

GettingItDone[®]

Management System

Handbook



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Thanks to Michael Jones & Kerry Philpot of Haventree Bank.

Executive Summary

The GettingItDone® Management System is comprised of 4 key elements that together help improve company and personal performance by ensuring Objective alignment across the company:

1. Team Objective Labs;
2. Performance Agreements;
3. Checkpoints;
4. Organizational Effectiveness Survey and Townhall.

1 Team Objective Lab

Senior Management Team (**SMT**) attends an off-site Team Objective Lab (**TOL**) where company Objectives and Performance Agreements (**PAs**) are created. This is done over a 3-day period, typically held in October. Once each SMT member has a finalized PA in place, their individual departmental TOL's are held where Objectives are set for the team and individual PAs are created. These meetings typically take a day.

2 Performance Agreement

The result of each TOL is that every member leaves the meeting in support of and in agreement with both their personal and departmental Objectives and in possession of individual PAs that will help guide their priorities in the upcoming year. The PA is made up of Key Result Areas (think “what’s important”), Measurement Methods and Objectives. Successfully achieving each of the Objectives is what drives the annual payout of bonus (think “the better I do means I receive a better bonus”).

3 Checkpoints

Throughout the year, **Checkpoints** are held between the manager and staff member to make sure the staff member has the tools and support required to achieve their set Objectives. During each Checkpoint staff members are encouraged to speak openly with their managers, not to hold back, express any concerns and have an open discussion. Blockages are discussed that may be preventing the team member from successfully reaching their target (or even better – stretch) Objectives. Blockages can be because of personal, team leader or company issues. Ratings will be given for each Measurement Method based on the set Objectives and a final Checkpoint score is calculated.

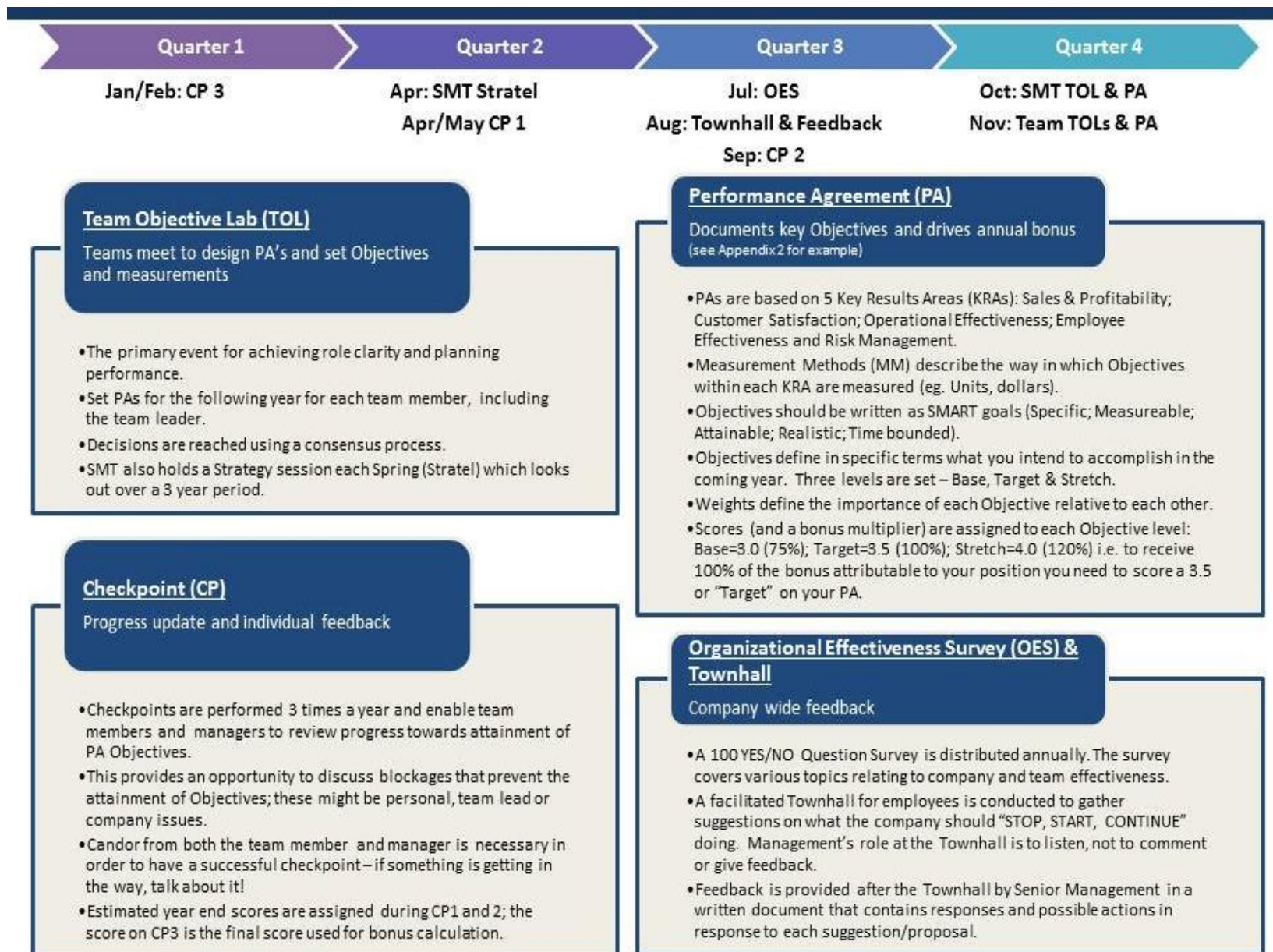
4 Organizational Effectiveness Survey & Townhall

