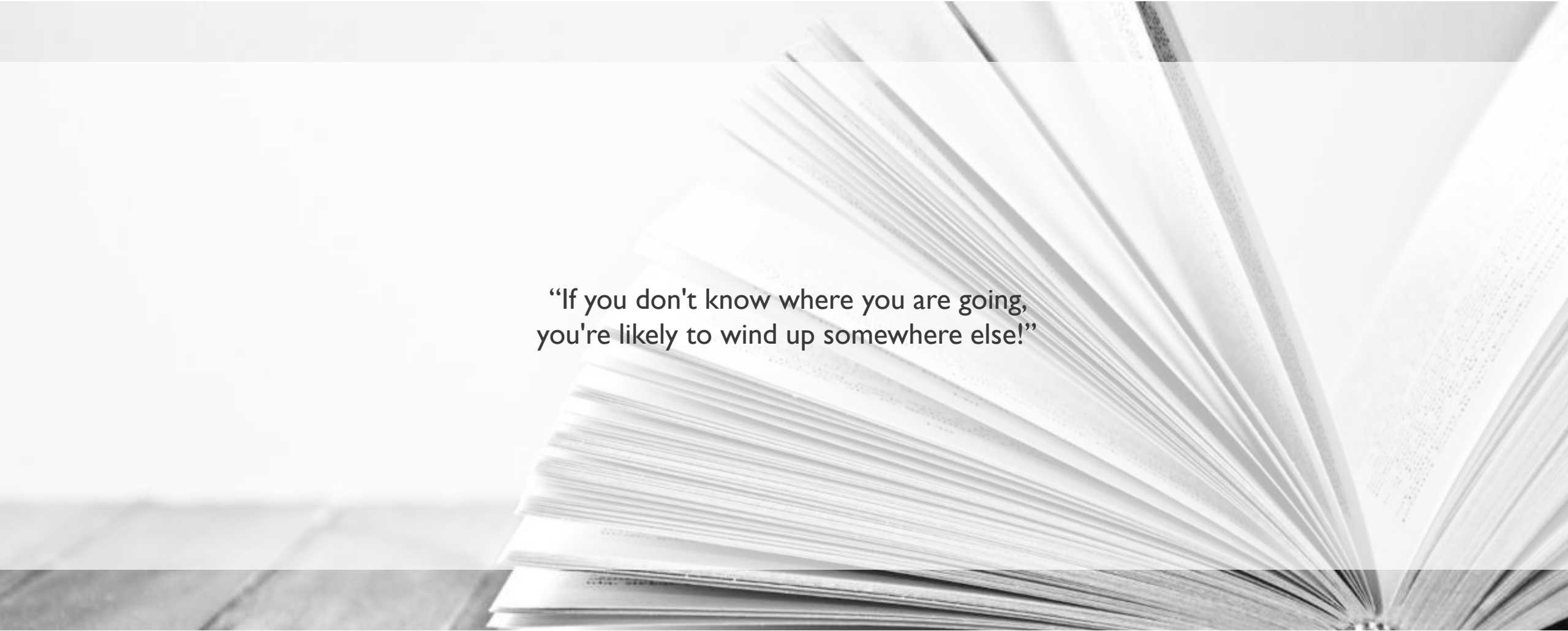





GOAL SETTING

readyssetpresent.com




“If you don't know where you are going,
you're likely to wind up somewhere else!”




"Can you tell me please which way I ought to go from here?"



"That depends a good deal on where you want to get to," said the Cat.



"I don't much care where," said Alice.



"Then it doesn't matter which way you walk," said the Cat.

Goal Setting

What Can Happen


(1 of 3)

Employees at all levels without work goals often have about as much direction as Alice, which explains why, they sometimes look like they have fallen down rabbit holes and ended up at Mad Hatters' tea parties.

It matters a good deal which way one walks when there's a goal up ahead to act as a beacon.

What Can Happen


(2 of 3)



Personal performance goals can spur employees to new achievements, reward them with a sense of accomplishment when a goal is reached, and link their actions directly to the objectives and plans for the organization.

What Can Happen

(3 of 3)



Goals can give employees control over their own jobs and, at the same time, give managers a tool for monitoring their employees' performance.

All this is at no cost to the organization!

Why, then, are so many employees either taking it one day at a time or racing on a treadmill that never seems to lead anywhere?

And why are they being measured against a subjective scale that often focuses more on how they act than on what they accomplish?

Program Objectives

(1 of 2)



Know the seven steps for goal setting.



Know the six characteristics of goal setting.



Be able to correctly write a personal, professional goal.



Be able to help a co-worker write a personal, professional goal.

Program Objectives

(2 of 2)



Spur employees to new achievements.



Reward employees with a feeling of success when they reach each goal.



Link their actions directly to the objectives of the organization.

What We Can Accomplish

Goal Setting



“Here we will show managers how to help themselves and employees to set individual, as well as team goals, that contribute significantly to the organization’s productivity and growth.”

A CHALLENGE



Please write a definition of
GOAL SETTING.

Goal:

- The purpose toward which an endeavor is directed; an end; an objective.

Goal Setting:

- To set or adjust for proper functioning.

Goal Setting

Etymology – Goal

(1 of 2)

- The word “goal,” meaning “the end point of a race,” is of unknown origin, yet is thought to be from the Old English word, “gal,” meaning “obstacle” or “barrier.”
- The word came from the 1530’s, although it was used once before in a poem in the early 14th century.

Goal Setting

Etymology – Goal

(2 of 2)

- The word was first used in relation to sports as “place where the ball is put to score” in the 1540’s.
- The meaning, “object of an effort” is also from the 1540’s.

Etymology – Setting



The word “set” came from the Old English word, “settan,” meaning “cause to sit, put in some place,” or “fix firmly.”



The word “setting” was first used in the late 14th century.

Why People Do Not Set Goals

They do not understand the importance of goals.



They do not know how to set goals.



They fear rejection.



They fear failure.



Types of Goals

Long-term goals:

One year to ten years or more.



Short-term goals:

Three months to nine months.



Immediate goals:

One day to one month.



F.R.A.M.E. Your Goals

Fantasize

- Turn your fantasies into goals.

Reality

- Work hard to turn your fantasies into realities.

Aim

- Set high, yet realistic goals by balancing fantasy and reality.

Method

- Decide which goals you want to accomplish, and define how you will accomplish them.

Evaluation

- Review your progress and reflect on your successes and failures.

The Ideal Self

The ideal self is a psychological concept that was developed by Carl Rogers.

The ideal self is who a person would like to be, and the real self is who they are in reality.

Envision your ideal self, and make the ideal real.

