



### Session 3: Focus on Results

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#### SESSION GUIDE (60 Minutes)

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##### For the Facilitator/Organizer:

###### Technical Setup:

- Test breakout room functionality before the session
- Have screen sharing capability ready
- Create 2-3 breakout rooms (maximum 4 people per room)
- Keep the main session recording off to encourage open discussion

###### Materials to Have Ready:

- Book chapter reference points
- Link to Outcomes-Based Goal Redesign Framework ([unlocked.click](#))
- Link to Barrier Identification and Removal System ([unlocked.click](#))
- Timer for breakout sessions

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#### SESSION AGENDA

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##### OPENING: From Activities to Outcomes (10 minutes)

**Say to Group:** "Today we shift from monitoring activities to enabling outcomes. The relationships you've built and team safety you've created now become the foundation for performance that actually drives business results."

**Opening Discussion: Ask:** "Quick wins from teamwork experiments - what communication or collaboration changes are you seeing from last session's experiments?"

*Keep this brief—focus on system changes that are working*



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### SMALL GROUP DEEP DIVE (25 minutes)

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#### Breakout Room Instructions:

**Say:** "You'll have 25 minutes in breakout rooms. Assign someone to watch time and bring discussion back after 20 minutes. Focus on practical shifts you can make in your actual performance conversations."

#### Discussion Questions for Breakout Rooms:

**Question 1 (8 minutes):** "Look at one team member's current goals. Using the Outcome-Based Evaluation framework on pages 79-80, are their goals activity-focused ('Complete assigned projects') or outcome-focused ('Deliver solutions that improve client efficiency by 15%')? What would need to change?"

**Question 2 (8 minutes):** "Review the barrier categories on page 82 (Access, Authority, Information, Relationship, Process). What obstacles are currently slowing down your team that only you, as the manager, can remove? Be specific."

**Question 3 (5 minutes):** "Context sharing (pages 87-88): What strategic information do you have about priorities, client situations, or organizational changes that your team needs to make better autonomous decisions?"

**Question 4 (4 minutes):** "Pick one team member: What decision authority could you give them this week that they're currently escalating to you unnecessarily?"



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### LARGE GROUP DEBRIEF (20 minutes)

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#### Discussion Flow:

**Ask:** "How many of you spend more time checking on work than removing barriers to work? What would need to change in your weekly schedule to flip that ratio?"

**Ask:** "What barriers came up in multiple breakout rooms? Are we all seeing similar organizational obstacles?"

*Listen for: approval processes, access to information/people, unclear priorities, resource constraints*

#### Practical Application:

**Do:** Screen share the Barrier Identification tool from the book resources

**Ask:** "Looking at Ana's time allocation change on page 77—she went from 40% administrative tasks to 25% barrier removal and strategic context sharing. What would you need to stop doing to make room for this shift?"

**Ask:** "From Chapter 4's five performance systems (pages 78-88)—Outcome-Based Evaluation, Barrier Removal, Goal Architecture, Autonomy Enablement, and Context Sharing—which one would transform your performance conversations most dramatically?"

*Have participants explain their choice and what specific change they'd make*



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### WRAP-UP & COMMITMENT (5 minutes)

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#### Action Planning:

**Say:** "This week, try shifting ONE conversation from 'How are things going?' to a results-enabling approach:"

1. **"What obstacles can I remove for you?"** - Focus on barrier identification and elimination rather than progress monitoring
2. **"What context do you need to make better decisions?"** - Share strategic information that enables autonomous decision-making
3. **"What authority do you need that you don't currently have?"** - Expand decision-making boundaries where appropriate

**Say:** "Pick the approach that addresses your team's biggest performance limitation right now."

#### Support System:

**Do:** Drop links to the Goal Redesign Framework and Barrier Identification System in the chat

**Say:** "Use our [channel name] to share what happens when you shift these conversations. Track what barriers you discover and which ones you can actually remove—this helps everyone identify patterns."

#### Next Session Preview:

**Say:** "Next session covers Chapter 5: Enable Growth. You'll learn why Ana's team scored low on career development despite high performance, and how to proactively create opportunities rather than waiting for people to ask for development."



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### POST-SESSION FOLLOW-UP

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#### For the Facilitator:

- Send a brief summary to the group within 24 hours
- Include links to the goal redesign and barrier removal tools
- Remind everyone about the next reading assignment
- Monitor your communication channel for updates on barrier removal experiments

#### Encourage Participants To:

- Share experiences with results-focused conversation changes
- Document barriers they discover and which ones they can remove
- Support each other through organizational navigation challenges
- Use the tools to redesign goals and track barrier removal progress

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### REMEMBER

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Shifting from activity monitoring to results enablement requires changing deeply ingrained management habits. You're not just asking different questions—you're fundamentally changing your role from supervisor to performance enabler.

The goal is creating conditions where your team members can achieve meaningful outcomes autonomously, with you actively removing the obstacles that prevent their success. When people know you're focused on clearing their path rather than checking their progress, everything about performance conversations changes.

This shift builds directly on the relationships and safety you've established. People won't tell you about barriers unless they trust you to help remove them rather than judge them for encountering obstacles.

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*Next Reading Assignment: Chapter 5 - Enable Growth (pages 93-115)*