WORKSHEET:

UNMET OR NEGLECTED GOALS? PUT THEM THROUGH THIS PROCESS

Goals are what keep us engaged, looking ahead and striving to be better. That's the same reason organizations spend hours, weeks, months and years planning and trying to execute them. But what good is all that motivation, strategy and planning if organizations can't execute those goals properly? It's time to pull out those goals you missed the mark on or neglected and put them through the following process.

Find the Flaw

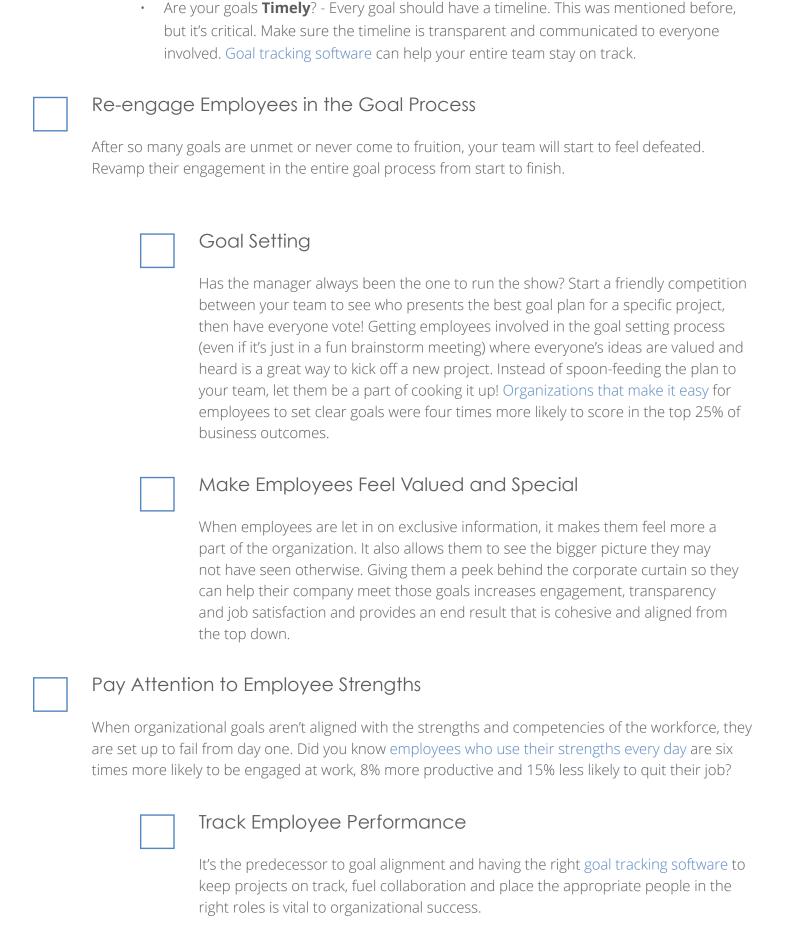
Why is your organization consistently short on reaching projected goals? Run an audit on your goals to make sure they are **S.M.A.R.T.**

• Are your goals **Specific**? - If you can't identify the 6 Ws, then your goal is not specific enough. For each goal, outline:

Who is responsible:
What is to be accomplished:
Where are the resources:
When is the timeline:
Which constraints:
Why is this the goal:

- Are your goals **Measurable**? Ask questions like, How much? How many? What metrics will be used to decide whether the goal is accomplished or not?
- Are your goals Attainable? Insanity is the act of doing the same thing and expecting
 different results. Make sure your timeline and outcome are adjusted to fit the actions
 that need to be taken. Look to past unmet goals and make sure to adjust the timeline,
 outcome or methods accordingly.
- Are your goals **Realistic**? This is where feedback from your internal team or an external team that is knowledgeable of your practices comes into play. The best way to find out if something is realistic is to seek outside opinions. They may come up with requirements or constraints to your plan you have overlooked.

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Know Your People Aligning employee competencies with organizational goals starts with being aware of what teams are capable of, what each employee's strengths and weaknesses are. Managers that fail to do this aren't equipped to assign those employees to roles they can thrive in and ultimately get closer to the organizational goals, which brings us to our next point. Set Employee Goals When managers understand the strengths and weaknesses of their team members, they can start setting performance goals for those employees and work simultaneously to align them with organizational goals. Communicate and discuss those goals with the employee so that they can see where their performance should be headed and how it pertains to the bigger picture. Organizations that have employees revise or review their goals at least quarterly were 3.5 times more likely to score in the top 25% of business outcomes. Align Organizational Goals with Individual Performance Goals Align specific project goals with facets of your employees' performance goals. Team projects and team goals are the perfect place for employees to work on their skills and performance. Find roles within the project that can be handled by employees who may need a little work in that area. Working in a group will give them the peer feedback they need to make better decisions to reach that goal. Even better, pair them up with someone who really shines in an area where they are weak! Provide and Solicit Feedback Managers have to instill accountability and ensure employees are buying into

Managers have to instill accountability and ensure employees are buying into the goals being set for them. Getting there is easy: **feedback**. As each director, manager and team leader sees new goals, employees should be encouraged to give feedback on whether or not they are able to make these goals with the resources made available to them. And, in return, managers have to investigate: does this person have the reports and materials to illustrate why they can't achieve the goal? Is this hiccup due to inadequate resources or is the employee underperforming? With goal tracking and alignment software, obtaining these reports will make investigating a breeze.

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