The final element of the GettingItDone® Management System is the Organizational Effective Survey (**OES**). A survey is conducted once a year to help assess the temperature of the organization and its effectiveness.

Following the release of the OES results to all staff, a **Townhall** is held for the employees to propose to senior management what they would like the company to start doing, stop doing, and continue doing. **Feedback** on the employee suggestions is then provided by Senior Management in writing within a few weeks of the Townhall.

GettingItDone® Management System:

- **Key Elements & Timing**

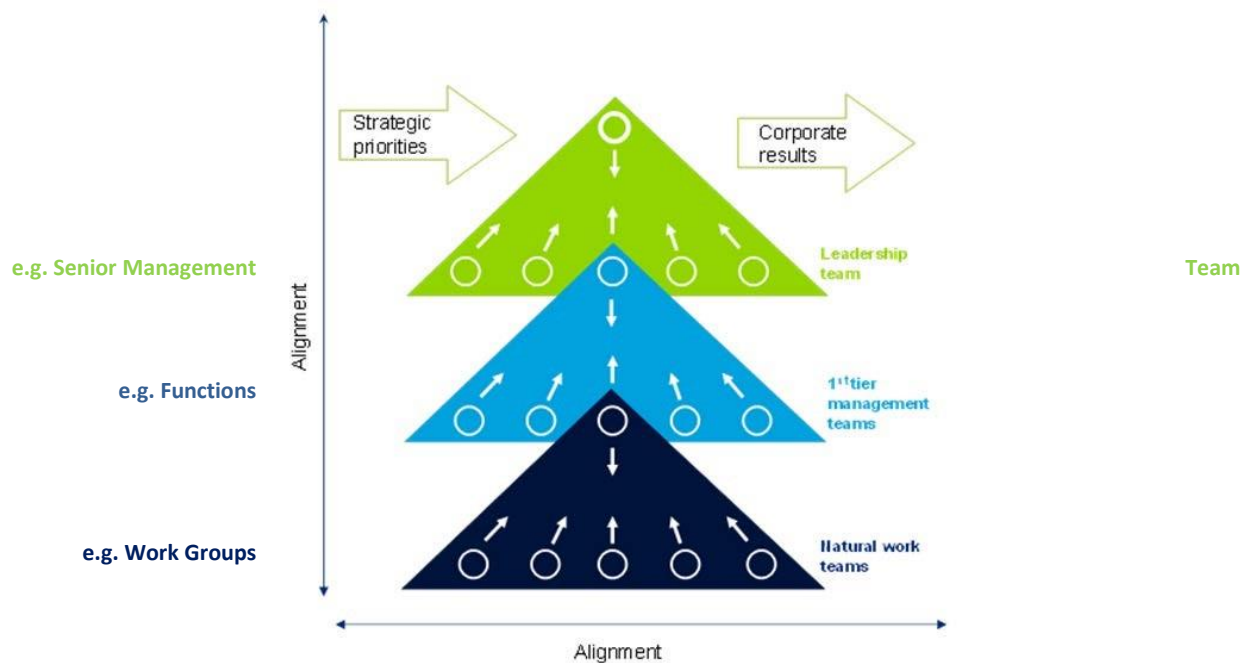


Appendix 1 - Breaking down the Team Objective Lab

The TOL is a meeting where the team collectively makes important decisions about their focus, both as a team and as individuals and about how they will work together to “get things done”.

