

A Results-Oriented Culture

# Only measure **what is managed**



*Runrun.it*

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# Intro

What is your decision-making based on? Is it intuition, opinions, or data? To avoid bad decisions, everyone must be taken into account. But a particular decision factor deserves your attention: the data. Without clear metrics, it is impossible to understand whether the results have been achieved. So the path to take is creating what we call a **results-oriented culture**.

A results-oriented culture is nothing more than a style of organizational culture. This, in turn, consists of the set of beliefs and values of the company leaders, which emanate and are revealed in the daily actions of professionals. In other words, culture is what people do when you're not looking.

A results-oriented culture specifically is what people do when following a discipline in their execution and focused on measuring results. **Remember: you can only manage what you measure.**

Without controlling the **time dimension**,  
you cannot control the **Deadlines**

Without **deadlines**, you cannot  
control your **Credibility**

Without controlling the **time dimension**,  
you cannot control **Costs**

Without **costs**, you cannot  
control your **Profitability**

And if you are not controlling neither  
your Credibility nor your Profitability...

## What are you really controlling?

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*Culture is what people  
do when you're not looking*

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# 01

## How to create a results-oriented culture

*“To create a results-oriented culture you do not have to look for people who are driven by results. You need to find people who share your values and who are genuinely interested in achieving the results you expect”,* said Lou Adler, CEO of The Adler Group.

Transparency, Objectivity and Commitment. It is on these three pillars that a culture of results is created. Let's understand what each one means.

### I. Transparency

Make the relevant information circulate within the company through different channels. Share the vision, mission and values with everyone, whether through a Google Sheets worksheet, a dashboard or during weekly chats. And make sure that the agreed goal plan with the board and the investors is expressed in a common language which everyone understands.

*“Tell it like it is”.* This is the main premise of a company's transparency. Everyone needs to be aware of the moment the company is living, be it positive or negative. Protecting people to motivate them is not the mission of a leader.

If the goal was not met, make it clear why it wasn't met. Commitment only exists if there is credibility, which, in turn, is only built with the exercise of truth. **Believe: people feel it when they lack the “bottom-up” leadership of the company.**

# 01 “

*If it's a matter of opinion,  
that of the highest person  
in the hierarchy will  
always prevail.*

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## II. Objectivity

Whenever possible, make decisions based on data analysis rather than opinions. If you have data to present, you can discuss it with the team. If the decision is based on opinions, that of the highest person in the hierarchy will always prevail. Therefore, it is very important to discover **two things**:

- 1 What metrics impact the expected results
- 2 What actions impact those metrics

Remember, the more hypothetical and less data-based these actions are, the more subject to error they will be. But many of them are still hypotheses. The important thing is to look at the numbers with critical insight as they may have been built the wrong way. If you suspect so, do not hesitate. Resume the process and make a further analysis: audit everything that is auditable.

# 01 “

*Commitment only exists if there is credibility, which, in turn, is only built by exercising truth.*

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### III. Commitment

One of the strategies that most tends to stimulate team engagement and commitment of is the definition of **OKRs** (Objectives and Key Results), even adopted by Google. In a nutshell, it is a process in each area that proposes the actions it deems necessary to achieve the results (goals) defined by company leaders.

Dialogue is essential to turn these results into actions: leaders define what needs to be achieved. So the specialist in each area proposes how he or she can contribute. After taking a few days to think about ways to accomplish it, he or she advocates why these ideas are worth it. Finally, those who proposed the actions will be responsible for the execution and monitoring of the metrics.

Monica Santos, head of HR at Google, comments that it should not only concern the delivery of the work, but the way it was delivered and also the relationship existing between the people involved in its execution.

And as a leader, you are the one who will inspire people. By the way, is what you say what your team wants to hear? Never speak vaguely: demonstrate the company's purpose and get up every day to be there. What does one change in the lives of clients? In society? What is this company for? Gathering money by putting money together is uninspiring. ®



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*Leadership defines what must be achieved. Thus the specialist in each area says how he or she will contribute.*

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# 02 Your company is already prepared

Regardless of the size of your company, the results-oriented culture is perfectly applicable. A large organization has the advantage of time to mature processes and discuss ideas. However, in a small or young company, the constant presence of the leader facilitates leadership by example. The leader emanates the culture of the company in everything he or she does.

