Goal Setting

How to Set SMART Goals

Objectives

- What are goals?
  - Why are they Important
  - Why do we hesitate to set goals?
- What is Accountability?
  - How do we hold our teams/individuals Accountable
- Resources for Feedback
  - Feedback is on-going, not once a year

What Is Accountability?

In order to hold ourselves and our employees/teams accountable we MUST have goals and

WE MUST Be ACCOUNTABLE

Feedback becomes our most important tool in being accountable and achieving goals.

What is a goal?

A **GOAL** is an idea of the future or desired result that a person or a group of people envision, plan and commit to achieve.

Types of Goals

- Strategic goals (SR Leadership)
  - 3 to 5 years
- Long Term Goals (Functional)
  - 1 – 2 years
- Short Term Goals (less than a year)
  - Projects
- Stepping Stone Goals (Quarterly or weekly)

Suggested Process

- Manager sets goals
- Managers cascade goals to Direct Reports
- Managers add function-specific goal
- Individuals add development goal
- Manager approves goals

Goal Setting Guidelines

- Goals
  - Each employee should have 3-5 goals

- Measurements
  - Each goal should have 2-3 measures that clearly define how the goal will be assessed.
- Check - In

Types of Goals

- Assigned Goals
  - Manager assigned goals
    - Assign/cascade a goal
    - Create a brand new employee goal
  - Corporate assigned goals
- Shared Goals
  - Organization Goals
  - Manager Shared Goals
  - Colleague Shared goals
- New Goals
  - Additional goals (leaders should always be aware and discuss these goals with the employee and get their input)

Employee Goals

- Usually will be shorter term up to a year
  - Monthly
  - Project based
  - Quarterly
- The key is FORMALLY or inFORMALLY check in and modify, update goals so they remain relevant

SMART GOALS - Overview

- Specific
  - A SPECIFIC goal will address the "what" and the "why". *What specifically do I need to accomplish?*
- Measurable
  - A MEASURABLE goal should address "how much" and "how many". *How will I measure that using tangible evidence and metrics?*
- Achievable
  - A goal should stretch one's abilities but still remain possible. *Is the goal attainable, reasonable and motivational?*
- Relevant
  - Goals should align to the department and organization's goals and be applicable in the current environment. *Is the goal meaningful, applicable and aligned?*
- Time Bound
  - Every goal should be linked to a time frame to create a sense of urgency and focus. *What is the time frame?*

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Time Bound

- Dates give a frame of reference and allow for milestones to celebrate and calibrate progress.

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Quiz Time

You will be asked a few questions and cannot complete the workshop until you score 80%

Questions – T or F

- Goals are important so that the employee knows what is expected.
- Goals can be general or specific, depending on the time frame you expect them to be done.
- When assigning a due date it can be any day and don't worry about what else they are working on that week
- Goals help us hold our employees accountable.
- Good goals are short in duration and easy to accomplish

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Recap

- Goals are important so everyone is focused on the right things and can prioritize to get more done
- Goals can be modified, deleted, or added as the business dictates, throughout the year.
  - Why continue to have a goal if the business need has shifted.
- We need to be more accountable if we are going to succeed.
  - Goals give us a common language to provide feedback on performance so employees can feel good about what they've done, make adjustments where it falls short and start new behaviors in areas that continue to need focus.