed for productivity
5. Overcome inertia

1. BE MOTIVATED

2. KNOW WHAT YOU WANT AND WHY YOU WANT IT

3. BE YOUR BEST SELF

4. BE PRIMED FOR PRODUCTIVITY

5. OVERCOME INERTIA

SIMPLIFY

- 6. Optimise your workspace
- 7. Avoid double handling
- 8. Cut down transition time
- 9. De-complicate technology and equipment
- 10. Deal with problem people



6. OPTIMISE YOUR WORKSPACE

7. AVOID DOUBLE HANDLING

8. CUT DOWN TRANSITION TIME

9. DE-COMPLICATE TECHNOLOGY AND EQUIPMENT

10. DEAL WITH PROBLEM PEOPLE

AUTOMATE

- 11. Have standard processes
- 12. Create simple rules
- 13. Create decision trigger-points
- 14. Set up templates / precedents
- 15. Create quick reference guides



In some environments software can automate processes. To 'automate' also means to remove unnecessary decision-making where possible.

11. HAVE STANDARD PROCESSES

12. CREATE SIMPLE RULES

13. CREATE DECISION TRIGGER-POINTS

14. SET UP TEMPLATES / PRECEDENTS

15. CREATE QUICK REFERENCE GUIDES

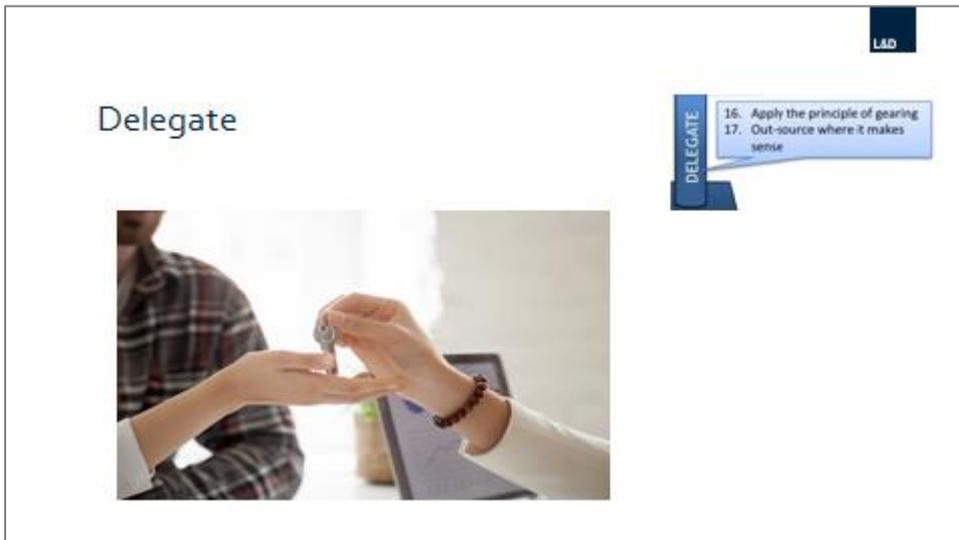


There is also information at the end of your learner guides that you can refer to later.

Delegate

DELEGATE

- 16. Apply the principle of gearing
- 17. Out-source where it makes sense



Why would you delegate?



Activity – Give a counter-argument to each of the following:

1. If you want something done, you might as well do it yourself

2. It is so quick for me to do it – it takes less time than delegating and following up

3. I don't have anyone with the right skills to delegate to

4. My team is overworked as it is

5. I'm scared they might become better than I am

6. They'll say I give them all my dirty work

7. I'm not really a manager, more a senior amongst peers

If you think that delegation is appropriate only for employees who have already demonstrated complete competence in an area, then you may be trapped in this vicious cycle: until your employee has the opportunity to perform an activity by themselves, they will never develop the necessary skills and experience to do it well. But until they do it well, you will continue to believe that you must be involved, either by performing the task yourself or by micromanaging so closely that they never do it independently.

PRINCIPLES OF EFFECTIVE DELEGATION



The IDEAL model:

Identify the right tasks and right person

Discuss objectives, expectations, key actions, timelines, challenges

Evaluate performance and behavior of the person

Advice periodically and provide feedback

Look for development areas and opportunity to delegate and develop your team members

Some tips for delegation:

- Choose the task carefully – not only mundane tasks
- Choose the right person – consider time, competence, development objectives
- Provide sufficient authority and resources
- Communicate – give them all the relevant information and specify quality requirements
- You could establish a diary-based feedback system
- Let go
- Make good use of the time saved.



There is a table on page 20 of your Learner Guide with three levels of delegation, which you may go through in your own time.

16. APPLY THE PRINCIPLE OF GEARING



Gears provide mechanical advantage through a gear ratio: something small can drive something big. Think of the mechanics of a bicycle, where modest movements of the pedals cause the much larger wheels to turn.