A test to see if your company has a present culture is to observe if a strange action causes discomfort. When the culture is strong, people feel it on their skin when something goes wrong and they manifest. Culture serves as an immune system - a mechanism of self-defense. Another test: to understand why you should fire someone, just understand what values he or she is damaging. In general, there are several. 📌

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*If you only close annually,  
you are more likely to do  
a necropsy.*

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# 03 Unfolding the action plan

Unfolding goals should involve all areas of the company, as horizontally as possible.

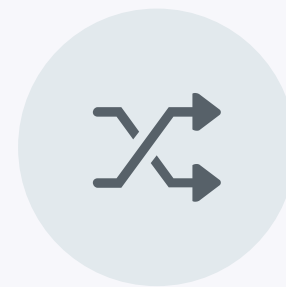
3 steps are required



Define the annual action plan



Break this plan down per quarter



Define metrics and actions for each area

To keep track of work progress, **two forms of strategic meetings are recommended:**

- 1 A weekly meeting on the areas' plan of action's progress
- 2 A daily meeting, among the department heads, to share what each one did and will do throughout the day, in the most objective way possible

This is to establish a discipline in the execution of projects. Is everyone getting through to the next step? Anyone who has been delaying the same task for days may use this moment to ask for help from colleagues.

At the end of the quarter, the results are closed. The difference between a quarterly and annual close is like the difference between a biopsy and necropsy. If you do it quarterly, it's a biopsy. There is something uncomfortable, but it can still be cured. If you only close annually, you're more likely to do a necropsy, and there is no salvation. 🚫

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*Knowing a great deal is not the same as being smart; intelligence is not information alone but also judgement, the manner in which information is coordinated and used.*

**Carl Sagan**


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# 04 When goals are not met

Unreached goals may indicate that the numbers were wrong, or that actions need to be modified. At that time, look honestly at them. Recognizing that there is a problem is the first step. Although the effort was Herculean, it is necessary to recognize that those involved did not produce the expectations.

Many actions proposed to achieve results are hypotheses, remember? So, if the goals are not met, ask yourself: What other hypotheses do I have? Are we looking at the right metric? What if we control this rather than that? What do the success stories of this company have in common?

To alleviate this sense of uncertainty, the ideal thing is to have a BI department (Business Intelligence) within the company, which may be done by the company leader or by an entire Data Science Department. It depends on the size of your business. The important thing is to extract information from the data.

You have answers, but you will not be able to see them until you have looked at the data. Astrophysicist **Carl Sagan** said: *“Knowing a great deal is not the same as being smart; intelligence is not information alone but also judgement, the manner in which information is coordinated and used”*. 

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*It's like peeling an onion.*

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# 05 Technology is a manager's friend

There are a number of tools capable of measuring data, which enable you to interpret them and transform them into information. One of them is Google Analytics, which provides information on closed deals, the industries of the companies they bought, the date, volume, geography, and people's profiles.

But keep in mind that this is an almost infinite process... For what you once saw as a priority has to be increased over time and often completely revised. 

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*It's like peeling an onion.  
Not because it makes you  
cry, but because you have  
to go through all the layers  
until you find the metrics  
you want.*

Antonio Carlos Soares  
CEO of Runrun.it.

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*There is nothing so useless as  
doing efficiently that which  
should not be done at all.*

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# 06 How to recognize good employees

A manager's job should be to direct the training and qualification of each team professional, helping them to define which gaps in their skills should be worked on. And then, when the training takes effect, it's time to celebrate.

No engagement survives just from transparency and objectivity. There is still an important factor in this formula: recognition. Some ways of rewarding good work involve short- and medium-term incentives, such as variable remuneration, and other long-term ones, such as company stock options, now much adopted in startups.

