Establishing Goals

References: Excellence in Supervision, Rick Conlow, Thomson Learning, 2001

- All good performance begins with clear expectations and goals. Without these, employees seldom reach their potential. Unfortunately, nearly seven out of ten supervisors and managers fail at it. Excellent supervisors do it well, and so can you.
- A customer-service supervisor had poor customer-survey results in his department. After attending a seminar, he refocused his performance-management skills. With employee input, he set customer-satisfaction goals and a recognition plan for making progress and for accomplishing the goals. After six months, the department customer-service ratings were better, and employee morale was extremely positive.
- Supervisors must establish standards for performance. This way, employees will know what good performance looks like. Then you’ll be able to evaluate more readily whether performance meets or exceeds expectations. Standards are most often written in terms of goals to which they relate: quantity, quality, Accuracy, timeliness, service, and relationships.

How to Establish Clear Expectations

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Establish clear expectations by meeting with employees one-on-one. How frequently you do this will depend on the employees experience level. Set up monthly or quarterly one-on-one meetings will experienced employees. Meet with inexperienced employees one-on-one during job training and in weekly or monthly sessions. The meeting should address the following issues:

- Explain the job during the hiring process. Make sure you are involved in the hiring of your employees or at least have some input. Go over the job description during the interview.
- During the initial meeting create a job description of job duties list for the employee. If the person is experienced, write the job-duties list together. If the person is inexperienced, you make the list.
- Plan to review the job duties and goals regularly together. Focusing on priorities and goals, ask experienced employees for their input. Also ask them what they do well and what they can improve. Put the resulting decisions and agreements in writing so the two of you can review for progress later.
- With new employees, review, the first day on the job and at the end of the first week. While this requires time, it will help the employee understand the job and succeed.

In addition to the one-on-one meetings:

- Focus on key job duties, goals, and results during monthly department or work-group meetings and in special training sessions you may conduct.
Establishing Clear Expectations and Goals

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Name: ____________________________

Job: ______________________________________

Overall Responsibility:

Key Job Duties:

Mark priorities with an asterisk (*), mark strengths with a plus sign (+), and mark areas to improve with a check mark (√).

Performance Goals (SMART):
What Are Goals?


Goals are statements that clearly and precisely identify an end point toward which an effort is to directed. They can be seen as aims, intentions, or purposes. Goals should be SMART.

S
pecific A goal should be clear, easily understood, and should state the specific end result. Fuzzy goals cause differing opinions about the final product. It is up to the supervisor to make sure that goals are clearly stated. Using positive language in goal statements will serve as a motivator.
Examples:

• The goal is to produce an annual report of program activities.
• The goal is to set up a record-keeping system.
• The goal is to create a spreadsheet for the budget.
• The goal is to hire three new staff members.
• The goal is to improve the handling of hazardous materials.
• The goal is to develop a testing schedule for students in the labs.

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easurable. Goals should be measured by quantity AND quality. Simply counting a product does not necessarily mean that the product has quality. The supervisor should identify milestones to help ensure that the quality of the outcome meets expectations. Example!

• The goal is to produce an accurate annual report detailing the program activities.
• The goal is to set up an efficient record-keeping system to track attendees in the program.
• The goal is to create a spreadsheet for the budget to track expenditures on a monthly basis.
• The goal is to hire three new skilled and experienced staff members.
• The goal is to use required safety precautions at all times when handling all hazardous materials.
• The goal is to develop a routine testing schedule for students in the labs.
Attainable. Goals should be realistic and within the employee’s capabilities. Employees should be challenged to “grow” within their skills and talents. The goal should not be out of reach for the employee or below performance expectations and standards.

Relevant. Goals should be tied to organizational goals so that the employee knows the goals are worthy. Many employees want to contribute to the University. Their commitment to goals that will meet personal, professional and departmental goals will strengthen their commitment to the vision and mission of the University. Completing these goals may also help prepare employees for positions of greater responsibility.

Timely. Deadlines and timetables help the employee meet both milestones and final outcomes by preventing delay of activity toward the goal. This schedule should be realistic.

Examples:
- The goal is to produce an accurate annual report by June 1st of each year detailing the program activities.
- The goal is to set up an efficient record-keeping system by September 1st of each year to track attendees in the program on an annual basis.
- The goal is to create a spreadsheet for the budget by August 31st to track expenditures on a monthly basis for the next academic year.
- The goal is to hire three new skilled and experienced staff members by October 1st.
- The goal is to track my use of required safety procedures every day I handle each hazardous material I come in contact with in my work.
- The goal is to develop a routine testing schedule by September 1st for students in the labs and to post the schedule in view of the students no later than September 5th.

Once goals have been created and agreed upon, a plan for reaching each goal and a timetable that includes milestones should be developed.
1. Write down your goals: This is a very important step! Clearly define what the results are that you desire. Once you know exactly where you're headed and what you expect to achieve, commit your objective to paper and verbalize it to someone (coach, team mate, parent and friend). This reinforces your sense of mission and devotion. Writing your goals down will help increase your dedication. Then, write down your progress in relation to the goals to use as feedback and motivation.

2. Develop specific strategies: Decide on the plan that will most efficiently accomplish your goals. Write it down and be specific. Remember, it is quality not quantity! The path you define must be very clear-cut and precise.

3. When devising your series of goals, use the divide and conquer rule. Divide monumental tasks into short-term goals. They will be more manageable and easier to reach; and, as you accomplish each one, you will enjoy positive reinforcement and a feeling of success.

4. Prioritize your goals. Do not try to do too many things at once. Just assume responsibility for the goal you are working on at the moment - do not overwhelm yourself. Then, start working on an area where the slightest of improvement will be visible, this will help you stay committed to your goal setting.