The meeting provides an opportunity to establish role clarity, set performance targets, and make the team’s internal and external working relationship more effective.

TOL’s are cascaded down with the first TOL held by SMT, followed by the teams that report to each SMT member and then finally the teams that report to Directors and Managers. This ensures that there is proper alignment amongst all levels within the organization. These meetings are facilitated by an independent third party to ensure that they are effective and stay on track.



Decisions are always made on a **Buy-In** basis:

- Everyone comes with an opinion,
- Opinions probably vary,
- Everyone shares opinions,
- A decision is proposed:
- A **Buy-In** decision is made when: “you may still like your opinion, but you are willing to **commit to** and **support** the proposed decision”.

Team Objectives Lab (TOL) Checklist

<i>Stage</i>	<i>Team Leader</i>	<i>Team Member</i>
Plan:	<p>Select suitable date and location</p> <p>Send notification to team members (may be completed by Facilitator)</p>	<p>Confirm back to team leader</p>
Prepare:	<p>Distribute meeting prework (may be completed by Facilitator)</p> <p>Read 'A Guide to the GettingItDone® Management System'</p> <p>Complete meeting prework</p> <p>Clarify any questions with consultant who will be facilitating your TOL</p>	<p>Read 'A Guide to the GettingItDone® Management System'</p> <p>Complete meeting prework</p>
Conduct:	<p>Greet and set the stage; review the purpose of the meeting, and its importance to the team</p> <p>Engage the meeting agenda</p> <p>Reach agreement on the appropriate Key Result Areas and Measurement Methods for each position on the team.</p> <p>Reach agreement on the Objectives for the position</p> <p>Sign and date the Performance Agreement</p> <p>Discuss blockages and issues related to achieving Objectives, including possible development needs</p> <p>Create action plans</p> <p>Agree on a follow-up plan, when you will next meet to discuss progress</p>	<p>Engage the meeting agenda</p> <p>Reach agreement on the appropriate Key Result Areas and Measurement Methods for the position</p> <p>Reach agreement on the Objectives for the position</p> <p>Sign and date the Performance Agreement</p> <p>Discuss blockages and issues related to achieving Objectives, including possible development needs</p> <p>Create action plans</p> <p>Agree on a follow-up plan, when you will next meet to discuss progress</p>
Document:	<p>Review and distribute The Performance Agreement</p> <p>Review and address any action items requiring involvement</p>	<p>Review the Performance Agreement</p> <p>Review and address any action items requiring involvement</p>
Follow up:	<p>Follow through on action plan commitments and check the progress of others on the team</p> <p>Contact consultant with any follow-on questions</p> <p>Periodically check progress of action plan items</p> <p>Meet as agreed to discuss progress</p>	<p>Follow through on action plan commitments</p> <p>Periodically check progress of action plan items</p> <p>Meet as agreed to discuss progress</p>

Appendix 2 - Breaking down the Performance Agreement

PA 2016 - Sue Employee, Mortgage Underwriter						Equity Financial Trust		
1 Key Result Areas	2 Measurement Methods	3 Objectives			4 Wt %	Checkpoint		
		Base	Target	Stretch		1	2	Final
1.0 Sales & Profitability	1.1					5		
2.0 Customer Satisfaction	2.1							
3.0 Operational Effectiveness	3.1							
4.0 Employee Effectiveness	4.1							
5.0 Risk Management	5.1							
6 % of Bonus Eligibility		75%	100%	120%	-			

Checkpoint Signoff: Employee: _____
 Manager: _____
 Date: _____

Performance Agreement Signoff: Employee's Signature _____ Date: _____
 Manager's Signature: _____ Date: _____

1 Key Result Areas (KRAs) - These are the key areas that measure the success of the company. Every PA is organized according to these areas for consistency.

2 Measurement Methods (MMs) – these are methods by which Objectives are measured.

Type	Examples
Quantity "How many?"	<ul style="list-style-type: none"> # of Members Total cost reduction (\$)
Quality "How good?"	<ul style="list-style-type: none"> Employee Satisfaction Index % score Internal audit score
Cost "How much?"	<ul style="list-style-type: none"> Average actual cost per unit Cost variance %
Time "How long?"	<ul style="list-style-type: none"> Average turnaround time Variance from schedule (days / %)
Adherence "How closely?"	<ul style="list-style-type: none"> # of audit exceptions # / \$ of fines and penalties

All Measurement Methods (or use **MMs**) should be written to support **SMART** objectives (for more information see Appendix 3 – Creating SMART Objectives: **S**pecific, **M**easurable, **A**ctionable, **R**ealistic, **T**ime bounded).

