ASSIGNMENT

on

Competency Based Training Module

Topic: Results Orientation

Submitted by
Ramit Maurya
Roll No 4714

Faculty Guide
Dr Roma Debnath

Forty-Seventh Advanced Professional Programme in Public Administration
(2021-2022)

1. Introduction

The union has launched civil services capacity-building initiative called "Mission Karmayogi" in September 2020, which will apply to 4.6 million central government employees. The mission talks of a shift from "rule-based" to "role-based", "linking training and development" to "competencies", continuous learning opportunities at every level and not just senior levels. Accordingly, IIPA has conceptualized a Competency Based Training Module focusing on the application of the selected competencies with HRM practices. The CBT contains 30 competencies which have been categorized under five broad areas namely Ethos, Ethics, Equity, Efficiency and Productivity. Each of the competency has a definition and it's proficiency levels. Further, each proficiency level has behavioral indicators which are objective, observable and measurable.[1]

1.2 Conceptual background: 'Results Orientation':

Under "Efficiency' broad area, there is a competency named 'Results Orientation' which Promotes operational excellence and value for money in managing human capital and nurtures capability. In this paper, a competency namely 'Results Orientation' will be discussed under 'Efficiency' broad area.

Result-oriented is a term that focuses on outcome rather than methods used to achieve a goal or deliver a service. As a result, a variety of processes are used where the most effective and economical process is discovered.[2] It focuses on desired outcomes and achieves challenging objectives. In general, general the attitude of several public authorities is one of arrogance and in-difference in the eyes of public. Further, Government servants are rarely held to account and complaints to higher authorities usually go un-heeded.[3]. The Hota committee (2004) also observed in the past that Most of the civil servants fail to achieve results because they are not given targets of performance or the infrastructural support to achieve them. [4]

The results-oriented role for officers in the government is intended to similar that of profit-seeking managers in the private sector. Being result-driven is a vital quality that affects the career of a civil servant positively regardless of his profession, department, and career level. It means nourishing a culture of setting the targets and accomplishing them.

The accountability in the public (government) sector has traditionally been based on compliance with rules, regulations & procedures. Now, when the public sector is largely de-regulated, a new results-oriented system is needed to hold employees accountable. Government is required to be Results-Oriented Government. Accordingly, several countries (i.e. New Zealand, UK and Australia) have attempted to adopt the Results-Oriented Government in order to create value for money through focusing on results not on inputs, processes and compliance and focusing on creating value for available resources instead of spending the available resources. [5]

2. How result-orientation affects efficiency

Efficiency measures relationship between inputs and outputs or how successfully the inputs have been converted into outputs. Efficiency refers to the process of performing activities with minimum wastage of time and optimal usage of organizational resources, so that the task is accomplished faster and in an error free manner.

The efficiency basically is a comparison of the output from a process or an operation to the input. A high level of efficiency implies a minimal amount of wasted time, effort, capacity, materials, and so forth. This can translate into a high level of competitiveness and profitability in the organization. The efficiency can be mathematically represented as:

$$\text{Efficiency} = (\text{Output} \div \text{Input}) \times 100\%$$

Efficiency is thus focused on the inputs and outputs, or how successfully the inputs have been transformed into outputs. Efficiency measures are likely to be more beneficial as an internal gauge of prudent resource use over time.

Targets and measures related to result orientation will help in developing employee focus in that direction. The result orientation focuses on efficient and effective government. The benefit of having a result oriented mindset is that, it boosts efficiency. Besides saving precious time, there is more opportunity for efficiency of tasks to grow to reach goals. In a technically advancing world, varios organizational processes shrink in size every day. Having a result oriented mindset will help to see the clearest, fastest path to reach the goal than getting overly focused and lost among the process drawn out to get there. [6]

3. Risks of Result -Orientated Work

Jain,K.K. and Das, R .(2017) in their article mentioned that the extant and dominant theory of results-oriented leadership has been challenged and severely criticized in recent times, in both academic and popular culture, due to several cases of organizational misconduct. They also suggest some forward looking ideas that can be adopted by leaders to get better and high-quality results in the future. They stated what results-oriented leadership essentially implies is that results or outcomes are not just privileged criteria in determining performance of employees across levels, but are the sole focus for the organization, at the cost of all the other four facets, and especially, the facet of 'process. They also stated that the results oriented leadership style within the organization leads to several consequences that are detrimental to the long run continuity of the business. [7]

Too much focus on the result orientation entails the necessary risks. It is an embarrassment to find out afterwards that we could have achieved better results if we had tackled or managed things differently. And if the end result is not at all satisfactory, we have to start over again, which means additional work and time.

