26 - Results Orientation - Focusing on the desired end result of one's own or one's units work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them.

	Basic	Proficient	Advanced
Professional/ Specialist	• Develops general goals for most initiatives, projects, and meetings • Can lose commitment to achieving goals when faced with obstacles or frustrations • Measures performance against goals if time and resources permit • Makes a good effort to achieve a goal • Usually has a sense of urgency when faced with problems and getting the work done	• Develops clear, challenging, but achievable, goals for initiatives, projects, and meetings • Maintains commitment to achieving goals even in the face of obstacles and frustrations • Finds or creates ways to measure performance against goals • Exerts unusual effort over time to achieve a goal • Has a strong sense of urgency about solving problems and getting work done	• Develops clear, challenging, but achievable goals and expectations for all initiatives, projects, and meetings • Extremely focused at maintaining commitment to achieving the goals; persistent and effective even in the face of obstacles and frustrations • Tracks performance against goals and identifies shortfalls on a timely basis; finds ways to addresses and correct problems • Exerts unusual effort over time to exceed a goal • Has an extremely strong sense of urgency about solving problems and getting the work done; works through issues
	Basic	**Proficient**	**Advanced**
Supervisor/ Manager	• Develops general goals for most initiatives, projects, and meetings • Can lose commitment to achieving goals when faced with obstacles or frustrations • Measures performance against goals if time and resources permit • Makes a good effort to achieve a goal • Usually has a sense of urgency when faced with problems and getting the work done	• Develops clear, challenging, but achievable, goals for initiatives, projects, and meetings • Maintains commitment to achieving goals even in the face of obstacles and frustrations • Finds or creates ways to measure performance against goals • Exerts unusual effort over time to achieve a goal • Has a strong sense of urgency about solving problems and getting work done	• Ensures subordinates and teams develop clear, challenging, but achievable goals and expectations for initiatives, projects, and meetings • Ensures subordinates and teams remain focused at maintaining commitment to achieving their goals; helps them stay persistent and effective even in the face of obstacles and frustrations • Ensures subordinates and teams track and measure performance against goals; helps them to identify shortfalls on a timely basis and find ways to addresses and correct problems • Ensures subordinates and teams exert unusual effort over time to exceed goals • Ensures subordinates and teams have a strong sense of urgency when faced with problems and getting the work done; helps them to work through issues

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26 - Results Orientation - Focusing on the desired end result of one's own or one's units work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them.

	Basic	Proficient	Advanced
Director/ Executive	• Develops clear, challenging, but achievable, goals for initiatives, projects, and meetings • Maintains commitment to achieving goals even in the face of obstacles and frustrations • Finds or creates ways to measure performance against goals • Exerts unusual effort over time to achieve a goal • Has a strong sense of urgency about solving problems and getting work done	• Ensures subordinates and teams develop clear, challenging, but achievable goals and expectations for initiatives, projects, and meetings • Ensures subordinates and teams remain focused at maintaining commitment to achieving their goals; helps them stay persistent and effective even in the face of obstacles and frustrations • Ensures subordinates and teams track and measure performance against goals; helps them to identify shortfalls on a timely basis and find ways to addresses and correct problems • Ensures subordinates and teams exert unusual effort over time to exceed goals • Ensures subordinates and teams have a strong sense of urgency when faced with problems and getting the work done; helps them to work through issues	• Demonstrates a passion for developing clear, challenging, and achievable goals and expectations for all initiatives, projects, and meetings • Keeps the organization focused at maintaining its commitment to achieving its goals; coaches other leaders to stay persistent and effective even in the face of obstacles and frustrations • Drives self/organization to track and measure performance against goals; helps other leaders to identify shortfalls on a timely basis and find ways to addresses and correct problems • Creates an environment in the organization that expects others to exert an unusual effort over time to exceed goals • Is a role model for maintaining an extremely strong sense of urgency when faced with problems and getting the work done; helps other leaders to work through issues

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