3 Objectives – this is where you define, in clear and specific terms, what you intend to accomplish in the coming year. Three levels of Objectives are set – Base, Target and Stretch.

4 Weights – these define the importance of each Objective relative to each other. The minimum weight that can be assigned is 5%, weights should always total 100%, a general rule of thumb is that the top three Objectives should total a minimum of 50%.

5 The Score – Accomplishment of Objectives gives you a score between 1 and 5. Achieving base Objectives will reward you with a 3.0, target a 3.5 and stretch a 4.0. Scores great than a 4.0 (stretch) are more difficult to achieve – a 5.0 is equivalent to a 100% score on a school or college test. An overall score less than a 2.8 means no bonus payment and is an indication that changes in your performance are required.

Another score that can be assigned is defined as “Too New to Rate” (TNTR). This is assigned when you are too new to the role to be fairly judged on the Objective. A TNTR rating is equivalent to a 3.0 for calculating a final score.

6 % of bonus eligibility – Achieving base (3.0) means a 75% payout of your bonus eligibility. Achieving target (3.5) is a 100% bonus payout. Achieving stretch gives you an enhanced bonus at 120% of eligibility. The bonus payment amount is based on your final PA score and your earned compensation for that year.

7 Signoff – all PAs & checkpoints **must be signed off by both the manager and the employee.** This is your confirmation that you agree and understand the document, if you have any concerns make sure they are addressed before you sign. All PAs must be signed by the manager and employee prior to the start of the fiscal year.

8 Changing roles – when an individual changes role they would assume the PA for their new role. A final PA score must be determined from your previous role; this score will be blended with the new role PA score to determine your year-end score.

Appendix 3 - Creating SMART Objectives

SPECIFIC

- Define the Objective as much as possible with no unclear language.
- WHO is involved, WHAT do I want to accomplish, WHERE will it be done, WHEN will it be done, WHY am I doing this - reasons, purpose, WHICH constraints and/or requirements do I have?

MEASURABLE

- Can you track the progress and measure the outcome?
- How much, how many, how will I know when my Objective is accomplished?

ACTIONABLE

- I know what actions need to be taken to accomplish the Objective.
- I have the job authority to get it done.

REALISTIC

- Is the Objective reasonable enough to be accomplished?
- Make sure the Objective is either not out of reach or below standard performance.

TIME BOUNDED

- Your Objective should include a time limit, e.g., I will complete this step by month/day/year.
- It will establish a sense of urgency and prompt you to focus on time management.

Appendix 4 - Breaking down the Checkpoint Process

The purpose of a checkpoint – Like any journey, during the year we encounter unexpected situations and events. Some of these might help us achieve our Objectives while others might place our success in jeopardy (after all, life can be quite unpredictable, especially when we are using new tools, skills, techniques or systems).

To help us deal with these potential occurrences, during the year there are three formal checkpoint meetings between each team member and their team leader (April, September and February).

The purpose of these meetings is to ensure that both parties are aware of the level of performance that is being achieved relative to expectations, to identify blockages and barriers to performance, and to establish action plans for improvement, where necessary.

Checkpoint meetings also allow for KRAs, Measurement Methods and Objectives to be adjusted if there have been meaningful changes in the team member's situation since the performance planning stage.

Prework – Utilizing the Checkpoint Pre-work sheet, review your Performance Agreement prior to your meeting. Determine where you feel you may be coming up short of your Objectives and think about what is stopping you from reaching them. These are called blockages, be prepared to discuss these blockages and what solutions you personally feel will help remove them:

Checkpoint Pre-Work			
Name:	Department:	Position:	
	1 st Checkpoint	2 nd Checkpoint	Final Appraisal Rating
Personal Blockages ①			
Company Blockages ②			
Team Leader Blockages ③			
Team Member Action ④			
Employee Comments			
Manager Comments			

❶ **Personal blockages** are barriers that you are experiencing directly, and which potentially limit your performance. These include such things as lack of required skill or knowledge.

❷ **Company blockages** are barriers that are put in by the organization. These could include such things as inefficient processes, complicated systems and procedures, and insufficient autonomy or authority to accomplish the job.

❸ **Team Leader blockages** are barriers that relate directly to your team leader, such as lack of availability, insufficient communication, and uneven workload distribution.

❹ **Create Action plans** - This is your follow-up plan. Where blockages have been identified, an action plan should be established to remove them or reduce their impact on your performance. For Objectives that are not being attained questions such as “what would it take?” and “what would need to be done?” should be answered to find solutions to overcome them.

