

Highlight: Key Result Areas

Summary

“Key Result Areas” or KRAs refer to general areas of outcomes or outputs for which a role is responsible. A typical role targets three to five KRA. KRAs are also known as key work outputs (KWOs).

Value

Identifying KRAs helps individuals:

- Clarify their roles
- Align their roles to the organisation’s business or strategic plan
- Focus on results rather than activities
- Communicate their role’s purposes to others
- Set goals and objectives
- Prioritize their activities, and therefore improve their time/work management
- Make value-added decisions

Description

Key result areas (KRAs) capture about 80% of a work role. The remainder of the role is usually devoted to areas of shared responsibility (*e.g.*, helping team members, participating in activities for the good of the organisation). For example, “image of the organisation” is usually a very senior official’s key result area, but hopefully all employees contribute to this outcome.

Most roles include 3 to 5 key result areas. If individuals are accountable for more than this, they may be overloaded,

or they may not be delegating effectively.

Key result areas are worded using as few terms as possible with no verbs (*i.e.*, these are about results, not action) and no direction/measurement (*e.g.*, words such as “good,” “increased” or “decreased”). They simply describe the areas for which one is responsible for results.

Example

Consider a hockey team. No player is responsible for “wins;” this is an outcome for the entire team. Each player has specific KRAs to maintain. The goaltender has one primary KRA, “shots stopped” and a secondary KRA, “rebounds.” The defence position is primarily accountable for keeping the puck away from the net, and getting the puck out of the defensive zone. These might be worded as the following KRAs: “shots on net” and “defensive zone control.” NOTE: Both defence players share these accountabilities. Forwards are primarily responsible for scoring and keeping the puck in the offensive zone. These might be worded as the following KRAs: “goals scored” and “offensive zone control.” Note that this description refers only to general play, not powerplays or penalty-killing. Individuals or lines may have additional KRAs under these circumstances.

For another example, consider a server in a restaurant. “Customer satisfaction” is not a key work output—everyone in the restaurant contributes to that aim.

However, “customer rapport” is a key work output of the server. Whether or not the food is good, on time, or hot, the server is expected to develop rapport with customers. Other key work outputs might include “paid bills” and “delivered food & beverages.”

Process

Individuals undertake the following steps to determine the KRAs for their roles:

1. They list their main day-to-day responsibilities/activities.
2. For each activity, they ask “Why do I do this?”
3. They review the answers to their “why” questions, looking for common themes or areas.
4. They identify their KRAs from these themes.
5. They share their KRAs, preferably with those they report to, those they work along with, and those who report to them.

Implementation

Individuals who identify their KRAs typically:

Work with those they report to, those they work along with, and those who report to them to identify their KRAs so all on a team have clarity regarding outputs.

Develop specific goals and objectives, and plans to reach them.

Take control of their time/work management strategies