

Total Performance

Unlocking Individual Performance



Get SMART with your Goals

Agenda

- **What are SMART goals?**
- **The benefits of creating SMART goals**
- **The process for creating SMART goals**
- **Examples of SMART goals**

What are SMART Goals?

The whole point of setting goals is to *achieve* them. But how do you know what kind of goals to set?

The best goals are **SMART** goals.

SMART represents the five characteristics of well-designed goals that help us to focus our efforts into an actionable plan for results.

S - Specific

M - Measurable

A - Achievable

R - Relevant

T - Time-bound

SMART Goals

Specific: Focused, concrete, and well-defined outcome or result

Measurable: Result or outcome is measurable, and the goal contains clear criteria for measurement

Attainable: Challenging, yet attainable—within the employee's circle of influence

Relevant/Realistic: Aligned with business goals and realistically stretches the employee's abilities

Time-bound: Specifies a completion date or deadline

The Benefits of Creating SMART Goals

Clear, aligned, and SMART goals provide direction



Clear, aligned, and SMART performance goals are equivalent to a map and compass. They point employees to where they need to go and provide markers to let them know when they have arrived.



Creating SMART Goals

You can use the following checklist to help you determine whether a performance goal is SMART.

In the following exercises you'll practice determining whether a performance goal is SMART.

	Ask
S pecific Define who the target population is and who is doing the activity—and what action/activity they are doing.	What exactly are we going to do, with or for whom?
M easurable Make your goals measurable and quantifiable.	Is it measurable, and if so, how will we measure it?
A ttainable Determine that it can be accomplished given current resources and constraints.	Can we get it done with the resources that are available and in the given time frame?
R elevant and Realistic Establish goals that are challenging enough to stretch abilities and are aligned with organizational business goals.	Will this goal lead to the desired results?
T ime-bound Include a specific date for completion of goals.	When will we accomplish this goal?

Specific

When goals are **specific**, they set clear, unambiguous expectations.

- **WHAT** are you going to do?
- **WHAT** do you want to ultimately accomplish?
- **WHY** is it important to do it now?
- **HOW** are you going to do it?

The establishment of a clear, central purpose or goal in life is the starting point of all success.

~Brian Tracy

Measurable

If you can't **measure** it, you can't manage it.

Establish concrete criteria for measuring progress toward the attainment of each goal you set.

Measuring progress helps you:

- Stay on track
- Meet project milestones and deadlines
- Keep motivated to be successful

Begin with the end in mind.

~Stephen Covey

Attainable

Goals that are too difficult or too easy to **attain or achieve** may de-motivate and result in less than top performance.

Goals that are set too high or too low become meaningless.

The best goals should be a stretch but not out of reach.

Set your goals high enough to inspire you and low enough to encourage you.

~Anonymous

Relevant/Realistic

Your individual goals must be **relevant** to (align with and support) KP's organization goals.

Realistic goals must represent an objective toward which you are both *willing and able* to work. They can challenge your skills and knowledge but the learning curve should not be a vertical slope.

Nothing is too high for a man to reach, but he must climb with care and confidence.

~Hans Christian Andersen

Time-bound

Goals must have starting points, ending points, and fixed durations.

Commitment to deadlines helps you focus on completion of the goal on or before the due date.

When a great man has some one object in view to be achieved in a given time, it may be absolutely necessary for him to walk out of all the common roads.

~Edmund Burke

Practical Tips for Goal Setting

- **Make sure the goal you are working for is something you really want, not just something that sounds good**



- **A goal can not contradict any of your other goals**

- **Write your goal in the positive instead of in the negative**
- **Write your goal out in complete detail**
- **Make sure your goal is high enough**

Examples of SMART Goals

Decrease the time to resolve customer service issues from 2 hours to 1.5 hours by July 2012.

Update existing budget sheets on a monthly basis to consolidate salary information from HR and Finance. Address any discrepancies within 10 business days after the end of the month.

By the end of the 2012-13 fiscal year I will work to improve my staff's understanding of the business case for diversity. This will be demonstrated by 100% team participation in the Diversity and Employment Equity program.

Examples of SMART Goals

Develop a departmental safety management plan by the end of FY 2012-13 that includes financial resources and organizational support. The plan will have measurable goals and specific outcomes.

Develop a framework to include change management practices with all project initiatives coming from the department. The framework should be completed by January 2013 and presented to senior management by March 2013.

Template for Writing Goals

Before you begin practicing performance goals, there is a template that might help you structure your goals. Remember this previous performance goal?

By November 15, a written recommendation on best-practice communication approaches—based on an analysis of a minimum of 150 focus group interviews on physician/patient communication options—will be delivered to the manager for sign-off.

Notice that the goal is written using the following format:

By / / , will
[WHEN] [WHO/WHAT, include a number that you can measure]

[HOW/WHY (remember to specify results)]

This format may be useful for those who are still gaining experience in writing performance goals.

Resources

Total Performance for Employees Guidance Document
Includes section on goal setting and alignment.

Total Performance for Managers Guidance Document
Includes section on goal setting and alignment.

Goal Setting Quick Guide

Goal Setting Template