THE DANGERS OF FOCUSING ON OUTPUT VS OUTCOME

Jen Krieger
Chief Agile Architect, Red Hat
February 26th, 2019
Autocratic Management

- Leader is responsible for all decision making.
- Ideas, feedback, or input from the group is often discouraged.
- Output of the team is highly structured, scrutinized, and measured closely.

Sometimes called “command and control”
The Rise of the Knowledge Worker

Workers are classified by whether their occupation is primarily cognitive or manual work, and whether or not the tasks are routine. Knowledge work is nonroutine cognitive work.

Source: Labor Department via St. Louis Fed
THE WALL STREET JOURNAL
<table>
<thead>
<tr>
<th>Past</th>
<th>Present</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority</td>
<td>Coach/Motivator</td>
<td>Remover Of Boundaries</td>
</tr>
<tr>
<td>Oversees Compliance</td>
<td>Oversees Performance</td>
<td>Oversees Potential</td>
</tr>
<tr>
<td>Focused On Correction</td>
<td>Focused On Improvement</td>
<td>Focused On Possibility</td>
</tr>
<tr>
<td>Looks Over The Shoulder</td>
<td>Looks Over The Result</td>
<td>Looks Over Alignment</td>
</tr>
<tr>
<td>Enforces Policy</td>
<td>Enforces Productivity</td>
<td>Enforces Purpose</td>
</tr>
<tr>
<td>Manages Voices</td>
<td>Accepts Perspective</td>
<td>Organizes Collaboration</td>
</tr>
<tr>
<td>Demands Subordination</td>
<td>Demands Cooperation</td>
<td>Demands Innovation</td>
</tr>
</tbody>
</table>

NOW WE KNOW WHY
BEHAVIORS
A project you are working on keeps getting stalled. Each time your team gets to a critical point, you wait for a few days until your manager has time to decide direction. One time, the team couldn’t wait and made a decision. It was the wrong one; time, money, and effort was spent on something that got discarded. Your manager was upset.
Has this happened to you in the past?

Yes

Sometimes

No
BEHAVIOR CHANGE

Decentralized Decision Making

INDIVIDUAL CONTRIBUTOR
- Listen & communicate
- Consistent delivery helps
- Understand & connect ‘the why’ with your work
- **Level up!** Communicate ‘the why’ for your work

LINE OR MIDDLE MANAGER
- Listen & communicate
- Provide the what, not how
- Be clear about delegation, don’t hover
- **Level up!** Be open and transparent

EXECUTIVE OR LEADER
- Listen & communicate
- Provide the what, not how
- Be clear about delegation, don’t hover
- **Level up!** Be open and transparent

BEHAVIOR CHANGE

Decentralized Decision Making
SCENARIO: WHO DOES THE MOST?

Your manager pulls you aside and says, “You are having a good year, but I ran some numbers and it looks like you are doing less than the rest of the team. Let’s talk about that at our next 1:1.”

http://www.toothpastefordinner.com/
Has this happened to you in the past?

Yes

Sometimes

No
INDIVIDUAL CONTRIBUTOR
If you don’t know, find a mentor
Proactively define your professional goals
*Level up!* Mentor a junior associate in their career

LINE OR MIDDLE MANAGER
Really work on listening & communicating
Learn to ask what the employee wants
*Level up!* Don’t like this part of your job? Learn to love it.

EXECUTIVE OR LEADER
Really work on listening & communicating
Move away from annual performance reviews
*Level up!* Evaluate team performance, not individual
SCENARIO: I AM BORED WITH MY JOB

Every day you come to work, open up your work queue. You pick the item at the top of the work queue, and work on that. You get distracted, and you work on something else. Then, you go back to the first thing. You do this for 7-8 hours straight, and go home. The next day you do this again. There is no end in sight, nothing will ever be done.
Has this happened to you in the past?

- Yes
- Sometimes
- No
BEHAVIOR CHANGE
FIND THE WHY / THE GOAL / THE OBJECTIVE

**INDIVIDUAL CONTRIBUTOR**
You must find ‘the why’ in what you are doing
Limit your work in progress
**Level up!** Ask yourself: What could you change to make this better?

**LINE OR MIDDLE MANAGER**
Measure the throughput of the work, not the individual
Ensure the team “swarms”
**Level up!** Ensure the team understands why the priority is the way it is

**EXECUTIVE OR LEADER**
Insist on well-defined product roadmaps
Insist on outcome or customer-value based goal setting
**Level up!** Accept Strategy Pull Requests
WHAT HAPPENS WHEN OUTCOME IS NOT A FOCUS?
IF OUTCOME = GOAL, THEN... ?
Understand & connect ‘the why’ with your work

Deliver the best outcome with the *least* amount of outputs
THANK YOU

plus.google.com/+RedHat
linkedin.com/company/red-hat
facebook.com/redhatinc
twitter.com/RedHat
youtube.com/user/RedHatVideos