How to set Goals

(1 of 3)

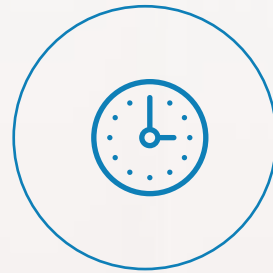
State each goal positively.

“Become more outgoing” instead of
“Don’t be so shy.”



Be precise.

Set dates, time periods,
and measurements of
success.



Set priorities.

Give each goal a priority
so you can focus on what
is most important.



How to set Goals

(2 of 3)

Write your goals down.

- Writing goals down makes them clear and provides a deeper sense of commitment.

Keep your goals small.

- Break each large goal into smaller goals so that there is more frequent accomplishment and less opportunity to become overwhelmed.

How to set Goals

(3 of 3)

Set realistic goals.

- It is good to have high goals. However, make sure that they can realistically be accomplished.

Do not set low goals.

- If your goals are too low, it will be difficult to take them seriously, and the accomplishment will not mean much.

FEAR

F = False



E = Evidence



A = Appearing as

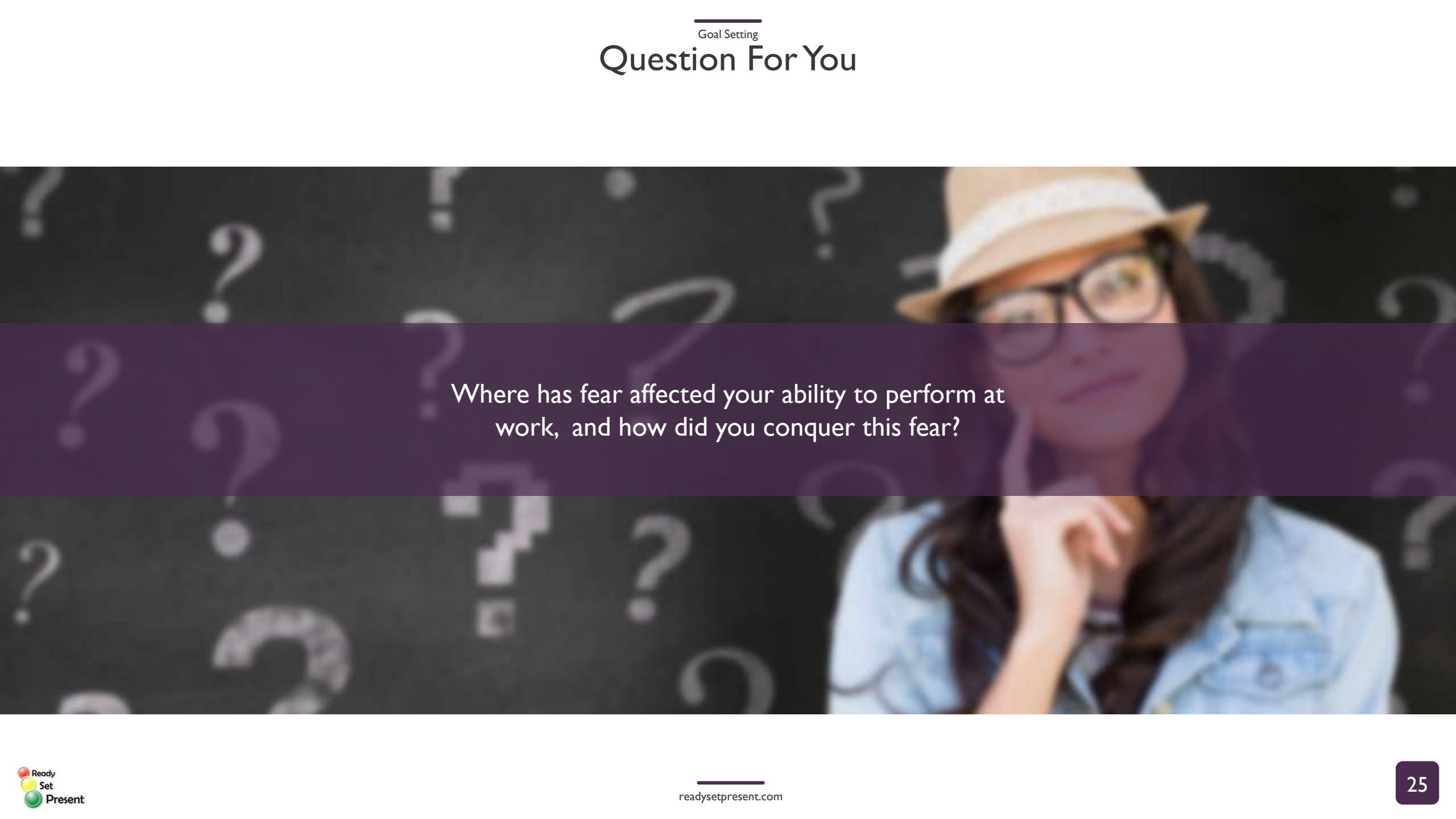


R = Real



Goal Setting

Question For You



Where has fear affected your ability to perform at work, and how did you conquer this fear?

Goal Setting

Question For You

- In 1953, a study of Yale students was conducted.
- 3% had written goals and 97% did not.
- In the 1973 follow-up, the 3% who had goals had accomplished more than the 97% who did not.

POINTS OF VIEW



Five Points of View

(1 of 2)



“Things change so quickly around here that no goal would be operative for more than a few weeks.”

“The employees here have no ambition. They just want to be told what to do and get it over with.”

“Letting employees set their own goals gives them too much control.”

Five Points of View

(2 of 2)

“What’s important here are the company goals, not goals of individual employees.”

“It takes too much time to keep creating and revising goals.”

A Point of View

(1 of 5)

Perception:

“Things change so fast around here that no goal would be operative for more than a few weeks.”

Reality:

In a changing environment, goals provide a stepping-off point for making changes purposeful. The process of working toward goals can stabilize operations while the change is taking place.

Goal Setting

A Point of View

(2 of 5)

Perception:

“The employees here have no ambition. They just want to be told what to do and get it over with.”

Reality:

Many people have never had the opportunity to work any other way. Give them a chance, and see how many of them display unexpected determination to accomplish goals. After all, these same people pursue many personal goals quite successfully.

A Point of View

(3 of 5)

Perception:

“Letting employees set their own goals gives them too much control.”

Reality:

This is not true when managers and employees work together to set goals and track employees' progress. In fact, managers gain control when goals are measurable and performance can be assessed objectively.

