

## Guide to goal setting

(Source: Rouillard, 1993)

Goals are an essential part of successfully conducting business. Well defined goals are important in order to allow the choice, design and implementation of important business activities (objectives) necessary to achieve the overall desired results (mission).

Goal setting (or lack of) is often an area of weakness with many clients.

Goals are needed to:

- establish direction for ongoing activities;
- identify expected results;
- improve teamwork through a common sense of purpose; and
- heighten performance levels by setting targets to be achieved.

Put another way Rouillard says *"Would you get on an aeroplane if you didn't know where it was going to land?"*.

**Goals** - are specific and measurable accomplishments to be achieved within specified time (and cost) constraints.

**Objectives** - are tactics used to reach the goal.

### ***Writing Goal Statements***

- the potential for achieving a written goal exceeds those goals merely thought about. If they are not written down goals could remain a daydream.

A written goal must be **SMART**:

**S**pecific  
**M**easurable  
**A**ction-oriented  
**R**ealistic  
**T**ime and resource constrained

## ***Goal Development***

Rouillard suggests five steps:

- 1 Classify goals by type
- 2 Prioritise
- 3 Establish standards of performance
- 4 Identify obstacles
- 5 Determine "what's in it for me"

1 Classify goals by type:

- Essential (must be done)
- Problem solving (ought to be done)
- Innovative (nice to be done)

2 Prioritise:

- Essential goals are more important than...
- Problem solving goals which are more important than...
- Innovative goals

Rank goals within each category based on relative importance, time sequence, and cost/benefit relationship.

3 Establish standards of performance that include:

- An established time for review and progress
- A quantitative method for determining progress
  - minimal (some progress)
  - acceptable (enough progress)
  - outstanding (more than expected progress)

4 Identify all obstacles to goal achievement:

- Formulate contingency plans for overcoming potential physical, or psychological obstacles

5 Determine WIIFM (what's in it for me)

There must always be a personal motive identified to ensure motivation toward goal achievement, especially in the business environment.