



Cognizant

FTM Managing People: Team Goal Setting & Strategic Planning

Goal Setting

Setting a future vision and strategic goals for your team that are in alignment with Cognizant's organization goals and 2020 vision.



Why Plan for the Future of your Team?

- Prepare for change
- Develop a vision
- Provide motivation
- Accelerate development
- Broaden capabilities
- Enhance value
- Brand your team
- Create a COE
- Become 'Portable'

Four Steps to Team Planning

1. Gather Information and Data
2. Validate Your Ideas
3. Document Your Ideas, Create Goals and Plans
4. Implement the Plan



Step 1: Gather Information & Data

- What is the basic function of my team?
- What do we do best?
- What performance numbers prove this?
- Are we trending up, down or steady state?
- How do we compare to others?
- What is the current environment around us?
- Where else can we contribute?
- What's in the pipeline that might provide opportunity?
- Where do I want my team to be in a year? Three? Five?
- How do we get there?
- Who do we need on board to make it happen?

Step 1: Gather Information & Data

Strength Questions:

- What advantages does your organization have?
- What does your team do better than anyone else?
- What do people in your market see as your strengths?
- What are your competences?
- What knowledge, skills and attitude do you have that can help you?

Weakness Questions:

- What could your team improve upon?
- What should your team avoid?
- What do people in your market see as your weakness?
- What things would other managers/teams tell you that your team needs to work on?
- What would keep your team from being successful?

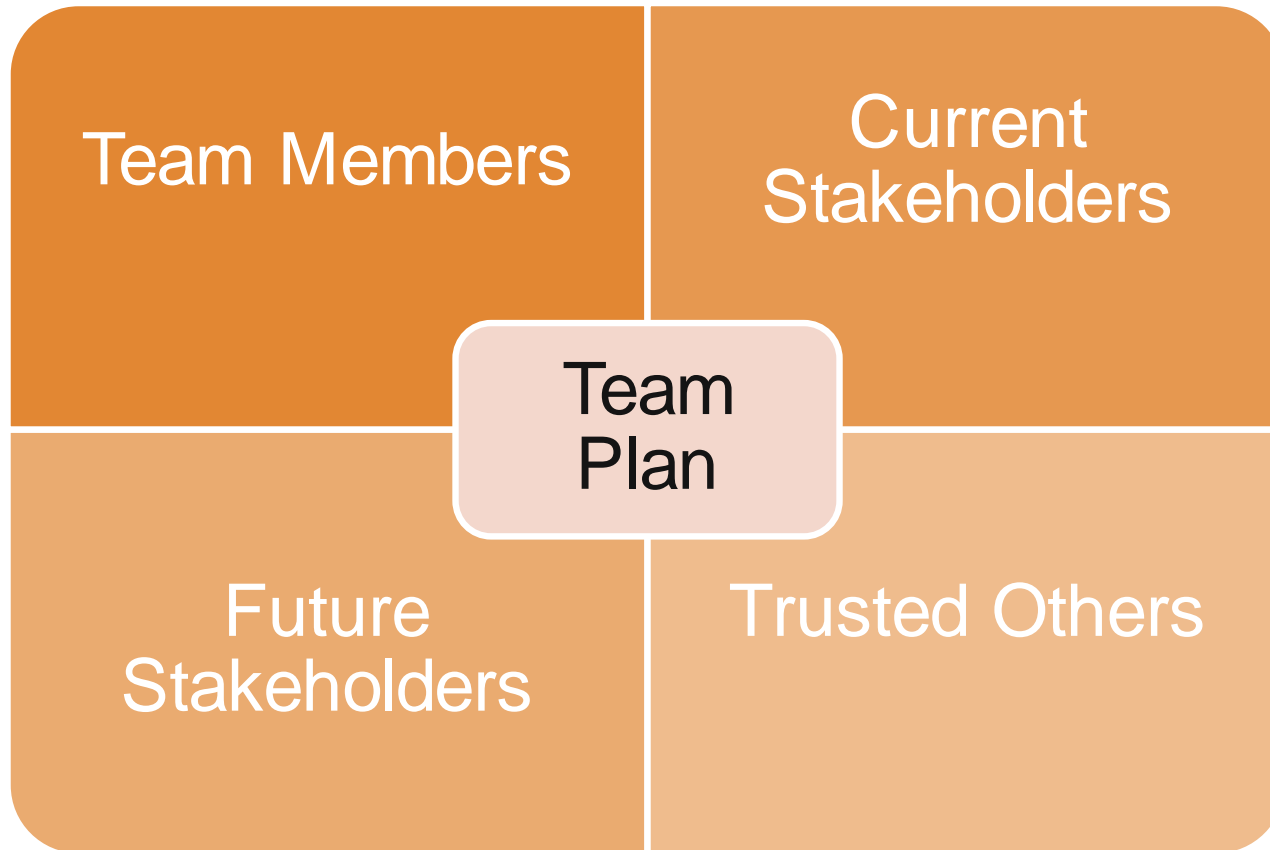
Opportunity Questions:

- What good opportunities can you spot?
- What interesting trends are you aware of?
- What is your current environment like and how does your team fit into it?
- What could be done today that currently is not being done?
- Who can support you and how?

Threat Questions:

- What obstacles do you face?
- What are other teams in your same field doing?
- Are quality standards or job requirements changing?
- What changing technology is threatening your team's position?
- Could any of your weaknesses seriously threaten your team?
- Who or what might cause you problems in the future and how?
- What are the negative tendencies of your team?

Step 2: Validate Your Ideas



Step 3: Document Your Ideas, Create Goals and Plans

How can we document and organize research?



Step 3: Document Your Ideas, Create Goals and Plans



Examples:

At the end of the year, my team will exceed their trackable utilization goals by 15%.

Additional Examples of SMART Team Goals



- By year end, the team will have collaborated with 2 new stakeholders on assigned projects to add to their and our team's professional network
- By year end, 50 % of the team will be trained and certified in Agile Methodology
- Implement 3 new continuous process improvements by September 30th
- By the end of the 4th QT, all team members will have completed 8 hours of Developmental and Behavioral Training

Step 4: Execute Your Plan

- Adverse Change
- Coping with Loss
- Continually Build Support & Commitment
- Keep Stakeholders On Your Side





Thank You