Goal Setting

A Point of View

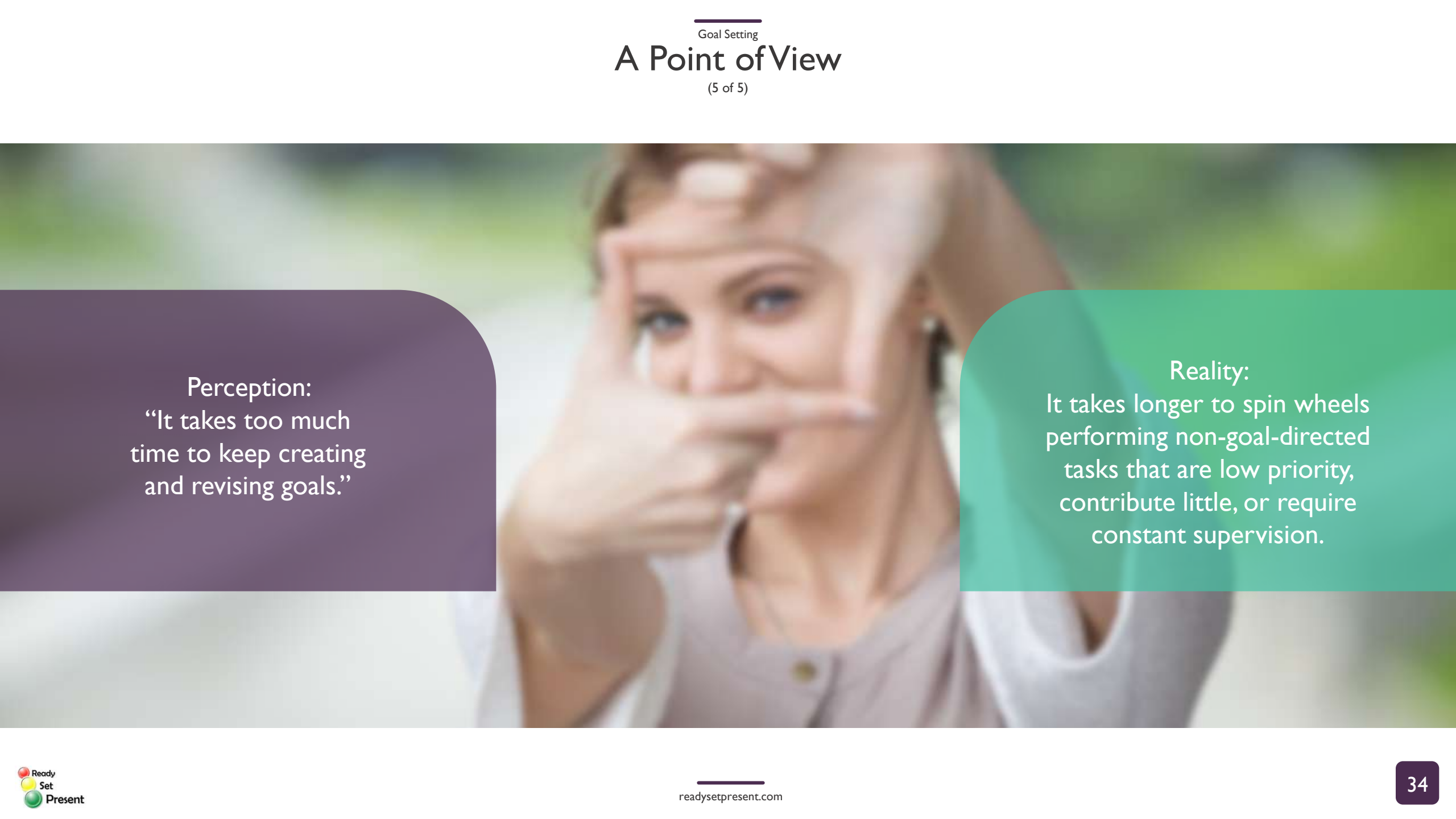
(4 of 5)

Perception:
“What’s important here are
the company goals, not goals
of individual employees.”

Reality:
The best employee goals link to
the company goals, providing the
organization with the means to meet
its objectives and giving employees
the satisfaction of knowing that their
work really matters.

A Point of View

(5 of 5)

A woman with blonde hair is looking directly at the camera, framing her face with her hands. She is wearing a light-colored top. The background is blurred green foliage.

Perception:
“It takes too much
time to keep creating
and revising goals.”

Reality:
It takes longer to spin wheels
performing non-goal-directed
tasks that are low priority,
contribute little, or require
constant supervision.

Goal Setting

A Point of View

(Conclusion)



The arguments for avoiding goal setting are, in fact, the very best reasons for doing it: to keep focused in times of change, to energize employees, to provide an objective system of managerial control, to allow workers to contribute significantly to company goals, and to save time by channeling efforts to the highest priority projects.

Goal Setting

A Point of View

(Conclusion)

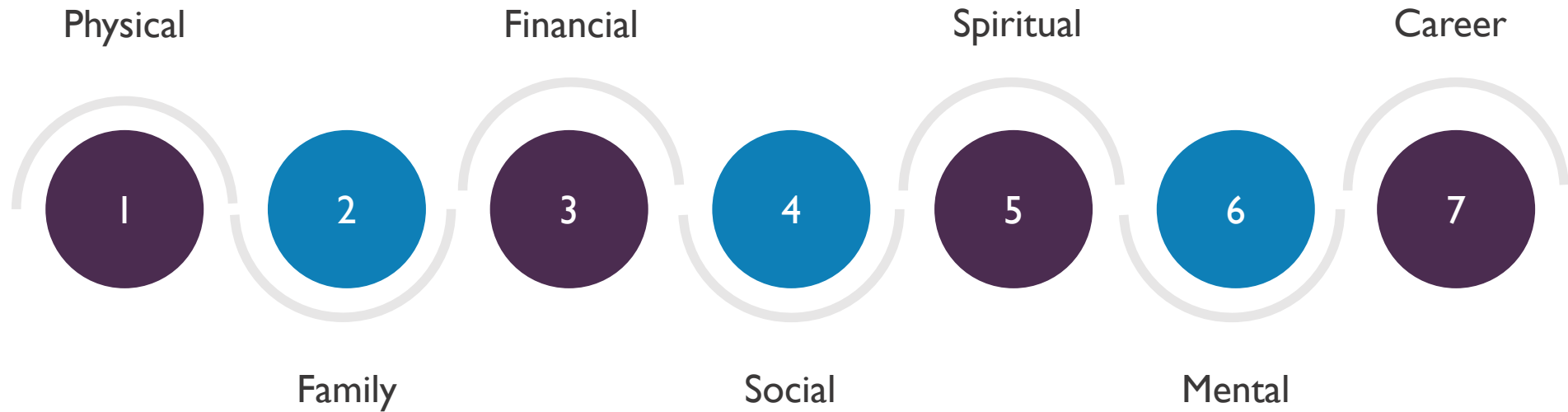


This program is intended to help companies achieve those results.

