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COURSE BROCHURE

# Results-Based Leadership and Outcome Accountability Training Course

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Dubai

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# Results-Based Leadership and Outcome Accountability Training Course

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Results-Based Leadership is a 1-week training course for managers accountable for outcomes, showing how to define results, track them with lead and lag indicators and hold fair accountability conversations, with each participant leaving with a Results Scorecard for their unit. Organisations now expect every manager to show how daily activity moves strategic targets, not just report effort. The course is delivered by Jupiter Prime Training.

## Why Results-Based Leadership Matters Now

Three pressures shape results-based leadership today: boards and funders asking for evidence of impact rather than activity, cross-functional work that blurs who owns an outcome, and employees who want to see how their contribution counts. Managers who define outcomes clearly and track the right indicators can redirect effort early and defend resource requests. Those who measure only activity discover shortfalls at year end, when little can change. The course rests on widely used practice such as multi-perspective scorecards, objective-and-key-result goal setting and the logic model used in public services and non-profit evaluation.

## Who Gains Most from Results-Based Leadership

- Managers who translate departmental strategy into unit targets
- Leaders who report performance to senior executives or boards
- Heads of service who must show impact to funders or customers
- Managers who run monthly performance meetings with their direct reports
- Leaders responsible for shared outcomes across several functions

A leadership group from one division gains most when several members attend together, because they can align indicators and agree who owns each shared outcome.

## Results-Based Leadership Capabilities

Participants shift attention from tasks completed to changes achieved, and learn to make that shift visible in targets, indicators and conversations.

- Specify outcome statements that describe a measurable change — informing which work earns resources
- Design a balanced set of lead and lag indicators — serving managers who need early warning
- Align unit targets with the organisation's strategic objectives — serving senior executives
- Calculate baselines and realistic improvement trajectories — informing target negotiations
- Apply a structured accountability review to slipping results — serving direct reports and their manager

- Communicate performance stories with evidence — securing support from boards and funders

## Key Results-Based Leadership Terms

- Outcome — the measurable change in a condition, behaviour or performance that an activity is intended to produce.
- Lag indicator — a measure of a result after it has happened, such as annual revenue or customer retention.
- Lead indicator — a measure of an input or behaviour that predicts a future result and can still be influenced.
- Results chain — the logical sequence linking inputs, activities, outputs, outcomes and longer-term impact.
- Accountability review — a regular conversation that examines progress against agreed results and decides corrective action.
- Target trajectory — the planned path of improvement from a baseline towards a goal over a set period.

## Results-Based Leadership Day by Day

## Day 1: From Activity to Outcomes

- Activity Versus Outcome Audit — Exposing Effort That Moves No Result
- Stakeholder Expectation Mapping — Clarifying Which Results Matter to Whom
- Results Chain Model — Linking Inputs to Long-Term Impact
- Outcome Statement Drafting — Choosing Measurable Changes Over Vague Aims
- Ownership Matrix for Shared Results — Assigning Clear Accountable Leads

## Day 2: Strategy into Unit Targets

- Strategy Cascade Map — Aligning Unit Targets with Organisational Objectives
- Multi-Perspective Scorecard — Weighing Financial, Customer and Process Results
- Objective and Key Result Pairs — Setting Ambitious but Testable Goals
- Baseline Measurement — Establishing Where Performance Starts
- Target Trajectory Setting — Negotiating Realistic Improvement Paths

## Day 3: Indicators That Predict Performance

- Lead and Lag Indicator Pairing — Spotting Shortfalls Before They Land
- Indicator Quality Tests — Rejecting Measures That Invite Gaming
- Data Source Planning — Deciding How Each Measure Is Collected
- Visual Performance Boards — Making Progress Visible to the Unit
- Threshold and Tolerance Bands — Triggering Action at the Right Moment

## Day 4: Accountability Conversations

- Accountability Review Agenda — Structuring Monthly Results Meetings
- Variance Diagnosis — Separating Capability, Resource and Priority Causes
- Corrective Action Log — Recording Commitments and Follow-Up Owners
- Performance Dialogue Techniques — Challenging Without Damaging Trust
- Recognition of Results — Reinforcing Behaviours That Drive Outcomes

## Day 5: Practising the Results Scorecard

- Applied Outcome Statements — Refining Participants' Own Unit Results
- Indicator Set Peer Review — Testing Lead and Lag Pairs
- Simulated Accountability Review — Rehearsing a Difficult Variance Discussion
- Board-Ready Performance Story — Presenting Evidence of Impact Concisely
- Results Scorecard — Completing Outcomes, Indicators, Targets and Owners

## Applying Results-Based Leadership After the Course

- Rewrite the unit's three main objectives as outcome statements and pair each with one lead indicator.
- Run the next monthly performance meeting using the accountability review agenda and corrective action log.

## Results-Based Leadership Questions FAQ

### What is results-based leadership and why does it matter now?

Results-based leadership means directing a unit by measurable outcomes rather than activity. It matters now because boards, funders and customers increasingly ask for evidence of impact, and managers need early indicators to correct course in time.

### Which roles gain most from results-based leadership training?

Managers who set unit targets, report performance upward or run regular performance meetings gain most. Heads of service in public and non-profit settings also benefit when funders expect evidence of impact.

### How does results-based leadership differ from a general performance management course?

Results-based leadership focuses on the manager's role in defining outcomes and steering a unit towards them. A general performance management course centres on individual appraisal cycles, ratings and HR processes rather than unit-level results chains and indicators.

### What do you bring back from results-based leadership training?

You bring back a scorecard for your own unit. It lists outcome statements, paired lead and lag indicators, baselines, target trajectories and named owners, ready to use in your next performance meeting.

## Results-Based Leadership: The Way Forward

The Results Scorecard becomes the reference point for each manager's monthly performance meeting. Its first use is deciding which outcome receives extra attention in the coming quarter, and it is shared with direct reports and the manager's own leader. After one full review cycle, the indicator pairs are worth revisiting to check which ones genuinely predicted results.