A results-oriented work culture in an organization sounds very workable and ideal. A results-oriented work environment means that results are expected and there is no work-schedule or so. A results-oriented work culture allows employees to work as per their convenience, as long as the results are being achieved. As ideal situation as it sounds, such type of work culture does have several disadvantages, such as follows [8]:

- There will be Loss of Synergy. The face to face meetings can be frustrating and boring at times, they can also be productive. It is known fact that one person's ideas, on many occasions, build on another person's ideas. This may happen only in formal meetings. When co-workers are not together, these opportunities are lost. It's difficult to re-create this environment via email or video-conferences. Employees may feel de-motivated and may begin to feel lonely.
- A results-oriented work environment may be perceived by utsiders as being delinquent or lax. If the department is a public one, taxpayers may view the department as misusing the taxpayer money.

- Due to this environment, there is less room for feedback, and adjustments where necessary will happen less quickly.
- Employees, who always work purposefully, are less personally involved in such environment. They think in the short term. Once the target is accomplished, they move on to the next goal.
- The greatest risk of targeting is placing quantity for quality.

Result orientation is more concerned with a drive that must be implemented immediately. Little or no proper attention is paid to the steps being taken and whether the steps are appropriate in this particular situation of achieving targets.

If the goal is not too big, one can work well in a targeted way. But when target requires a lot of organizational resources, this can be daunting. Suppose the targets are far away, which means that employees can lose their energy/courage halfway to achieving it. If there is also time schedule involved in achieving targets, the stress level & de-motivation will rise quickly.

When the goal is not formulated precisely, it becomes more difficult to achieve the goal satisfactorily. Leaders or the senior officers do not always have everything under control. If things appear to be impossible due to some external circumstances, this may have a huge frustrating effect.

4. Take away points: Best practices in creating a result-oriented culture

Amah, E. et al (2013) in their paper elaborated that result-oriented target setting and effective leadership of teams has become a tool for organizational effectiveness in the 21st century. Result-oriented target setting and effective leadership of teams is said to have benefited many organizations, if handled and incorporated properly. The article concludes that the success of any organization, to a very large extent depends on the type of target organizations set and how well they are able to lead their teams to achieve those goals. The paper recommends that top-leaders should put in place result-oriented targets and encourage the involvement of all the stakeholders working as a team, as this could enhance their responsiveness and commitment to the accomplishment of the organizational targets. The paper also recommends that the managers should share the mission of the organization with their employees as it could increase their involvement.[9]

Ouda, H.A.G. (2016) in his article explore the path towards Results-Oriented Government (ROG) by proposing a framework that can lead to achieving it into actual practice. The article elaborates that the Results-Oriented Government do not work with the traditional government ways and the adoption of Results-Oriented Government definitely needs to be based on a balanced public-sector reform that includes all the several main components (The components are properly elaborated in their paper). The experiences of the several sovereign countries such as New Zealand, the UK and Australia substantiate that, for instance, the budgeting system cannot be reformed without taking into consideration the public-sector management structure and organization, in conjunction with the financial-culture within which it operates. All this implies that the implementation of Results-Oriented Government (ROG) requires a proper consistent and comprehensive approach.[5]

Incorporating and cultivating a long-term result-oriented culture in the organization of government is pointless, if it isn't properly executed. It entails establishing a culture of setting and achieving goals. Following are few guidelines to enhance result orientation –

The first and foremost thing one need to follow is to **set clear and specific goals**. The employees need to know exactly what they are supposed to do, in a specific & quantifiable manner, and by when result is expected. They will not be able to perform well enough to meet the expectations and achieve their targets. Efforts should be made for SMART objectives, which stand for specific, measurable, actionable, realistic, and time-based. [10]

It's important that everyone is on board, to establish a result-oriented culture. This means **encouraging and cultivating the proper mindset** throughout the organization. It is also very important to explain to every stakeholder in the organization about what a result-oriented environment is, what it actually means and what are the long term benefits of it. It is also important to be open to suggestions and make sure that everyone is given a chance to be heard. [11]

It is vital to collect as much as **feedback or criticism** as possible. Organization should create a suitable mechanism to receive feedbacks/criticisms or reactions to the initiative, and should utilize the feedback data collected, to improve the program and the organizational processes that will help in result orientation in future.

Efforts must be made to encourage more open **communication** channels; part of what makes feedback collecting successful is the blurring of traditional barriers between managers/leaders and staff/employees. Red-tape and bureaucracy have no place in the modern work culture, in fact, they often lead to delays, needless expense, wasted time and resources, and frustration among all the stakeholders involved in these processes.[11] This will help in the improvement of the processes to achieve the overall objective of result orientation

Also, improving the efficiency can be hurt when available tools and **technologies** are not consistently being used in the best way possible. For this purpose, it is important to equip the employees with the tools and equipment they need to perform. Collecting data, monitoring progress, being able to communicate quickly with stakeholders, and having efficient digital tools are some of the cornerstones of a successful workplace with a result-oriented culture.

The other important aspect is establishing a protocol/system for **rewards and punishment**. If an employee is not able to complete the work they have been assigned, suitable measures should be taken to reprimand them. This will set a perfect example for the other employees in the organization. At the same time, it is also important to reward suitably those who deliver results above and beyond what is expected. Nothing motivates employees in an organization more than the chance to earn rewards or an appreciation.