SEVEN TYPES OF GOALS



Seven Types Of Goals



Seven Types Of Goals

(1 of 3)



Physical: appearance, medical check-ups, exercise, weight, nutrition

Family: listening, forgiving, role modeling, spending quality time, supporting, respecting, loving

Financial: earnings, savings/ investments, budget, insurance, charge accounts

Goal Setting

Seven Types Of Goals

(2 of 3)

Social: having a sense of humor, listening, having self-confidence, having manners, caring

Spiritual: inner peace, purpose, prayer, religious study

Goal Setting

Seven Types Of Goals

(3 of 3)

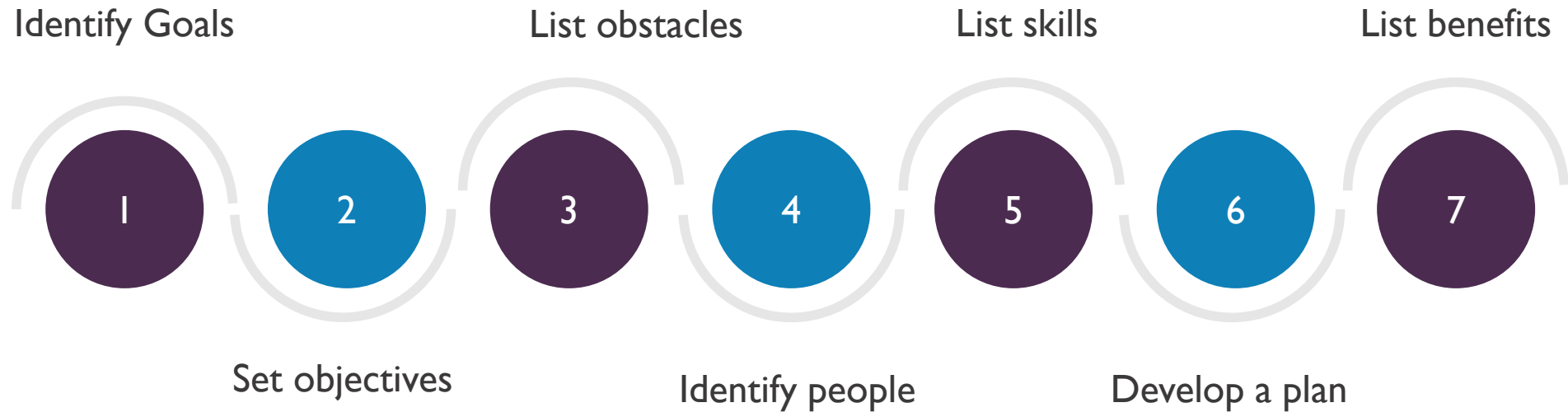
Mental: imagination,
attitude, ongoing education,
books, curiosity

Career: job satisfaction,
effectiveness, training/
development, job purpose,
competence

SEVEN STEPS FOR GOAL SETTING



Seven Steps For Goal Setting



Goal Setting

Identify Goals



Share a goal with the class.

Complete within thirty days.

Complete within the next year.

Set Deadlines (Due Dates)

Do you have written and timed deadlines (due dates) for your work goals?



What happens if your deadline is now?

Goal Setting

List Obstacles

List obstacles that keep you from reaching work related goal or goals.

Develop group solutions to each obstacle.

Identify People



Who affects your ability to reach the goal or goals?

Are we ever influenced by people who should not influence us?

How do you deal with negative influence and manage it?

Goal Setting

List Skills

List the skills you bring to the work situation insofar as goal setting is concerned.

Share these skills with others in your session.

Develop a Plan

Share some work-related plans with the group.

Brainstorm for some specific goals established within the organization/department/group at the present time.

Goal Setting

1953 Yale Study

(1 of 2)



3% followed the seven steps.



10% followed some of the steps.

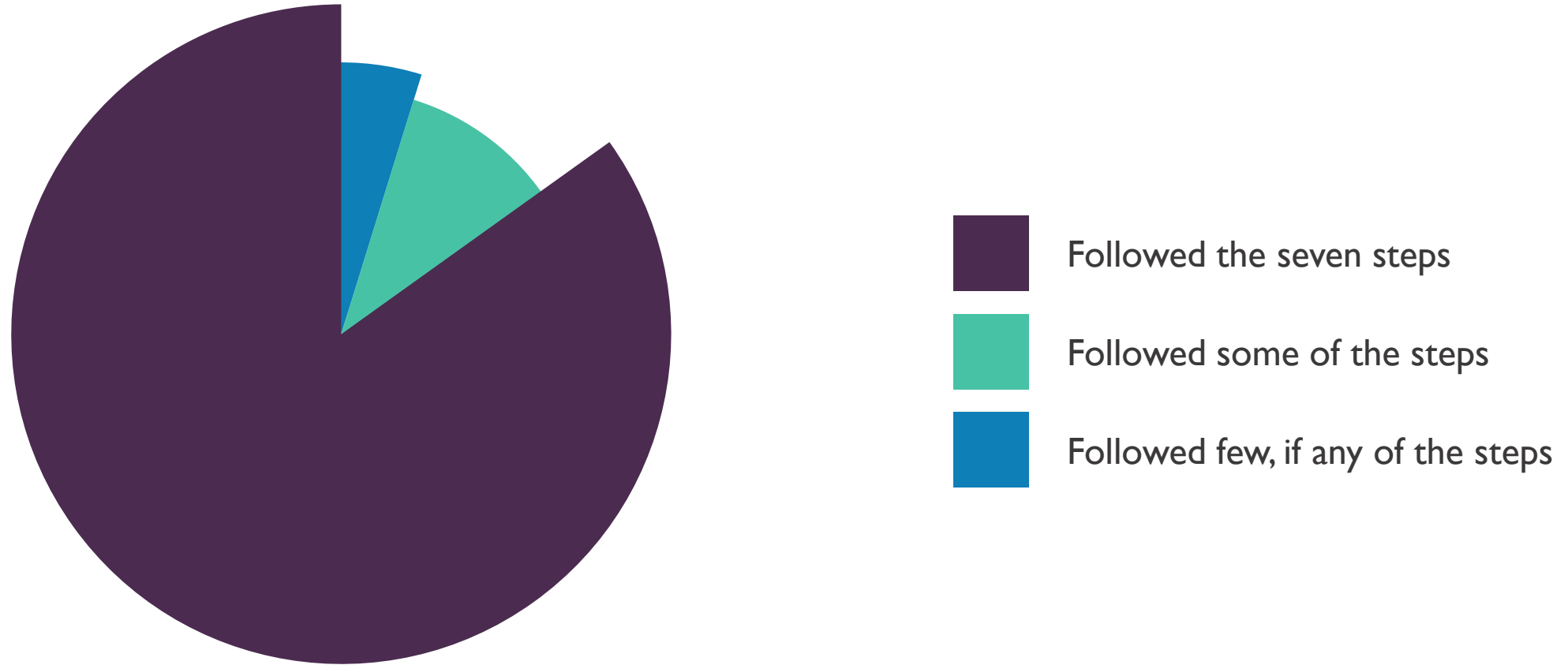


87% followed few, if any, of the steps.