5. Once you set your goal you need to sit down and plan out how you are going to achieve it, mentally and physically. First, you need to realistically assess where you are now and take into consideration what your current capabilities are. Then, decide what your long-term goal is. Halfway between the two becomes your mid-season goal. From there your mental and physical strategies/plans become your short-term goals that you work on a daily basis.

6. It is important that you keep your goals in line with things you have control over. You can control your effort and the task you are working on; you can't control other people or the situation around you. Focus only on things within your control, this way you'll be less susceptible to distractions.

7. Keep a positive and healthy attitude. Remember, no one is perfect. We all have bad days, but do not let that destroy or hamper your motivation. Setbacks are inevitable. Always keep in mind your goals and objectives. If you do this every day, at the end of the season you will be able to be proud of what you've done, knowing that you did something each day to help you reach your goals.

8. Give credit where credit is due: Each day, congratulate yourself for completing the goal you set for that day (or the progress you've made on a certain goal). Enjoy the feeling of having taken another step towards your long-term goal.

9. Own your goals: For you to have the desire to take action you must own your goals and be committed to them. Your goals need to be your own, either set only by you, or in collaboration with your coach. You know best what you want and need to do. From there you need to internalize your goals so that they are a part of who you are, and where you
want them to take you. Be passionate about your goals and be accountable for them. You must be consistent and follow through with your goal setting.

10. **Assess each new goal you make:** Am I willing to do what it takes to reach the goals I have set for myself? Do my daily/short-term goals go succinctly with my mid-season and long-term goals? How much control do I have over reaching my goals? Are there other ways of reaching my goals?

### Helping Employees Set Career Goals


- The reason for setting new objectives/goals is so employees can continue to feel a sense of achievement and satisfaction in the work they do. Goals can be broad based and tied to the university’s strategic plan, or they can be related to specific departmental goals or job expectations.

- If the employee chooses inappropriate goals, or if they have difficulty focusing on assigned goals, you can help them get on track by asking the right questions. The following are some sample questions that you might find useful:

1. What would you like your next position to be? How do you think you can best work toward reaching that goal?
2. What do you feel would be helpful for your job or career development? Is there any kind or type of training you would like to receive?
3. What long-range goals would you set for yourself? How are you working toward reaching those goals now? What do you plan for the future?
4. How is your present job preparing you for the goals you have set for yourself? Do you need to find out more?
5. What do you know about the requirements for the goals you have set for yourself? Do you need to find out more?
6. What changes will you have to make to reach the goals you are setting? Can they be made within the boundaries of your present position?
Discipline #1: Focus on the wildly important

Focus on 2-3 Goals

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<thead>
<tr>
<th>When the number of goals</th>
<th>2-3</th>
<th>4-10</th>
<th>11-20</th>
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<tbody>
<tr>
<td>The number of goals achieved</td>
<td>2-3</td>
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- You must fight the battles to win the war.
- A goal must have a deadline (stated: from “x” to “y” by date)
- Think “focus” and “finish line”
- Engagement and morale go up as goals are stated and achieved.

Discipline #2: Act on the lead measures

- Metrics – measure how you are doing on specific goals that get you to the finish line.

Discipline #3: Keep a compelling scoreboard

- People disengage when they can’t see or influence the score.

Discipline #4: Create a cadence of accountability

- What are the 1-3 most important things you can do this week to impact the lead measure?
- Report weekly (i.e. in a staff meeting)
  - Report on last week’s commitments
  - Review and update the scorecard
  - Make commitments for the next week
PLANNING EXERCISE


Planning

Planning is the thinking that precedes doing. It means setting goals and objectives for an organization, and preparing plans and schedules to accomplish those goals. Strong managers plan well and effectively communicate that planning to their employees. Everyone within the work unit needs to know what the plan is and how it will affect them.

To see if you are an effective planner, review the following list of the elements of planning. Check (✓) those statements that describe the tasks you always or almost always use in planning.

1. Interpreting goals and objectives passed down from above is the result of planning performed at a higher level

2. Considering the thoughts and ideas of the employees who are directly involved, as well as your thoughts and ideas

3. Formulating and establishing policies and procedures to accomplish goals and objectives; making certain new policies don't interfere with performance

4. Examining alternatives and selecting the activities that will lead to the desirable results

5. Establishing timetables and completion targets in keeping up with priorities

6. Determining standards of performance and how results will be measured

7. Identifying the resources necessary for task accomplishment—people, time, money, material—and determining their availability

If you are an effective planner, you checked all of the above. If, like many of us, you found some steps you sometimes omit, you can decide to include these more often in your planning efforts. Effective planning is essential to good management and good delegation.
STRATEGIC PLANNING


Strategic planning is reserved for the highest level of management. The plans are long-term (longer than five years), and take into account the organization's mission. There are six steps to formulating a strategic plan:

- Identification of the organization's mission and strategies.
  - Reason for being in business or operation.
- External analysis.
  - Evaluation of external opportunities and threats.
- Internal analysis.
  - Evaluation of the internal strengths and weaknesses of an organization.
  - Identification of the core competencies. (what the organization does the best)
- Strategy formulation.
  - Best plan to capitalize on the opportunities and strengths, while minimizing weaknesses impact.
- Strategy implementation.
  - Putting the plan into action.
- Evaluation of implementation.
  - Determining success or failure of implementation and making changes as necessary.
BASIC STEPS INVOLVED IN PLANNING


1. Setting an objective, or goal.
2. Identifying and assessing present and future conditions affecting the objective.
3. Developing a systematic approach by which to achieve the objective (the plan).
4. Implementing the plan (organizing, leading, staffing).
5. Monitoring the plans implementation (controlling).