

GOAL PLAYBOOK

In today’s world, solving big hairy problems requires flexible, cross-functional solutions. The siloed organizational structure of the federal government can impede our ability to meet these problems head on. The good news is that we are increasingly working across structures to identify long-standing problems, set clear goals, and implement solutions.

Sports teams use playbooks as a set of strategies to inform how to respond to the situation on the field. This set of plays is designed to help individuals and teams think through how to **set** a goal; develop a **plan** for the way forward; and **achieve the goal** through execution and continuous refinement of the plan, tracking progress, and continuous improvement. While inspired by the Cross Agency Priority (CAP) Goal and Agency Priority Goal (APG) processes which identify ambitious, time-limited goals, we hope this playbook will be a useful resource when applied to any new goal or initiative.

Who Can Use This Playbook



APG and CAP Goal team members

Use this playbook to build a goal Action Plan and think through how to implement strategies and achieve your goal. *The playbook complements, but does not replace, OMB-issued guidance.*



Members of the Performance Management Community

Use this playbook to facilitate the goal setting, defining, planning, and implementation processes with the teams who will be responsible for the goal.

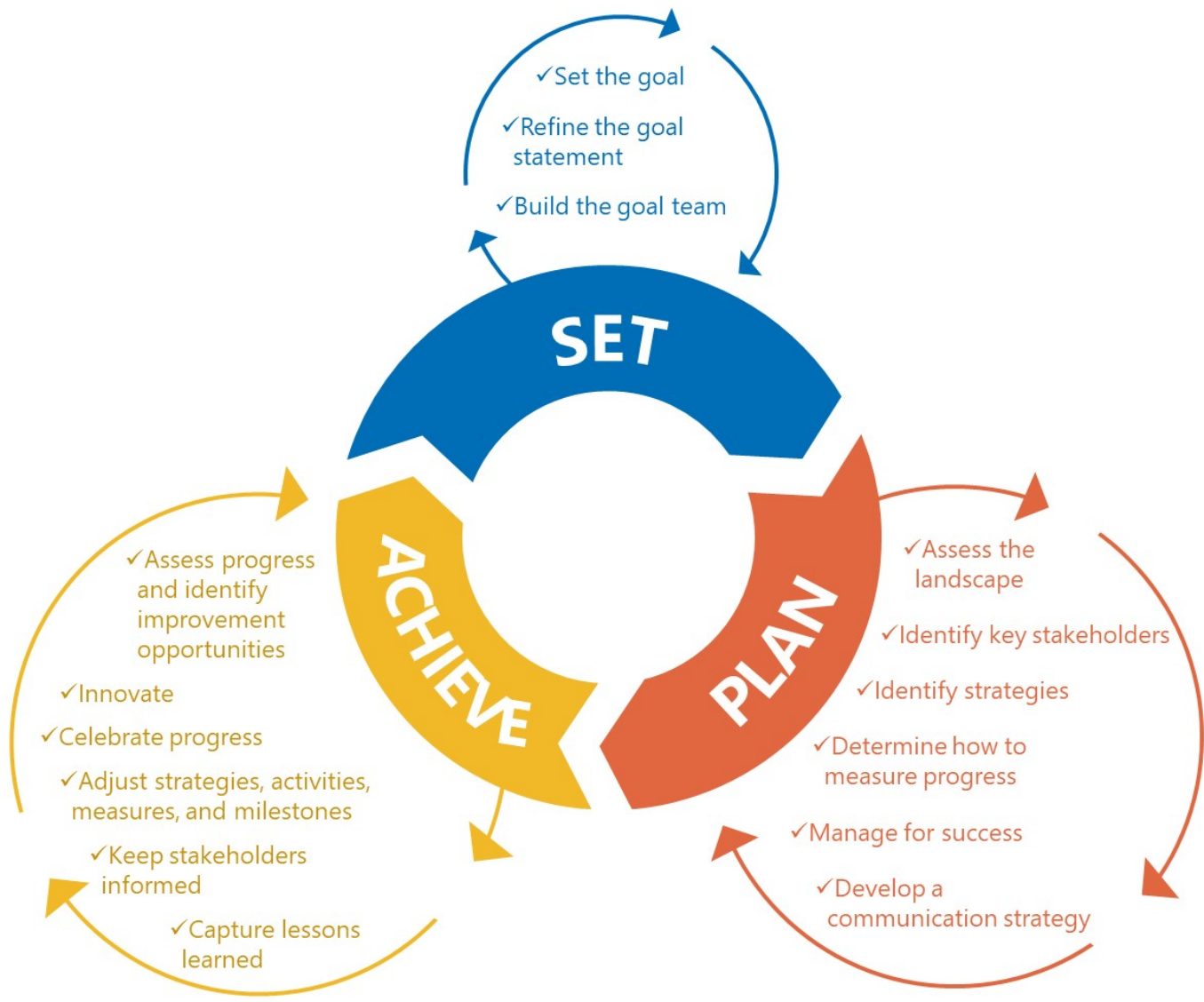


Anyone who wants to solve a complex problem by setting a goal and working methodically to achieve it

Use this playbook to find the useful elements that support your work.

How to Use This Playbook

While the plays are broken into three phases - Set & Define, Plan, and Achieve - we see all of these activities as interrelated and interdependent. It’s critical to loop back and forth throughout the phases as you learn more and the environment you’re working in inevitably changes. An alternative, more holistic view of the plays may look something like this:



For Additional Support

The Performance Improvement Council (PIC) staff can help you at any point in your goal journey, and if we can’t help you ourselves, we can connect you to excellent resources across government. To that end, you’ll see that each play has a resource section. While external resources (not developed by the PIC staff) are not formally endorsed by the PIC staff and definitions may not match our own perfectly, we find them useful. If there is a resource that you think others would find useful, let us know at picstaff@pic.gov.

