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Building Blocks for
Business Leadership

D13

Key Results Area Template

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How to Use this Download

- Having a set of yearly goals for each employee (we limit to 3-5) allows for proactive performance management
- While we do yearly performance reviews for legal and human resource-related issues, I share that if there's a surprise at a review, the manager and employee have failed.
- For the 3-5 goals, they should be SMART (specific, measurable, actionable, realistic, and time-focused)
- At Intertech, the #1 goal is the main way the individual contributes to the firm. For a sales person, this is sales. For a consultant, this is chargeable hours. For a marketing person, this is inbound leads.
- Also at Intertech, the last goal is a learning goal. Learning goals could include attending a course or conference, taking a certification, or performing some self-study or self-guided project.
- While we use the Dale Carnegie Key Result Area approach, other approaches that prioritize and limit goals, have a focus on learning, and are SMART would work just fine.

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[Year] Key Results Area (KRA)

Name: _____

Date: _____ Revised: _____

Instructions:

KRA Chart

- Your #1 KRA should be the top focus of your job. For example, for salespeople, this would be an annual sales goal.
- Additional KRA areas can include special projects, assistance on sales proposals, etc. When in doubt, talk with your leader.
- Finally, the last KRA should be your learning goals for the year.

#	KRA	Goal
1	Top Focus of Job	
2...	Speacial Projects, Certification, etc.	
N	Learning	

KRA Page

- At the top of each page, put the KRA # and name
- In "Duties/Activities" include a break down of the steps and include dates
- In "Performance Standards" make it brief and SMART—Specific Measurable Achievable, and Timely.
- In "Skills/Knowledge" list any resources or help required to help you reach your goal.

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KRA Summary Post

Cut-and-Paste-and-Post. In one to three words, summarize your KRAs below. Print this page, cut summary, and post in a place you will see daily.

Key Results Areas

- 1.
- 2.
- 3.
- 4.
- 5.

Along with your KRA, please let us know if you are interested in:

- A mentor or coach: Someone who could be an informal guide to our company. This person would meet with you a few times a year to stay in touch and be an internal resource.
- Additional projects: From time-to-time we have projects that are eligible for a bonus.

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Key Results Area #1:

What are the activities that I must do to accomplish the Key Result Areas?

- _____

Performance Standards

My job in this Key Result Area will have been satisfactorily completed when: (Make sure this is SMART— Specific, Measurable, Achievable, Results-oriented, and Tied to a date):

Skills/Knowledge

What must I know, or know how to do, in order to reach these results?

- _____

Date	Update

(Use this for Q2, Q3, and Q4 updates)

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Key Results Area #2:

Duties/Activities

What are the activities that I must do to accomplish the Key Result Areas?

- _____

Performance Standards

My job in this Key Result Area will have been satisfactorily completed when: (Make sure this is SMART— Specific, Measurable, Achievable, Results-oriented, and Tied to a date):

- _____

Skills/Knowledge

What must I know, or know how to do, in order to reach these results?

- _____

Date	Update

(Use this for Q2, Q3, and Q4 updates)

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Key Results Area #N: Learning

Continue professional development and other learning. One week of training per year counts as billable time. If you believe you need more, please let your manager know.

Duties/Activities

What are the activities that I must do to accomplish the Key Result Areas?

- _____

Performance Standards

My job in this Key Result Area will have been satisfactorily completed when: (Make sure this is SMART— Specific, Measurable, Achievable, Results-oriented, and Tied to a date):

- _____

Skills/Knowledge

What must I know, or know how to do, in order to reach these results?

- _____

Date	Update

(Use this for Q2, Q3, and Q4 updates)

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