



Conducting a Goal Setting Discussion

Managers and team members should collaborate to set meaningful goals, track progress against those goals over time, and evaluate performance.

Understanding Goals

In simple terms, a goal identifies clearly defined expectations for success. In essence, it's what we hope to accomplish, or achieve.

In some organizations, goals become a reflection of work duties and responsibilities copied from a team member's job position description. This is an inaccurate way to look at goals.

Individual goals should identify growth opportunities for the team member and the accomplishment he/she hopes to achieve.

Accomplishments are the result or outcome of an activity.

Activities are the day-to-day tasks and responsibilities.

ACTIVITY **ACCOMPLISHMENT**

Greet customers with a smile Increased student satisfaction

Promptly answer phones Reduced number of student complaints

Ensuring Meaningful Goals

Another way to think about setting objectives and attainable goals is to think of goal setting in terms of four questions that comprise a "goal grid." This grid will help you as well as your team members set goals that cover all bases.

Do you want it?	Yes	<p><u>Achieve</u></p> <p><i>What do you want that you don't have?</i></p>	<p><u>Preserve</u></p> <p><i>What do you want that you already have?</i></p>
	No	<p><u>Avoid</u></p> <p><i>What don't you have that you don't want?</i></p>	<p><u>Eliminate</u></p> <p><i>What do you have now that you don't want?</i></p>
		No	Yes

Set SMART Goals

Utilize the concept of SMART goals in the goal setting process. This method is an effective way to clarify exactly what a team member needs to achieve, and helps set measures to identify if the team member has been successful.

Specific

Specific goals let your team know what is expected of them and avoid confusion about what is to be accomplished.

Specific goals might answer:

- ▶ Who is responsible?
- ▶ What must be achieved?
- ▶ What is the benefit of this goal?

Measurable

When setting goals, it is important to set specific criteria for measuring progress. This helps your team know if they are on track for reaching milestones.

Attainable

Goals that set the bar "too high" or are "unattainable" create frustration and disengagement. Setting realistic goals that the team member perceives as achievable creates a motivating environment for success.

Relevant

Your team will need to see how "*what they are accomplishing*" impacts them, the department and institution. This creates a level of commitment and pride in accomplishing the goal.

Time-Bound

The most effective goals identify a timeframe that allows the team member to know if they are on schedule.

S.M.A.R.T. Goal Template

Performance goals can be created around development and growth opportunities, special projects, specific institutional initiatives, or any other areas of the team member’s essential job duties. They may also be long-term or short-term goals.

No matter what type of goal is being set, the S.M.A.R.T. technique will help you achieve measureable goals, which set clear and concise expectations — and identify what the team member should accomplish.

Writing S.M.A.R.T. goals is not easy, and it takes practice to ensure the goals are effective. You may find it helpful to use the provided template to assist your team in writing goals that follow the S.M.A.R.T. criteria.

Is the goal relevant and impact higher organizational goals?	What do you expect the team member to do/accomplish?	How will they do it?	How will I know if the team member achieved the goal?	
Institution or Department Goal	Individual Goal	Action Steps	Target Completion Date	Success Measures
	Goal #1	1. 2. 3.	1. 2. 3.	

Action Steps

- ▶ Can identify steps taken by the team member or the supervisor (e.g. coaching)
- ▶ Approximately 80% of action steps should tie to your current job assignments and responsibilities; less than 20% should be formal classroom or online training.

Success Measures

- ▶ Set the expectation for gradual, realistic achievements and accomplishments.
- ▶ Are easily verifiable and measurable.

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