Calculating your final score – Once your score for each Measurement Method has been established, a final weighted average score is calculated. This is done by multiplying each of the weights by the given score. The sum of these totals is then divided by the total of the weights (this should be 100% if all Measurement Methods are scored. However, if a Measurement Method cannot be scored, this will be less as it is not factored into the average final score).

Tips on Receiving Feedback – Everyone receives feedback and it is not always easy to hear it when it is negative. Consider the following guidelines for receiving feedback:

Breathe - emotional and physical distress are closely linked;

Listen carefully - don't interrupt the giver, or knock him/her off track;

Ask questions for clarity - make sure you understand what is being said; ask questions that will help you achieve clarity, such as “Can you give me an example?”. Do not challenge or debate the message.

Acknowledge the feedback - as in active listening, paraphrase what you have heard so the giver knows you have received the facts as presented.

Take time to sort out what you heard - some processing time is needed to deal with feedback, so don't rush into a response; chances are you will put yourself into a defensive (or aggressive) posture and the exchange will not be satisfying for either of you.

Checkpoint Meeting Checklist

<i>Stage</i>	<i>Team Leader</i>	<i>Team Member</i>
Plan:	<p>Select suitable time and location</p> <p>Send notification to team member (ideally about two weeks in advance)</p>	<p>Confirm back to team leader</p>
Prepare:	<p>Complete prework for meeting, including review of performance to date against Objectives</p>	<p>Complete prework for meeting, including review of performance to date against Objectives</p> <p>Identify blockages and obstacles to performance, and assistance needed from team leader</p>
Conduct:	<p>Greet and set the stage; review the purpose of the meeting</p> <p>Review actual results against Objectives</p> <p>Develop rating for each Objective</p> <p>Discuss blockages</p> <p>If appropriate, discuss and make suitable changes to the Performance Agreement Create action plans</p> <p>Agree on a follow-up plan, when you will next meet to discuss progress</p> <p>Initial and date the PA</p>	<p>Review actual results against Objectives</p> <p>Develop rating for each Objective</p> <p>Discuss blockages, propose solutions</p> <p>Create action plans</p> <p>Agree on a follow-up plan, when you will next meet to discuss progress</p> <p>Initial and date the PA</p>
Document:	<p>Record important information (performance ratings, background information, blockages, action plans, changes to the Performance Agreement)</p> <p>File checkpoint notes in an appropriate, secure location</p>	<p>Record important information (performance ratings, background information, blockages, action plans, changes to the Performance Agreement)</p> <p>File checkpoint notes in an appropriate, secure location</p>
Follow up:	<p>Follow through on action plan commitments</p> <p>Periodically check progress of action plan items</p> <p>Meet as agreed to discuss progress</p>	<p>Follow through on action plan commitments</p> <p>Periodically check progress of action plan items</p> <p>Meet as agreed to discuss progress</p>

Appendix 5 - Breaking Down the Organizational Effectiveness Survey

The Organizational Effectiveness Survey (OES) is a tool for measuring the organization's overall effectiveness, as seen through the eyes of employees and managers. Its purpose is to take the "temperature" of the company from the employee's point of view.

The Survey – There are 100 questions that require either a YES or NO answer. These questions are categorized into key areas that relate to the company's effectiveness:

- Leadership
- Supervision
- Customer Satisfaction
- Communication
- Productivity
- People Management
- Personal Satisfaction
- Compensation
- Image
- Performance Planning & Appraisal
- Learning & Development

Key questions from each of these 11 areas are then collated to form the Employee Engagement Index.

Once all the surveys are in, the results are collated into graph format and distributed to all staff for their review, e.g.



The Townhall – Upon completion and distribution of the survey, employees are invited to attend a facilitated employee feedback session. They are asked to highlight key issues or opportunities for improvement, based on the survey results and what they know to be true, and to propose recommendations to increase the effectiveness of the organization (also known as stop, start & continue). Senior Management is invited to *listen* to the ideas and respond, formally, at a later date. At the Townhall itself, Senior Management may only hold up one of two cards during the feedback – “Tell me more” or “For Example”, they are not permitted to speak beyond that.

The Feedback – Within a couple of weeks of the Townhall, Senior Management provides a response to all staff on the suggestions that were given. This feedback acknowledges all suggestions and gives one of the following responses to each of them – “Good Idea, we will do it”; “Good idea, we can’t do it now, but we will in the future at the right time”; or “We can’t do that and here is why”.