



The S.M.A.R.T. Approach

by George T. Doran



S.M.A.R.T. - most common

Specific

Measurable

Achievable

Relevant

Time-Bound



S.M.A.R.T. - by George T. Doran

Specific

Measurable

Assignable

Realistic

Time-Related



S.M.A.R.T. - presented by Ms. Görg

Specific

Measurable

Activating

Realistic

Time-Bound

What Are Objectives ?



Goals vs. Objectives II

“Although it may be fashionable to debate the difference between goals and objectives in our graduate business schools, from a practical point of view the label doesn’t make any difference provided officers/managers agree on the meaning of these words”

“In some cases, goals are short-term and objectives are long-term. In others, the opposite is true. In other organizations, goals and objectives are synonymous. Time should not be wasted in debate over these terms”

- George T. Doran



Goals vs. Objectives

*“**Goals** are the specific result or purpose expected from the project. The project goals specify what will be accomplished over the entire project period and should directly relate to the problem statement and vision. The goal is achieved through the project objectives and activities.”*

*“**Objectives** are the specific steps that lead to the successful completion of the project goals. Completion of objectives result in specific, measurable outcomes that directly contribute to the achievement of the project goals.”*

- SAMSHA

S.M.A.R.T. - the Acronym



Specific M.A.R.T

Target a specific area of improvement. Make the task specific.

Questions to ask:

- What do I want to accomplish?
- Why is this objective important?
- Who is involved?
- Where is it located?
- Which resources or limits are involved?



S. **Measurable** A. R. T.

Quantify or at least suggest an indicator of progress.

Questions to ask:

- How much?
- How many?
- How will I know when it is accomplished?



S. M. **Achievable** R. T.

Check if the objective is achievable.

Questions to ask:

- How can I accomplish this objective?
- How realistic is the objective, based on other constraints, such as financial factors or time?



S. M. A. **Relevant** T.

Make sure that your objective matters, and that it also aligns with other relevant objectives.

Questions to ask:

- Does this seem worthwhile?
- Is this the right time?
- Does this match our other efforts/needs?
- Am I the right person to reach this objective?
- Is it applicable in the current socio-economic environment?



S. M. A. R. Time-Bound

Target a deadline when the objective has to be achieved.

Questions to ask:

- When can it be achieved?
- What can I do six months from now?
- What can I do six weeks from now?
- What can I do today?

Why S.M.A.R.T. Objectives ?



Why make objectives smart ?

“Characteristic of management excellence is a climate in which company officers and managers talk in terms of objectives”

“Managers are scared to write objectives”

“The establishment of objectives and the development of their respective action plans are the most critical steps in a company’s management process”

- George T. Doran

Set The Right Conditions



Job Fit

- Does the job requirements (still) fit the employee's strength ?
 - Is there a better fit for the employee's strength?
- the problem of moving employees in rigid salary & position structures



Salary System

“radical change is needed in the position evaluation and salary structure. Most salary systems now make it extremely difficult to move someone in directions other than up, without loss of pay” (and reputation)

- Mostly: salary depends on easy quantifiable factors
 - Number of subordinates
 - Budget of the position
 - Position in the structure

→ better: pay in relation of the performance to the job requirements



Active Courageous Management

- Evaluate job positions regularly
- Move people in every direction

“The immorality lies in failing to tackle the problem, not in being soft about it”

Does it really work ?



It depends !

- Too narrow ?
 - Several definitions out there - some of it are tighter as Doran's version
 - Don't force it to be smart!
- No enough room for creativity? Not abstract enough ?
 - Make objectives as abstract as necessary !



Apply it to your life !

Alternatives and Extensions of S.M.A.R.T.



Alternative Acronyms

- S. Specific, Strategic
- M. Measurable, Motivating
- A. Achievable, Attainable, Assignable, Agreed, Action-Oriented, Ambitious, Aligned,
- R. Relevant, Realistic, Resourced, Reasonable, Result-Based
- T. Trackable, Time-Based, Time-Oriented, Time/Cost-Limited, Timely, Time-Sensitive, Timeframe, Testable



Additional Criteria

- SMARTER
 - Evaluated and reviewed
 - Evaluate consistently and recognize mastery
 - Exciting and Recorded
 - Exciting and Reach – A goal should excite and motivate an athlete, and make them "reach" by stretching their abilities and pushing them past their comfort zone.
- SMARTTA
 - Trackable and agreed
- SMART
 - Realistic and relevance
- I-SMART
 - A social goal or objective which demonstrates "Impact"



Quellen

- <https://www.mindtools.com/pages/article/smart-goals.htm>
- George T. Doran: There's a SMART way to write management's goals and objectives
- [https://www.managers.org.uk/wp-content/uploads/2020/03/CHK-231-Setting Smart Objectives.pdf](https://www.managers.org.uk/wp-content/uploads/2020/03/CHK-231-Setting_Smart_Objectives.pdf)
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