**OBT and GPS Construction Rules**

**Rules for creating an outcome**

An outcome is a short aspirational statement that is constructed by:

* Keeping it short: using ≤10 words.
* Making it bold and provocative; the best outcomes create discomfort requiring an expanded way of thinking to achieve the outcome.
* Expressing it as if achieved: use past tense phrasing that implies the outcome has been achieved.
* Describing the *what*, not the *how* — Avoid describing methods, tools, technologies in the outcome statement. For example, “AI enables effective decisions.” Be solution‑agnostic: “Effective decisions occur.”
* Leave metrics out of the outcomes statement — they are relate to outcome statements. For example, “Unrivaled revenue growth is realized” should be avoided as revenue is a common KPI. A better outcome is “ The business is growing at rate that is envied by each competitor.”
* Use clear, plain language (no jargon, buzzword or acronyms).

Rules for building the GPS

* Define Outcomes First — these are short, aspirational, solution‑agnostic statements.
* Organize the Outcomes - Determine the parent - child or sibling relationship between outcomes.
* Maintain the How-Why Logic - The relationship between outcomes must fit both the how and why logic. In reading the GPS from a parent outcome to its left answers the question - how’ is the parent outcome realized. Moving from the child outcome to the right (toward its parent outcome) answers the question ‘why’ is the child outcome important, what does it drive? The relationships between outcomes must fit both the how and why logic.
* One to Many and Many to One - Outcomes can have many children and an outcome can have many parents. These types of relationship are described visually on the GPS by connecting line between parents and their children
* For Outcomes Only Appear Once
* Business Content - The right side of the GPS describes the work needing to be done in order to reach the destination
* Business Context - The left side of the GPS describes the context or environment in which the work on the right side is completed. The context remains largely consistent between companies with leading outcome that ties all the context outcomes together being ‘Every employee is inspired, engaged and enabled to do the extraordinary.