The Goal Plays

Phase 1: Set

- ☐ Set the goal
- ☐ Refine the goal statement
- ☐ Build the goal team

Phase 2: Plan

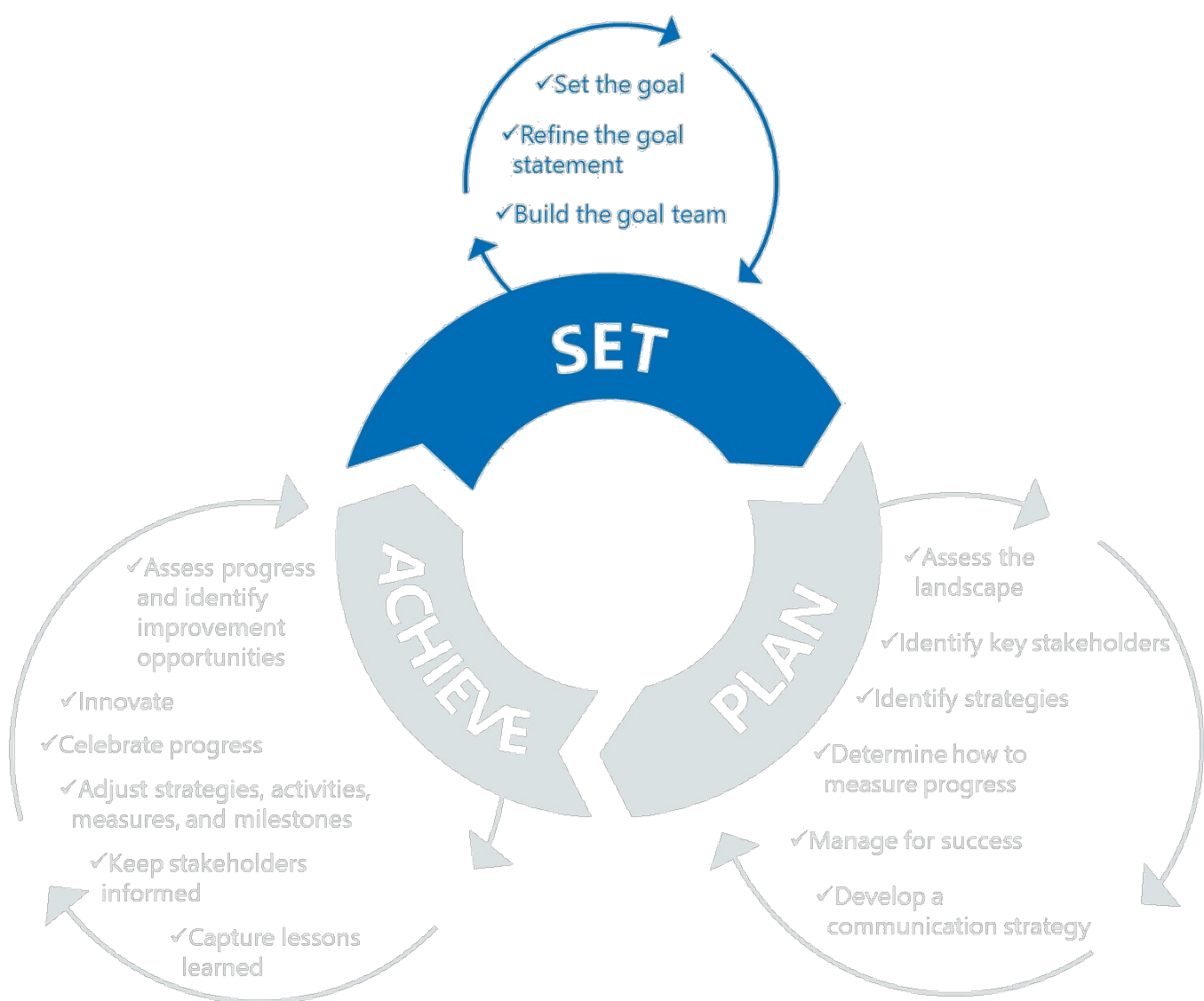
- ☐ Assess the landscape
- ☐ Identify key stakeholders
- ☐ Identify strategies
- ☐ Determine how to measure progress
- ☐ Manage for success
- ☐ Develop a communication strategy

Phase 3: Achieve

- ☐ Assess progress and identify improvement opportunities
- ☐ Innovate
- ☐ Adjust strategies, activities, measures, and milestones
- ☐ Keep stakeholders informed
- ☐ Celebrate progress
- ☐ Capture lessons learned

Phase 1: Set

Making specific commitments to a limited number of actions and results allows organizations and teams to focus efforts and resources for maximum impact. If everything is a priority, then nothing is a priority.



PHASE 1 PLAY 1

Set the Goal

While priorities may fluctuate and shift over time, identifying desired outcomes and setting specific goals around those outcomes will give programs a clear, steady purpose. Developing and adhering to goal selection criteria sets organizations and teams up for success by ensuring goals will be relevant over the lifecycle of the goal.

Key Questions

- What criteria should be used to select a goal? Which criteria matter more than others? Who sets the criteria and prioritization method?
- What is the goal area(s) that meets your criteria and rises to the top in terms of priority?
- Does the goal clearly address a critical problem and/or opportunity?
- Would this goal, and the contributing affiliated programs, benefit from elevated attention from leadership, regular monitoring and discussion, and possible public reporting?
- Does the potential implementing program(s) have sufficient authority, resources, and levers to move the needle for the proposed goal?
- Is the goal reflected in the priorities and incentive structures for the implementing agency, teams, and individuals? Is there buy-in throughout the delivery chain? If not, is there potential for this?
- Who will/should champion the goal? How much influence do/will they have among the key stakeholders? (see “build the goal team”)