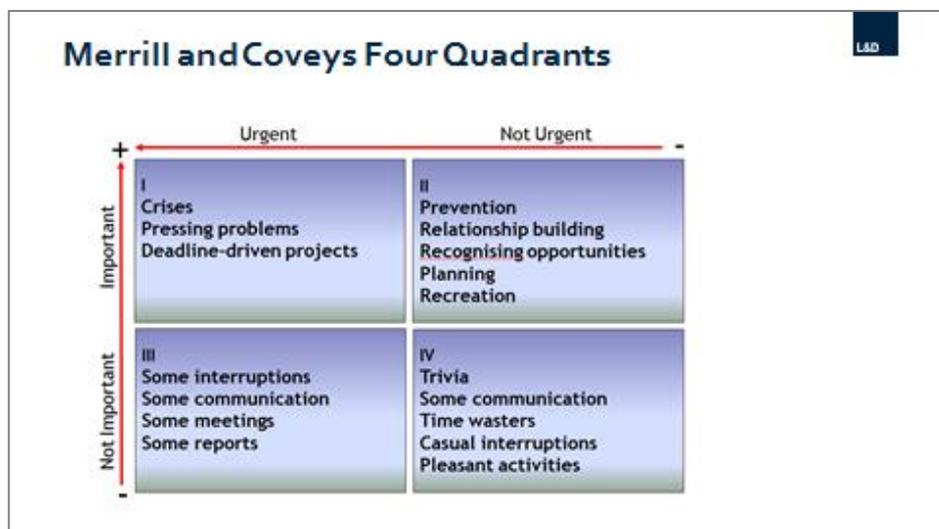
Right resources, Right Job, Big Impact

For example, one manager can coordinate the efforts of many; ten minutes of the expert's time can guide the non-expert to do quality work.

17. OUT-SOURCE WHERE IT MAKES SENSE

Out-sourcing is a form of gearing and a form of delegating. Most organisations use external expertise where it is not efficient for them to have the expertise in-house.

Be strategic about productivity





Questions

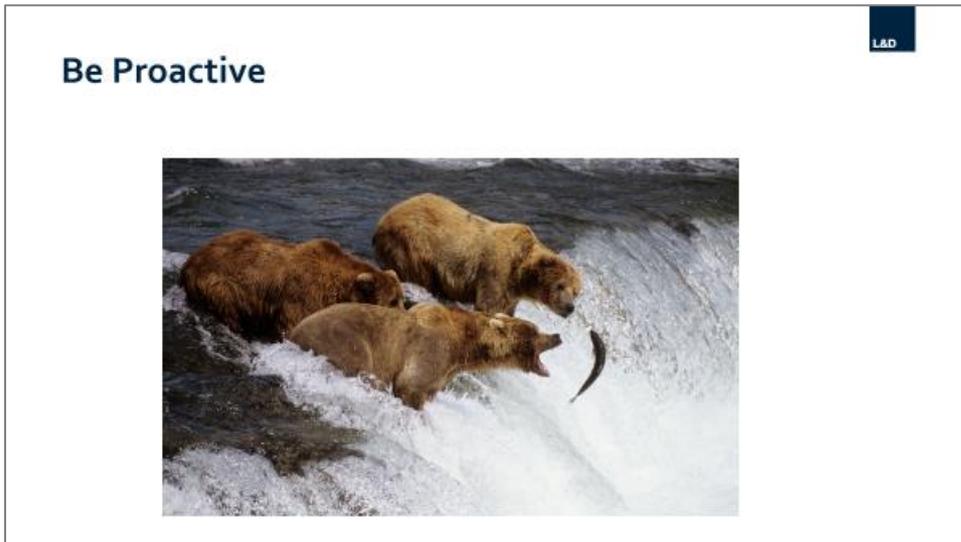
Ideally, in which quadrant should we spend most of our time?

If that is the case, then what prevents us from doing this?

Mapping my priorities

I Urgent and Important	II Important but not urgent
III Urgent but not important	IV Neither urgent nor important

10. BE PROACTIVE



How can we be more proactive?

11. CASE STUDIES

Managing for Outcomes L&D

Case studies

This activity is designed to put the 'spotlight' on every day managerial tasks by assessing inefficient and unproductive work habits

1. Written briefs
2. Back to back meetings
3. Reporting



SPOTLIGHT 1: BRIEFS

On average, the area has around five to six briefs to write each week.

Requests for briefs come from a variety of sources including the Executive, other branches and BSL's, parliamentary staffers and external agencies.

Two EL1 officers in the area are primarily responsible for the drafting of briefs. This has been the norm for about 12 months now. The EL2 Director, the Assistant Commissioner and often the First Assistant Commissioner all have a strong role in vetting and approving drafts.

APS 6 officers, some of whom are located in other sites, are generally involved in providing technical or data input into the briefs.

The approval process often requires shortened deadlines for each level in the approval chain.

On average, the process for drafting and approving more complicated briefs for the Deputy Commissioner or the Executive can take between a week and ten days. Often, however, timeframes are extended due to quality issues, unavailability of EL1 officers or key approving staff, and numerous edits and re-works on drafts. Concerns and negative comments have often been expressed by senior officers about these delays.



Question

What learnings or models could be applied in this process to make it more effective, and how would you use them?

12. MY PERSONAL ACTION PLAN

My Personal Action Plan L&D

Question	How I am going to do it	Stakeholders
What motivates me to be more productive?	<ul style="list-style-type: none">• Coming in early• Going to the gym or walking before work• Writing down my goals for each day (using big rocks theory)• Taking on challenging work• Learning how to develop learning products	Me My manager

Question	How I am going to do it	Stakeholders
What motivates me to be more productive?		
If I am procrastinating, these are the things I will do to overcome it.		
How will I optimise my physical and electronic workspaces?		
I will set up the following templates/precedents for myself		
I will streamline the following work		
I can delegate the following work/tasks		
What do I need to improve my staff outcomes?		
I will get back on track quicker when distracted by.....		
If I fall back into my old habits, what will I do to get back on track?		

13. THANK YOU

Program completed

Thank you