Goal Setting

1953 Yale Study

(2 of 2)



SEVEN STEPS FOR GOAL SETTING SUMMARY



Summary of The Seven Steps

“It’s just as difficult to reach a destination you don’t have, as it is to come back from a place you have never been.”

Question:
How does this apply to the seventh step of goal setting?

Goal Setting

Benefits of Goals

(1 of 2)

Know, be, do and have more.

Use your mind and talents more fully.

Have greater purpose and direction.

Make better decisions.

Be more organized and effective.

Benefits of Goals

(2 of 2)

Do more for yourself and others.



Have greater confidence and self-worth.



Feel more fulfilled.



Be more enthusiastic.



Accomplish uncommon projects.



Accomplishing a Project or Performance Goal

Use these steps to accomplish:

A New Achievement.

A Project or
Performance Goal.

WHAT'S MISSING?



What's Missing?

Are your goals...

Personal



Long-range



Daily



Written



Specific



Goal Setting

A Goal is an aim, purpose or plan to:

Get Something.

Do Something.

Be Somewhere.

Become Something.

Performance Goals Must



Be important enough to create excitement and enthusiasm, and to stimulate extra effort.

Be challenging enough so that results will bring rewards that outweigh the effort.

Cover a long enough time to accommodate short-range setbacks and disappointments.

PERFORMANCE GOALS



Performance Goals – S.M.A.R.T

Specific



Measurable



Attainable



Realistic




Tangible



Performance Goals – S

Specific




A goal that is specific is more likely to be accomplished. Specify:

- Who is involved.
- What do you want to accomplish.
- When do you want to accomplish the goal.
- Which requirements/restraints will provide obstacles.
- Why do you want to accomplish the goal.

Performance Goals – M

Measurable



Establish measurements for your progress. Ask:

- How much?
- How many?
- How will I know I have accomplished my goal?

Performance Goals – A & R

Measurable

A

Attainable

- Ensure that your goal is reachable by changing your attitude and behaviors and by making a plan.


R

Realistic

- Ensure that your goal is possible, and is not just a fantasy. If you think you can accomplish the goal, it is most likely realistic.

Performance Goals – T

Tangible



Be able to use at least one of your senses to strengthen your awareness of your progress.

- A tangible goal is one that you can see, hear, smell, taste, or touch.
- An intangible goal is something internal such as a personality trait.
- Intangible goals are difficult to measure, so having a tangible goal ensures greater motivation!

Performance Goals – T



1

What aspect of goal setting is most difficult for you?

2

What goals have you recently set and achieved?

3

How did you know you had achieved them?

4

How did achieving them make you feel?

Overarching Objectives

(1 of 2)

Develop at least one performance goal that is approved by your manager.

Develop a plan for pursuing that goal and tracking your performance.

Overarching Objectives

(2 of 2)

Develop skills to write additional goals that are motivating and measurable and contribute to the organization's business plan.

Develop tools to take control over your own productivity.

Your Job and the Business Plan

Why does your job exist? In order to...



What are the critical products, services, or results without which there would be no reason for your job to exist?



What positive contributions can your job make to achieving the business plan?



DEFINING KEY RESPONSIBILITIES



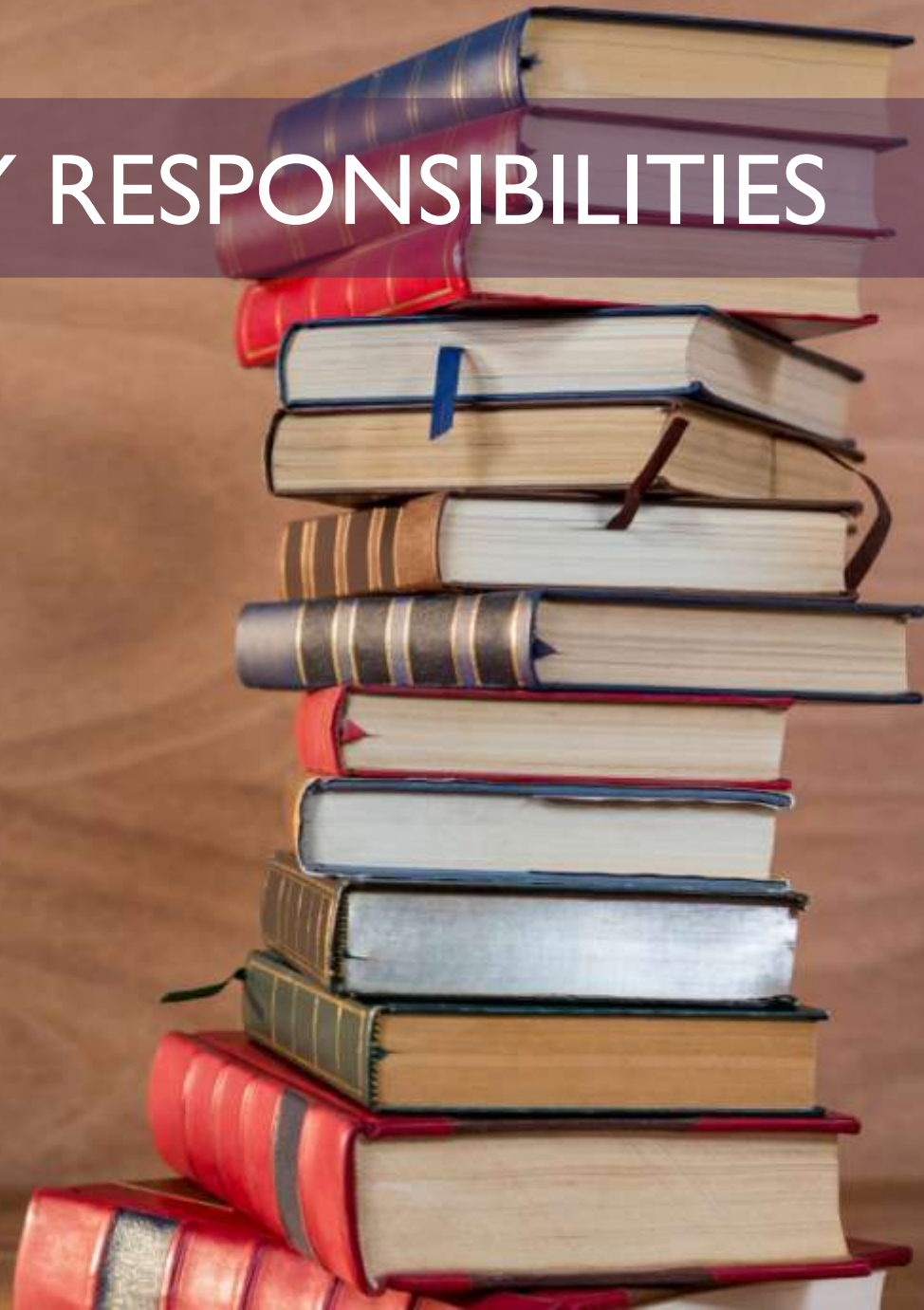
Defining Key Responsibilities

Work alone, and define your key areas of responsibilities. (10 minutes)

Share one key responsibility with your colleagues.

