

Outcome Management Design Practices

This concept requires articulation of clear goals on which management designs organizational processes.

Identify Highest Level Outcomes

Initially you must ensure that your outcomes are:

1. Measurable – you define the outcome so that it can be tracked to see if it has been achieved. Example: an employee will assemble and test computer components within 2% error rate.
2. Attainable – you make sure that the employee can complete the task within a given time frame using allocated resources.
3. Traceable – the outcome can be tracked from beginning to end.
4. Discrete – the outcome has defined boundaries.
5. Stakeholder Bound – the outcome is defined around the ability of the person required to complete the task.
6. Builds Knowledge – the process of outcome completion allows for all participants to trace the process in order to foster continuous improvement.

Target Priorities

Organizational design outcomes are derived from involvement of all those who are required to contribute to completion. This involves meetings and communication between people so that all agree as to what shall be completed.

Foster Collaboration

The manager must ensure that proper means of communication and the associated media required to facilitate it are in-place with all parties trained in their use.

Define Organizational “Reality”

It is vital that everyone agree on the importance and extent of the problem to be addressed. If stakeholders do not agree on this key issue each may take a halfhearted interest in completing the task.

Clarify Stakeholder Benefits

The manager should administer a design process wherein everyone agrees that at the end all parties participating will “win”. The level of success in outcome-based design is directly related to the buy-in people make to the process and the energy they place into achieving the outcomes desired.

Define the Rules used to Measure Success

Here all parties agree on the methods for data collection, how those data will be evaluated and the benchmark comparison used to define success.

Provide a Means for Evaluation

This phase requires all stakeholders to agree on a way to measure the effectiveness of both the design process and the achieved outcome. Here the use of technology to collect and manage data for analysis becomes important. How data is collected and managed will determine the validity (truthfulness) of the achieved outcomes.