For those who want to implement meritocracy in the workplace, it's worth getting familiar with People Analytics, a move to understand, based on data generated by labor management tools:

- 1 How people invest their time
- 2 Whether they are working on priorities
- 3 If they deliver with quality
- 4 Deliver on time
- 5 What types of tasks, projects, and customers most consume enterprise resources

All this information is of vital value to the results-oriented culture, especially because, as Peter Drucker wrote, *"There is nothing so useless as doing efficiently that which should not be done at all."*

# 06

In addition, with so much data from your employees, you'll have ammunition to make the most fair performance appraisal possible.

Often, the company has a lot of information about customer behavior, but they ignore that the people who work there are their biggest asset.

Today, there are project management tools and tasks (which were inaccessible and cost millions of dollars 10 years ago) available in abundance on the internet, and for fair value. The challenge is choosing the most appropriate one for your team's profile, and then ensuring that people are using it to extract the maximum value from those you have hired. [Runrun.it](#) is one of them and you can try it for free – [click here](#). ®

# 07

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*Often the company has a lot of information about customer behavior, but they ignore that the people who work there are their biggest asset.*

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# Runrun.it Case

At [Runrun.it](#), AC Soares notes that the team uses a Google Sheets spreadsheet, in which the company-wide quarterly plans are. On the first page everyone can remember the mission, vision and values.

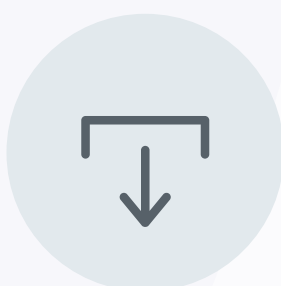
There are five values:

- 1 **Boldness**, which is big thinking
- 2 **Focus**, which is to do the most important, because there will not be time to do everything
- 3 **Energy**, because it can be like a marathon, and victory can take time
- 4 **Perseverance**, because there is no manual for what we have to do and we will go through ups and downs
- 5 **Interdependence**, which ensures that the success of one depends on the success of another

The startup's vision is to be the most successful Brazilian software company in the global market of all time. And in order to achieve this, it is necessary to complete a plan within a certain period, which in our case is quarterly. **This quarter, the company stipulated four objectives:**



**Increase  
revenue**



**Reduce  
churn**




**Increase user  
engagement**



**Become a  
solid company**

# 07

Shortly thereafter, the list of necessary actions, almost all measurable, was defined. For example, to increase revenue, it's necessary to talk to customers faster to catch their peak of interest. An automatic routing system will be adopted for this. This was a hypothesis of the company, based on studies, that was tested and proved extremely accurate.

To encourage transparency, objectivity and commitment of our people, we created the “5 in 15”. This is a general conversation led by the CEO of the company every Friday about the events in the last five days, including the mention of new and important clients, an introduction to new members, highlights from each department and the goals achieved. It only lasts 15 minutes, but it is crucial to keep the results-oriented culture alive and stimulate integration across all layers of the business. 

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*To be an entrepreneur is to  
jump in the water without  
even knowing how to swim.*

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# 08 An entrepreneur's greatest challenge

Antonio Carlos Soares, CEO of Runrun.it, says that one of his biggest lessons starting a company has been to pay close attention to the new hires. So the more explicit the company values are made during your hiring process, the faster you will attract people who stick to your values and repel those that are not a good fit.

*"Sometimes the person is bringing the results that you need, but is destroying your organization. And at that time, we must be able to differentiate a point of maturity from a serious misalignment of values,"* he warned.

Today, to avoid this, the first conversation the new hires have with the company is with him, and the first topic is the values of Runrun.it. He gets straight to the point with the new employees: *"There are faster ways, but there is no surer way to cause confusion than to go against company values".*

For him, to be an entrepreneur is to jump in the water without even knowing how to swim. *"I believe that the difference between the greatest entrepreneurs and those who have had a satisfying life, but without great achievements, is this: The entrepreneur goes there and does it. The entrepreneur is neither left nor right, he is forward."* ®

*Runrun.it*