Result orientation involves **experimenting** on various processes to complete similar tasks or processes, after which it is required to identify and implement the effective ones. It is by experimenting with new ideas & concepts that one can find the solutions or processes that actually work. Of course, they will not always produce the desired outcomes. But being a 'results-oriented' also means learning from earlier errors and being in a **process of continuous improvement.**

It's a method of **planning** that assures that all of the plan's components are entirely focused on reaching the desired outcomes. It is organized on the hierarchy of objectives to be met. It's critical to set aside time to assess the previous week's accomplishments and set new goals. It may be beneficial to perform this practice on a regular basis.

Finding strategies to raise **motivation** is also important since it allows us to modify our behavior, develop competences, be more creative, create objectives, expand our interests, make

plans, develop talents, and increase involvement. Motivation reflects something unique about each employee and allows them to gain valued outcomes like improved performance, enhanced well-being, personal growth, or a sense of purpose.

Program evaluation is an important part of managing for results. It connects what has been done, what is being done, and what should be done. A vital aspect of being result-oriented, in addition to defining goals and planning on how to achieve them is **monitoring processes on a regular basis** to see if they are on track. Recognizing the importance of **assessment**, the government now demands that all new policy proposals include evaluation strategies.

Leaders must first assess their own behavior before attempting to create a results-oriented culture in the workplace. **True change begins at the top level** and the best leadership tool is oftentimes a mirror.

The leaders should develop several **key competencies** to create a results-oriented workplace such as accepting responsibility for the consequences of decisions, making choices grounded in the best available information and data, systems thinking, tech savviness etc.

5. Proposed modules for result-orientation

To incorporate, improve and master this competency skill namely **result-orientation,** with above ideas, the **proposed modules of trainings** for Result-Orientation for senior officers/employees can be as follows-

- Identify the components/characteristics of results orientation
- Leadership for top management
- Program evaluation, monitoring and assessment
- Developing action orientated targets
- Review the effectiveness of planning
- Develop a results-orientated mindset and environment
- Evidenced-Based best practice for result-orientation
- Analysis of organizational and personal effectiveness
- Develop personal strategies for improving results orientation
- Develop organizational/governmental strategies for improving results orientation

- Create a results orientated environment in government
- Impact of creativity and working with others on results.
- Holding yourself accountable
- Delivering results effectively
- Experiential learning
- Building accountability in organization culture

6. Conclusion

Hence it is proposed to adopt partially some of the features of result orientation parameters along with the existing system. It is very important for organizations to set targets and accomplish them as it shows how effective they are. Targets can motivate individuals/employees to higher performance. However to achieve results, the goal or target must be challenging but should not be impossible. Further, the importance of teams in organizations cannot be over-emphasized. However leaders or senior officers need to understand conceptually how to develop and maintain teams for maximum performance to achieve results.

It is focusing more on improving competencies, skills, and updating knowledge of all government servants. In this era of globalization, there is an urgent need for result-oriented target setting and effective leadership of teams, in order to enable organizations respond quickly to changes in the environment. A results-based culture creates not only an environment of success for the employees, but is also beneficial for the leadership and organization.

7. References

1) https://pib.gov.in/PressReleseDetailm.aspx?PRID=1650633. Assessed 10th October'2021
2) https://www.mvorganizing.org/what-does-it-mean-to-be-results-oriented/. Assessed 11th October'2021
3) https://darpg.gov.in/sites/default/files/personnel_administration10.pdf. Assessed 10th October'2021
4) https://darpg.gov.in/sites/default/files/Hota_Commitee_Report_1.pdf. Assessed 11th October'2021

5) Ouda, H.A.G. (2015). Results-Based Systems Are the Path Towards Results-Oriented Government. The German University International Journal on Governmental Financial Management. XV (1), 46 -69.

6) https://marjonfarz.wordpress.com/2018/01/13/to-be-or-not-to-be-result-oriented/. Assessed 12th October'2021

7) Jain,K.K. and Das, R .(2017) .Risks of Result -Orientated Work: A Perspective in Need of a Re-evaluation. *NHRD Network Journal.*
Available at https://www.researchgate.net/publication/321579232_Risks_of_Results_ Oriented_Leadership_A_Perspective_in_Need_of_a_Re-evaluation.

8) https://smallbusiness.chron.com/fun-ideas-employees-work-22330.html. Assessed 10th October' 2021

9) Amah, E. Nwuche, C.A., and Chukuigwe, N. (2013). 'Result Oriented Target Settings and Leading High Performance Teams', *Industrial Engineering Letters*, 3 (9), 47-59

10) https://www.assessments24x7.com/blog/create-results-oriented-culture/. Assessed 12th October'2021

11) https://for-managers.com/result-oriented. Assessed 10th October'2021