

## Leadership Training - Goal Setting



## **Goal Setting**

Goal setting is an important part of a leaders plan; a leader without focus and goals is not a leader at all. This work element is an integral part of your development and will enhance your leadership skills.

Most people passively go through life reacting to what happens to them on a daily basis. A leader can't be passive but needs focus and goals in order to improve team performance and drive through change that will have a positive impact on the business /organisation.

Leaders must be 'agents of change' and a goal achieved is the end result of a successfully identified and implemented change. A leader's mindset accepts that change is continual, nothing is sacred and change is accepted as the rule not the exception, therefore goals change and develop as business improvement, innovation and plans change. Leaders have a responsibility to deliver continuous improvement in areas such as (but not limited to):

- Productivity
- Process efficiency & conformance to process
- Staff development
- Management information
- Error identification and elimination
- The strengthening of systems and controls

Even though change is continual, you will need to put periodic stakes in the ground i.e. goals in order to keep you on track. There are various ways that you can do this but you have to determine the best way for yourself and to help you to do this we are setting out a structure for you to consider.

## **Structure Elements**

- Goal Setting Tips
- 3 Steps of Goal Setting
- SMARTER Goals
- Goal Setting Roadmap
- SWOT Analysis
- Daily Review

## **Goal Setting Tips**

Use these questions alongside the **SMARTER** goal setting tool to help you define exactly what you want to do, exactly how to get it and your post review analysis.

### **Create a Compelling Vision**

- What do you want to achieve and why is this important?
- What most motivates you about it?
- Does it align with the company / organisation mission and values?
- Does it align with your values?
- What does success in this goal look or feel like to yourself and others?
- What will have changed for the better?

### **Seeing the Bigger Picture**

- What challenges might you face and how can you overcome them?
- What personal strengths and experiences do you already have that you can use?
- What personal strengths do your team members have that you can use?
- Do you need to sharpen your skills, gain more knowledge or get more information before you can start working towards this goal? If so, how can you do so more efficiently?
- Before you commit to the goal, who or what else should you consider regarding the impact of pursuing and achieving it?
- What are your negative assumptions that may stop you from achieving the goal?
- What are the positive assumptions you need to make instead?

### **Consider All The Options**

- What are all your different options for achieving this goal?
- What are the pros and cons of each option?
- What might you need to do to mitigate any negative impact on others?
- Which option seems the best now?

### **Make Decisions and Share Your Plans**

- What will you do?
- What are your first and subsequent steps?
- What resources do you need?
- What are your timelines? How long should each step take?
- Who will you tell about this and get regular feedback from?
- When will you start?

### **Review Results and Appreciate the Journey**

- How did you do?
- What have you learned?
- How have you changed and grown as a result?
- What will you do the same or do differently in the future?
- Who would you like to thank for helping you to achieve the goal?
- What is the one key thing that has left you feeling most proud of yourself?

Having considered the initial questions, now try setting out the goals and their timeframe for what you want to achieve.

**3 Steps of Goal Setting Exercise**

- 1) In relation to your area of responsibility, create a list of everything you would like to change, achieve, create, develop and experience in the next 12 months.
- 2) Write 1, 3, 6 & 12 months next to each goal to indicate the timeframe.
- 3) Review your list. Select the top 4 goals. Rank the goals in order of importance and write down the first 3 steps to achieve them.

**What do you want to change, achieve, create, develop and experience in the next 12 months?**

Desire	Timeframe (1, 3, 6 & 12 months)

**Goal 1,** .....

Steps to achievement

1)

2)

3)

**Goal 2,** .....

Steps to achievement

1)

2)

3)

**Goal 3,** .....

Steps to achievement

1)

2)

3)

**Goal 4,** .....

Steps to achievement

1)

2)

3)

Now start planning how the goals will be achieved. To help you do this, we have given you a simple exercise to think about. Your goals for the business / organisation may be considerably more complicated than the one in the exercise but should still follow the **SMARTER** structure

### Smarter Goals

It is 9am on a Saturday morning, and you get a phone call from a friend. The bakery was supposed to be making a cake for a third friend's birthday party which starts at 1pm but has failed to do so. The friend on the phone asks you to make the cake instead and you kindly agree. You don't have any ingredients in the house and know that it will take about an hour to go on a shopping trip. The receipt book says the cake should take 1 hour 15 minutes to make and decorate. You also know that it takes about an hour to get to the party venue if the traffic is kind. How do you deal with this situation?

S	Specific	What do you want to accomplish?
M	Measurable	How will you know when you have accomplished your goal?
A	Attainable	How can the goal be accomplished?
R	Relevant	Is the goal worth working hard to accomplish? Explain
T	Timely	By what time will the goal be accomplished?
E	Evaluable	What went well and what went badly? Why? What could you do differently next time?
R	Revisable	Do you need to alter your goal to make it more achievable? why? Why not?

Sticking to the goals we set for ourselves can be hard to do. The Goal Setting Roadmap has been designed to help you articulate your goals clearly, create an easy to follow roadmap structure by breaking down the main goal into mini tasks. This will help you plan ahead for the inevitable difficulties that can knock you off course or blunt your motivation.

Goal Setting Roadmap

Goal			Completion Date
Tasks			
Ref	Tasks	Notes	Completion Date
1			
2			
3			
4			
Notes to re-calibrate Roadmap			
Reward and recognition for the goal achievement			



## SWOT

In setting goals for the team / business / organisation it is important that you are honest about all aspects that can impact your delivery of the goal / change. By completing the SWOT Analysis you can identify where you may need support.

### SWOT ANALYSIS

Strengths	Score out of 4	Weaknesses	Score out of 4
1. Moderate 2. Good 3. Very good 4. Excellent / Strong		1. Zero skills in this area 2. Very weak 3. Weak 4. Moderate skill	
Opportunities	Score out of 4	Threats	Score out of 4
1. Moderate 2. Good 3. Very good 4. Excellent / Strong		1. No threat 2. Slight threat that you can overcome 3. Moderate threat where you need help to overcome 4. Strong threat - could prevent achievement	

## **Daily Review**

- 1) At the end of each working day, write down the 6 most important things that you need to accomplish tomorrow. Only write 6 tasks.
- 2) Prioritise these 6 items in order of their true importance. Think about urgency versus importance to do this.
- 3) When you arrive on the next morning, concentrate only on the first task. Work until you finish this task before moving onto the second.
- 4) Approach the rest of your list in the same fashion. At the end of the day, move any unfinished items to a new list of 6 tasks for the next day.
- 5) Repeat this process every working day.

**NOTE:** This is only a proposed structure. If you have a structure that works for you and helps you achieve your goals then that's excellent.