

Effective Goal Setting

Research has consistently shown that setting goals is one of the most effective strategies for achieving success in one's professional or personal life. However, most of us falling short of our targets or even give up entirely after a few days, weeks, or months. Setting goals and then achieving them is possible; we simply need to approach the process step-by-step, in four stages: **PREPARE**, **ORGANIZE**, **ACT**, and **MONITOR**. This One Page Coach® provides guidance on how to do just that. The illustration to the right and the information in the storyboard outline the skills that will help you set and achieve your goals.

1. PREPARE



Carefully plan your direction.

2. ORGANIZE



Identify the resources needed for the plan.

3. ACT



Set "stretching" targets.

4. MONITOR



Review and adjust.



1.

PREPARE

► Chart your ultimate direction.

- Gather as much relevant information as possible on your overall strategies and direction.
- Critically evaluate how seriously you or your organization wants to achieve outcomes.
- Assess how realistic and tangible your goals are and what it will take to achieve them.



► Imagine a possible future.

- Describe what success generally looks and feels like.
- Think 2-3 years into the future, and generate several creative alternative scenarios in which you and your team succeed.
- Brainstorm how present constraints can be overcome in order to achieve your imagined future.



► Invite input and ideas.

- Share your vision of the future with your team or the people around you.
- Invite and encourage comment and input (positive and negative).
- Discuss and debate all inputs, and use the feedback to refine your thinking.



► Develop draft goals or objectives.

- Work backwards from your ultimate goal to think about what you need to start doing *now* in order to achieve it.
- Develop 4-6 overall goals or objectives in draft form to reflect these current steps.
- Keep these overall goals focused on the outcome rather than on the input.



2.

ORGANIZE

► Assess resources and implementation issues.



- Contemplate what specific resources will be necessary in order to achieve your overall goals.
- Determine specific implementation steps that are likely to be necessary.
- Develop sensible milestones along the way that give you time to re-think or re-allocate resources.



► Write final goals in SMART language.



- Finalize your written goals, based on identified resources and milestones.
- Make each goal SMART: (Specific, Measurable, Action-oriented, Realistic, and Time-framed).
- Ask others to review your written goals, to check for clarity.

3.

ACT

► Develop meaningful measures.

- Develop measures for every individual goal that you set out to achieve.
- Apply measures that can identify numeric or "countable" gains in monetary reward, quality, time saved, etc.
- Check carefully that you are measuring the right things.



► Go for stretching targets.

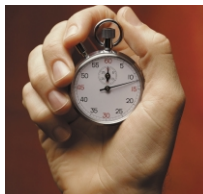
- Immerse yourself in the payoffs or benefits of achieving your goals before you set specific targets.
- Set "stretching" targets by projecting what you can sensibly achieve, and then adding another 25% to the "hurdle."
- Make sure your targets are just out of reach—not out of sight.



4.

MONITOR

► Track performance.



- Draw your targets on the charts or graphs that will be used to measure your performance.
- Begin each day with the question "What can I do today to get one step closer to achieving my goal(s)?"
- Formally review your goals at least once a week; imagine how soon each can be achieved.

► Persevere and expect to win.



- Break seemingly unattainable goals into smaller chunks so you can experience progress along the way.
- Use different methods and tactics to achieve a goal when the first approach fails.
- No matter how small the task, relentlessly focus on finishing what you start.

► Maintain self discipline.



- Recognize that self-knowledge, self-esteem, and self-discipline are the keys to achieving success with your goals.
- Monitor your own motivation, and seek out others to assist wherever necessary.
- Celebrate each time you achieve a goal—large or small.

Goal-Setting: Template

Review:

Clarity
Process
Outputs



HOW?

Research:

Desires
Ambitions
Long-term intent



HOW?

Goal-Setting Matrix

Organization-wide Goals		Measures & Targets	Departmental-wide Goals		Measures & Targets
1.			1.		
2.			2.		
3.			3.		
4.			4.		
5.			5.		
Team Goals		Measures & Targets	Personal Goals		Measures & Targets
1.			1.		
2.			2.		
3.			3.		
4.			4.		
5.			5.		

Record:

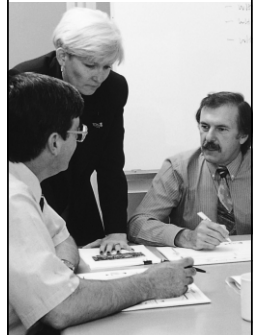
Measurement
Milestones
Progress



HOW?

Reflect:

On broad direction
On other input
On the future



HOW?

Raise:

Standards
Targets
Performance



HOW?

Write:

Draft goals
Resource goals
Clear objectives



HOW?