After this session, meet with your business unit to discuss your perception.

DEFINING KEY RESPONSIBILITIES



Principles of Goal Setting

(1 of 2)

Keep records to find out where you are.



Commit to paper the goals you want to achieve.



Be very specific.



Set high, yet reachable, goals for the excitement/challenge.



Make goals long-range to avoid daily frustrations.



Principles of Goal Setting

(2 of 2)

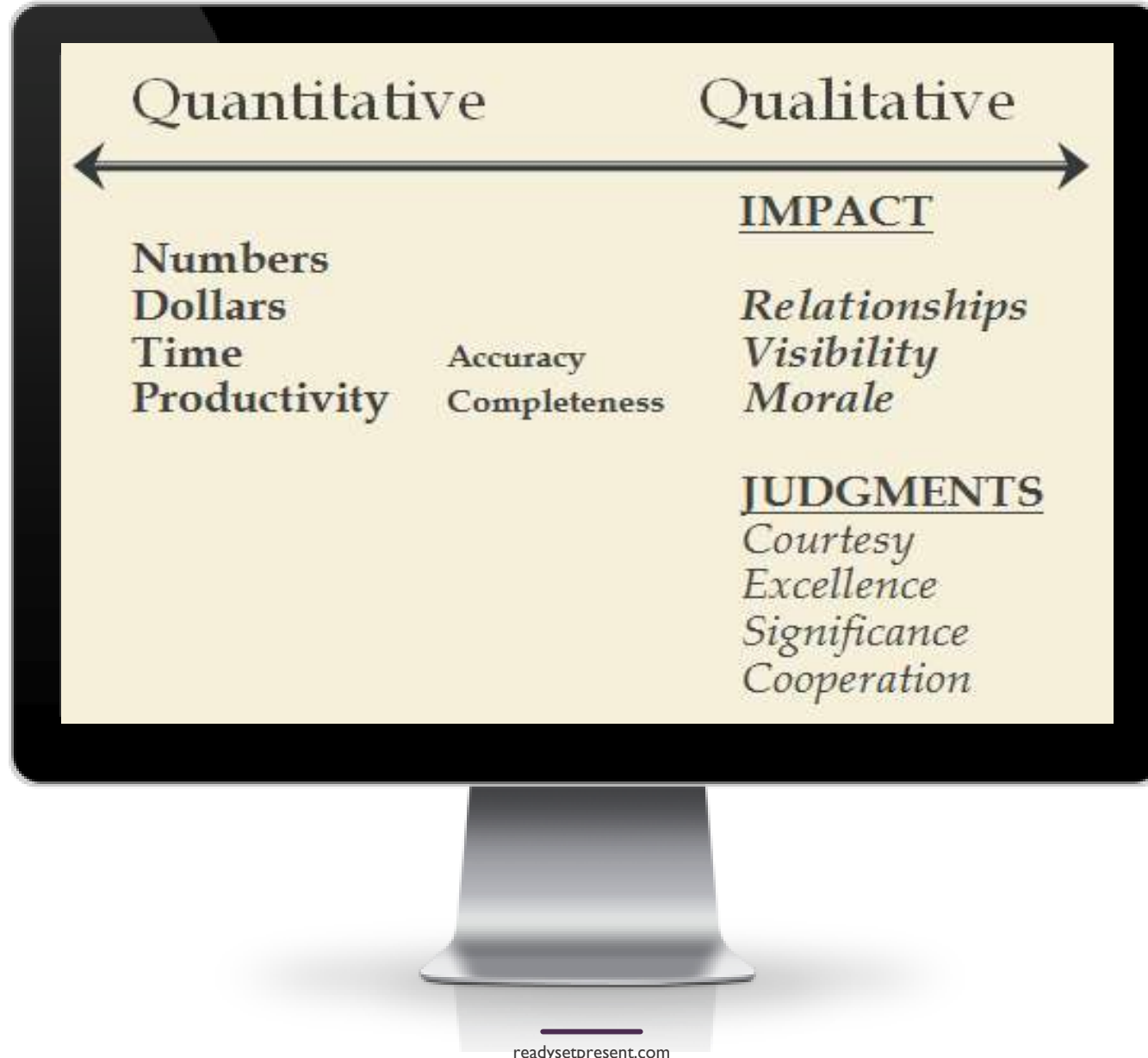
Break your goals down into daily increments.

Be mentally prepared to discipline yourself.

Be absolutely convinced you can reach your goals.

Visualize yourself as already reaching your goals before you start.

Range of Performance Standards



Goal Setting

Numbers

How many units produced?



How many errors?



How many calls answered?



How many sales made or deals closed?



If you can count them and add them up, you have solid evidence.



Goal Setting

Dollars

(1 of 2)

How much earned?



How much spent?



What income?



What profits?



You need to agree on what items go into the count.



Goal Setting

Dollars

(2 of 2)



Is overhead included in expenses?

Does last year's deficit count against this year's profits?

Once all these things are clear, dollars are hard evidence.

By when?



How often?



Dates and numbers are usually clear to all.



Productivity might get a little fuzzier.



Units produced per people hours is a simple ratio, but you might want to factor in returns, customer satisfaction, repeat business, and other related concerns, some of which, are harder to quantify.

Goal Setting

Accuracy



You may be able to count errors, but
what if the goal is related to
inventing or problem-solving where
the right answers are unknown?

Goal Setting

Completeness

You might count pages of sign-offs, but how do you determine the completeness of a concept?

Do you know all the things that need to be included or all of the resources that need to be explored?

A Sample Performance Goal

Goal:

To develop the perception among lessons of Model X4J that we provide the fastest, most reliable service in the industry.

A Sample Performance Standard

Standards:



1

Average response time of no more than 2 hours between request for service and solution to problem.

2

Maximum of 1 customer complaint weekly.

3

“Best in Industry” response rate of 75% on customer survey.

GOAL INTEGRATION



Goal Integration

(1 of 2)

Vertical Integration

This takes place between various levels within the organization (from top to bottom and bottom to top).

Goal Integration

(2 of 2)

Horizontal Integration

This assures that each individual, department, etc. at one organizational level establishes goals which will be compatible with those established by others at the same level.

