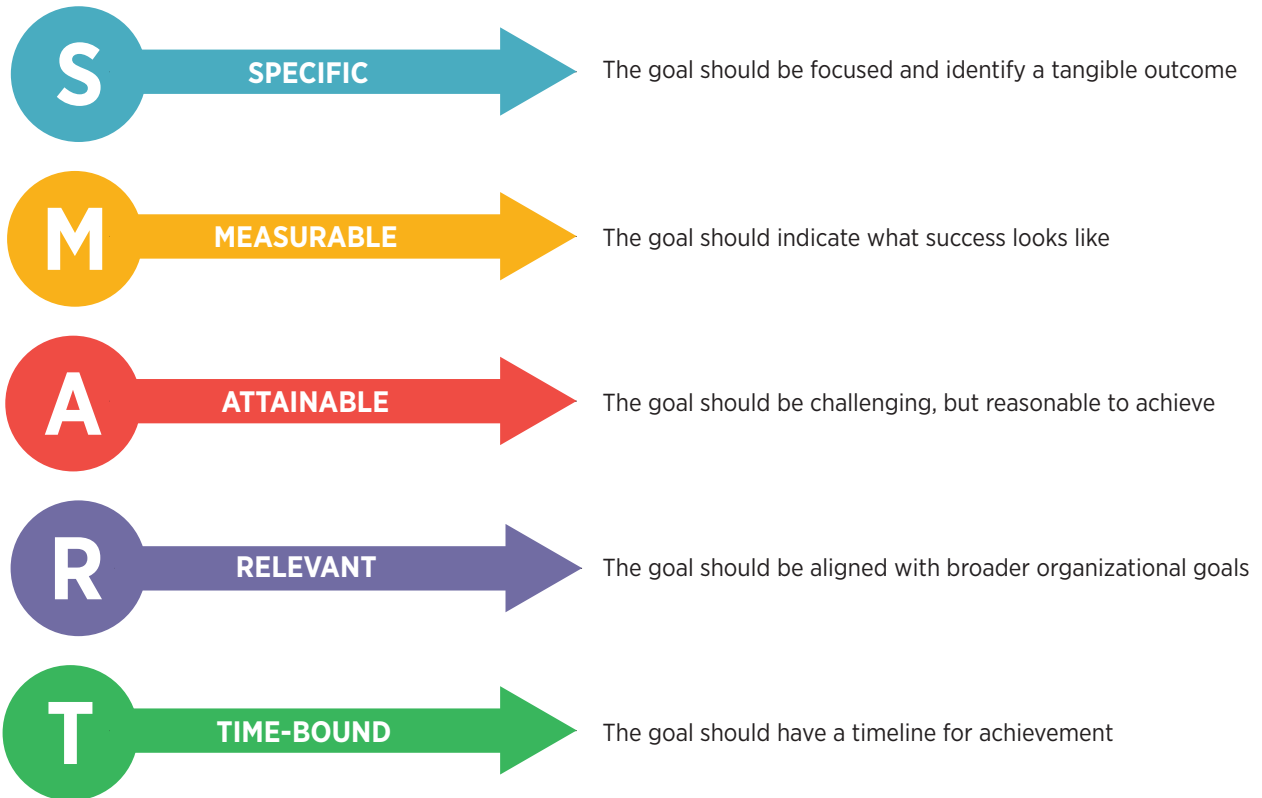




## Setting Achievable Goals

### Framework for Effective Goals: S.M.A.R.T.



### Sample Goals

#### BEFORE

- Improve customer satisfaction scores.

#### AFTER

- Increase overall customer satisfaction scores from 75% (from last year) to 80% by the end of this fiscal year.

#### BEFORE

- Grow sales through the rollout of a new website.

#### AFTER

- Increase our website sales conversion rate *by 5% for our live leadership workshops across Canada, by end of the third quarter* through the implementation of a new website offering *more relevant content to our target audience*.



## Setting Achievable Goals

### Additional Considerations

- Be sure to discuss and document not only ‘what’ you will do, but ‘how’ you will do it.
- Clarify expectations around competencies or organizational values - discuss their relevance to your role and your goals.
- Be clear on what good performance looks like.
- Revise your goals as priorities evolve.
- Check-in regularly – at least once a quarter!

### Be sure you understand your responsibilities as it relates to goal setting.

A Manager, clarifies...	An Employee...
<ul style="list-style-type: none"> <li>• The organization’s mission &amp; vision</li> <li>• Strategic goals</li> <li>• Departmental goals</li> <li>• Team goals</li> <li>• Where you fit in</li> </ul>	<ul style="list-style-type: none"> <li>• Articulates their understanding of mission, vision and goals</li> <li>• Shares strengths, interests and ideas</li> <li>• Identifies how goals can be achieved and identifies potential obstacles</li> </ul>

### Agile Goals

Traditional Approach	Agile Approach
<ul style="list-style-type: none"> <li>• Broader goals set once a year</li> <li>• Emphasis on appraisals (performance review)</li> <li>• Often little feedback or timely recognition</li> <li>• Prone to misalignment</li> </ul>	<ul style="list-style-type: none"> <li>• Goals broken down into shorter-term objectives, updated frequently</li> <li>• Emphasis on looking forward and enabling performance</li> <li>• Ongoing dialogue and feedback related to goals and accomplishments</li> <li>• Frequent review to keep alignment upwards and across business units</li> </ul>

### Summary of Tips

1. Align your goals to broader team, department or organizational goals
2. Create shorter-term, agile goals
3. Make your goals S.M.A.R.T.
4. Define not only what you’re going to do but *how*. Make sure you know what success looks like
5. Check in regularly with your manager to manage obstacles and to reprioritize as necessary