Benefits of Goal Integration

Goal Setting
(1 of 2)

1

Company goals are known and contributed to by all business units and administrative functions.

2

Functional unit and department goals fit together, support each other, and contribute to business goals.

Benefits of Goal Integration

Goal Setting
(2 of 2)

3

Managers know what their senior managers' expectations are and are sure that their employees know what is expected of them.

4

Individuals understand what they are expected to contribute in order to achieve business goals and how those contributions will be measured.

Preparing Business Goals

Goals are written to cover total job responsibilities – both ongoing and routine, as well as special and long-term projects.

Goals vs. Activities

(1 of 2)

A goal can be defined as a complete description of a future condition you would like to see prevail at a particular time.

A well-written goal provides a detailed description of all relevant measurements or dimensions that define the end results.

Goals vs. Activities

(2 of 2)

Most managers tend to focus on the work at hand – what they will do (activities) rather than on the results of that work – what their efforts will bring (goals).

In short, their attention is on activities more than on end results.

FIVE QUALITIES OF GOALS



Five Qualities of Goals



Attainable Goals

Attainable means that the goal is within your reach.

Goals must be things you can achieve, not fantasies.

Goal Setting

Specific Goals

Specific means that the goal describes one and only one stage of desired conditions.

Goals must be written so that they speak to a single issue and not a collection of unrelated ones.

Understandable Goals



Understandable goals are just that – they are written so that those who are charged with reaching them know what they mean.

The dimensions of an understandable goal are not conflicting or contradictory.

They are to be understood by you, your supervisor, and those who may be impacted by it.

MEASURABLE GOALS



Measurable Goals

Measurable means that the goal is stated so that a reasonable determination can be made to tell whether, and to what extent, it has been reached.

The aim of this criteria is to ensure that the goal is not confusing or ambiguous.

Measurable Goals

By stating a goal in measurable terms, you clarify its meaning.

Everyone can clearly see both the goal and to what extent it has been achieved.

Six Types of Measurement

(1 of 3)



1

Quantity (How much? How many?)

2

Quality (How good?)

3

Time (When? How often?)

Six Types of Measurement

(2 of 3)



4

Cost.

5

Source Document (documents that spell out one or more of a combination of the above measurements – e.g. detailed plan, flow chart, budget, operations manual, GMP, etc.)

6

Well-defined and understood standards and experienced judgment (i.e., as a professional in your discipline, the standards that tell you your goal has been reached and how well it has been achieved).

Integrated Goals

Integrated means that the goals fit together with the goals of others in your unit to assure the attainment of an organizational unit's goals.

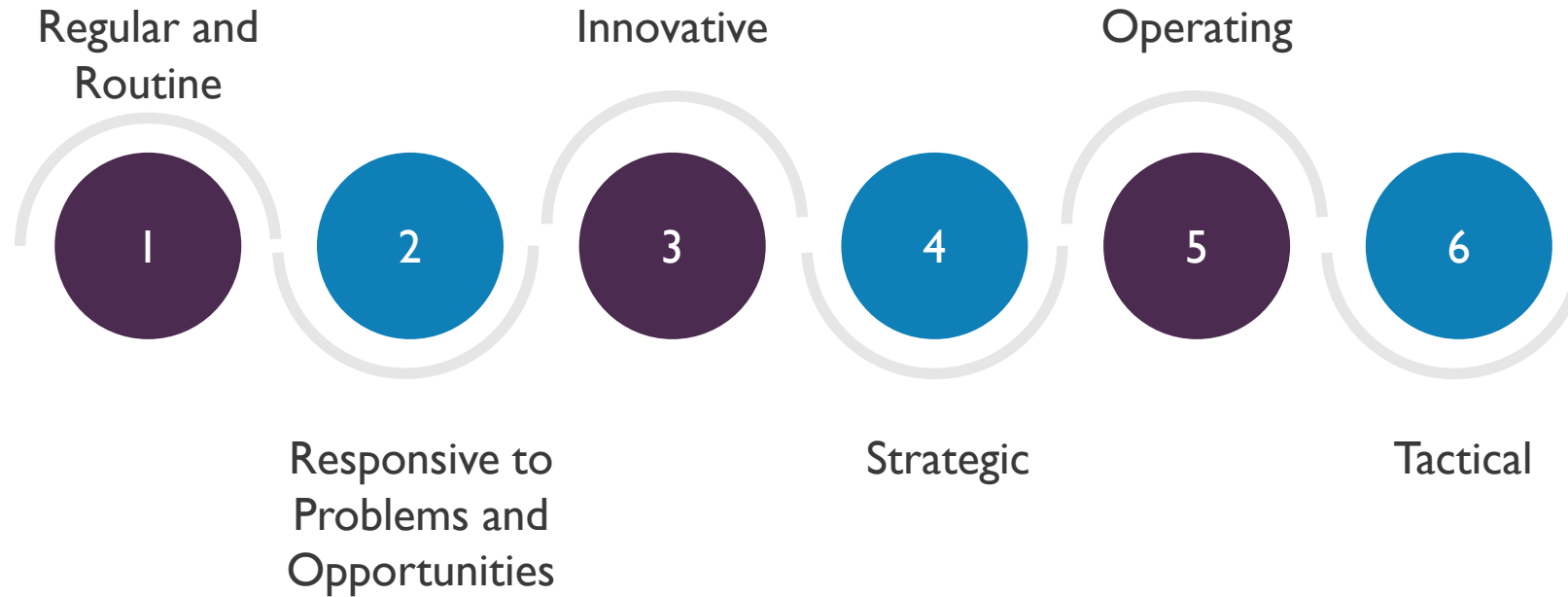
Goals must be consistent and mutually supportive throughout the entire organization – vertically and horizontally.

TYPES OF GOALS



Types of Goals

Goal Setting



Regular & Routine Goals

(1 of 2)

Regular and routine goals
are the best place to start.

These goals reflect your
ongoing responsibilities and
accountabilities from year to year.

Regular & Routine Goals

(2 of 2)



They may already reflect a high level of achieved efficiency and productivity and have an established database to back up your choice of measurements.

Problem & Opportunity Goals

(1 of 2)

Next, examine problems that need solving or the opportunities that have emerged.

For these cases, you will Probably not have the solution at hand, nor the experience base that can provide you with immediate measurements.

Problem & Opportunity Goals

(2 of 2)

These goals may require some research and thinking before determining accurate measurements.

You may find that this type of goal is also characterized as an innovative, strategic, operating or tactical type of goal.

Innovative Goals

(1 of 2)

Consider innovative goals,
which are usually the most
difficult to achieve.

Because innovative goals break
new ground and create new situations,
they may not be as easily defined in
numbers and may be more difficult to
evaluate when they are achieved.

Innovative Goals

(2 of 2)

Yet it is usually innovation that is most closely related to growth, for both you and the company.

You may find that innovative goals can also be characterized as either strategic, operating or tactical goals.

Strategic Goals

(1 of 2)

Strategic goals are long-range goals. They are usually more than a year in duration and sometimes are up to 10 years.

Goal Setting

Strategic Goals

(2 of 2)


They are most often the concern of top management.

If you have goals that span over more than a twelve month period, define these goals in terms of final results and in terms of interim results that can be measured in shorter time periods as operating or tactical goals.

Goal Setting

Operating Goals

(1 of 2)




Operating goals are more short-range goals, which are usually for the immediate year ahead.

Goal Setting

Operating Goals

(2 of 2)



Most first level and middle managers focus exclusively on operating goals for the coming year.

Tactical Goals

(1 of 2)

Finally, tactical goals encompass
a 90-180 day period.

Tactical Goals

(2 of 2)

Such goals may be in response to particular short-term projects or set as interim goals for strategic or operating goals.

STEPS TO WRITING GOALS



Goal Setting

Ten Steps to Writing Goals

(1 of 10)

1

Write out key responsibilities on the left of a worksheet in as few words as possible.

Most positions can be broken down into 4 to 6 regular responsibilities.

Ten Steps to Writing Goals

Goal Setting
(2 of 10)

2

If you have more than 6 responsibilities listed, analyze them, and consider whether or not some are closely related or are subcategories of broader responsibilities.

Consolidate whenever possible, but be certain to cover all of your responsibilities.

Ten Steps to Writing Goals

(3 of 10)

3

Add project responsibilities to the list, if appropriate.

Ten Steps to Writing Goals

Goal Setting
(4 of 10)

4

Consider each responsibility, and determine what type of goal would best capture it (i.e. regular/routine, problem/opportunity, or innovative).

Consider whether the goal needs to be strategic, operating, and/or tactical.

Ten Steps to Writing Goals

Goal Setting
(5 of 10)

5

Formulate a goal(s) for each responsibility.

You develop goals(s) by specifying what the results will be if you achieve the goal(s).

Ten Steps to Writing Goals

Goal Setting
(6 of 10)

6

Include as many measurements as possible – at least two and possibly five measurements for each responsibility area.

You may find that you have two or more goals for some of your regular and/or project responsibilities.

Ten Steps to Writing Goals

(7 of 10)

7

Focus on what gets accomplished
and how it will be measured, not
on how it gets done.

Ten Steps to Writing Goals

Goal Setting
(8 of 10)

8

Look for key actions that define the results you expect to achieve.

Remember the general rule that 80% of your efforts depend upon 20% of what you do.

Ten Steps to Writing Goals

Goal Setting
(9 of 10)

9

After you have written a goal, evaluate it based upon the “five qualities of goal statements” discussed earlier, and adjust accordingly.

The five qualities are:

- Attainable, Specific, Understandable, Measurable, and Integrated.

Ten Steps to Writing Goals

Goal Setting
(10 of 10)

10

Review your goals to make certain that they are goals and not activities.

Number or list your goals in order of their importance/priority. (You may want to re-write your goals worksheet and order your goals by importance, listing your most critical goal first).

Goal Integration Procedure

(1 of 2)

1

Share your goals with your manager and, as appropriate, with peers within your department and in related departments.

2

- Request feedback on your goals
- To ensure that they meet the five criteria of good goal statements.
 - To determine whether they are consistent with the goals set by others with similar responsibilities.

Goal Integration Procedure

(2 of 2)

3

As appropriate, ask those whose goals will impact yours to review their goals and resolve any inconsistencies.

4

Revise your goals if necessary.

Goal Integration Diagram



GOAL DISCUSSION PROCEDURE



Goal Discussion Procedure

(1 of 7)

I. Completeness of Goals

Discuss your goals with your manager.



Do they cover your total job responsibilities?



Are they specific and understandable enough, and do they have appropriate measures included?



Have all the position's responsibilities been complemented with appropriate goals?



Are the goals effectively integrated both horizontally and vertically?



Goal Discussion Procedure

(2 of 7)

2. Personal Development/Involvement



Discuss with your manager whether or not your goals include sufficient development/performance improvement opportunities.

Goal Discussion Procedure

(3 of 7)

3. Performance Level (1 of 4)



Discuss with your manager how the achievement of your goals relates to the top three performance categories, assuming that your goals do not change significantly throughout the year and assuming that your personal performance is the key factor in achieving these goals.

Goal Discussion Procedure

(4 of 7)

3. Performance Level (2 of 4)

First, discuss the level of the total goals set: how easy or how difficult are the goals when compared to the expectations for your position?



In other words, do your goals generally meet those normally expected for the job during the review period?



Are the goals set at a higher level?



Goal Discussion Procedure

(5 of 7)

3. Performance Level (3 of 4)



How much “stretch” is involved?
(Exceptional represents the greatest possible amount of stretch; Above Expectations represents a reasonable midpoint between Exceptional and Meets Expectations.) Which has a minimal amount of stretch?

Goal Discussion Procedure

(6 of 7)

3. Performance Level (4 of 4)

How significant is the current impact of your goals on productivity, people, and/or resources?

☐

How much time is involved?

☐

What is the best estimate of value to the organization if your goals are achieved?

☐

Goal Discussion Procedure

(7 of 7)

4.Continuation and Integration

Once agreement is reached between you and your manager on your goals and on an anticipated performance level, do not assume that your goal setting is completed.

Goal setting and integration are ongoing stages that require discussion and refinement throughout the year.

If business conditions change, your goals must change also.

Goal Setting

Why Goals Fail

The goal was not put in writing.



There were no rewards for accomplishing the goal.



The goal was unrealistic and unspecific.



The goal kept changing.



There was no support or pressure from others.



The goal was not well-planned.



Goal Setting

Why Goals Fail

The goal was put into writing.



The goal was rewarded.



The goal was realistic and specific.



The goal stayed the same.



Others were told for support and accountability.



The goal was well-planned.



WHAT IS YOUR NEXT STEP



Goal Setting

Action Plan

What are you going to
take action on?

Start with the three
easiest items.

Goal Setting

Action Steps

(1 of 4)

List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.

Goal Setting

Action Steps

(2 of 4)

Begin with the least difficult behavior.



Advance to a more difficult behavior.



Break difficult behavior down into several smaller behaviors.



Attach time limits to each behavior.



Goal Setting

Action Steps

(3 of 4)

Repeat specific behavior until mastered.

Review all previous behaviors.

Advance to next most difficult behavior.

Measure and evaluate.

Keep records (preferably visual).

Goal Setting

Action Steps

(4 of 4)

Reinforce through reward and punishment.

Use visual reminders (pictures, charts, etc.)

Remember: "A small goal is enough!"

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