

## Module Three – Goals

### SMART Goals

#### [GROW Model and SMART Goals Document](#)

#### **Caution 1 – Choosing goals on an impulse**

- “I want to increase sales by, 15% next quarter.”
- A goal like this has lots of good intentions. It’s time-bound (next quarter), and it’s got a specific, measurable number attached to it (15%). But the number—at least in this example—has no basis in past results. It’s a number picked on impulse.
- When setting a goal, use past performance, and consider what specific adjustments that might help you achieve a better result.
- Can you begin to picture a tangible series of calls, deals, or strategic changes that will help you hit the new number?
- If it is more of a general aspiration to “do better” consider looking at the goal again to be more SMART.



#### **Caution 2 – Committing to a goal with missing steps**



- Caution yourself against overlooking a key step in the Goal setting process.
  - Your goal could have a clear first step (an idea) and a clear result (a specific outcome), but a fuzzy middle phase, could bring it all undone.
  - You may set out with great intentions, then get bogged down in conflict.
  - You end up writing off the goal because there is no clear path forward.
- The key is to start with smaller goals you know you can accomplish, then build from there.
  - How to get from one goal to the next should be clear.
  - The right goal will have you eager to execute, not wondering how to move forward.

### Caution 3 – Making goals so big that quality suffers

- Some goals are theoretically attainable, but still a bad idea.
- Maybe a goal is so aggressive that you will need to forgo other responsibilities just to have a chance at hitting it. Family life etc.
- Perhaps accomplishing the goal will cause other problems—like a higher volume of work leading to a compromise in quality.
- Some people will be motivated by extremely high bars, and some companies might need to really push in advance of a busy season. However, consistently, overly aggressive goals will likely de-motivate and may cause you to take the goals less seriously.
- At the end of the day, goal setting should still be more about what you can accomplish, rather than who can dream the very biggest.



### Caution 4 – Don't set too many goals

- “I have 10 goals today, then 15 tomorrow.”
  - Once you get good at setting goals, the process can become addictive.
  - Ticking off goal after goal is a satisfying process. But experts say most successful people tend to focus on just one or two big things per day.
  - In fact, some successful executives choose to focus on just one big initiative for a whole quarter.
  - Consider trimming your list of short-term goals to just one or two big items for the week.
- You will still need to complete a series of tasks but having only one or two objectives will keep those tasks focused.
  - By limiting your total number of goals, you will be able to think a bit bigger, avoid distractions and critically, keep your goals attainable.

### Caution 5 – Goals not aligned with your organisation's goals

- If the CEO were to look at your goal, would he or she agree there is alignment within the business context?
- What about another team in a completely different part of the company?
- Could you explain the value to the business of a goal you wish to achieve?
- Disconnected goals have a habit of gradually developing over time.
- Every once in a while, consider completely refreshing all your goals to make sure you haven't drifted too far from the organisation that ultimately supports you.





### Caution 6 – Don't ignore the needs of others involved

- To achieve our goals, we often need to rely on others. Our family, friends, mentor, leader, team, and the organisation as a whole.
- Be considerate of the people involved in your goals.
- Their time, energy, motivation will be impacted by their engagement in the goal.
- Keep them up to take on how it is going.

### Caution 7 – Don't forget to review your goal

- “Looks like I hit three of my six goals. Now, on to next quarter’s goals.”
- It’s a common mistake to put hours of thought into creating goals, only to tick them off in a matter of seconds at the end of the week, month quarter or year.
- Using the SMART goal method will give you an opportunity for a rigorous review.
- Reviewing goals helps us to learn from what worked, what didn't and what learning we can share with others.



## Habits

[Atomic Habits by James Clear – Core Message](#)

[Productivity Game Atomic Habits Summary](#)

## Stop | Start | Continue

The Start/Stop/Continue exercise is very simple but very useful for personal and professional development. Use [this template](#) to facilitate a discussion with your mentor, of areas of improvement, areas of strength and areas of opportunity as they relate to your goals, objectives, and performance.

Take some time to think about the subject. Consider the multiple areas this subject touches and all the people this affects. Then ask yourself these questions

Start	Stop	Continue
<p>“What should we/I start doing?”</p> <p>List ideas/items:</p> <ul style="list-style-type: none"> <li>• Things that are not being done, but should be done</li> <li>• Things to begin doing to get better results</li> <li>• Things worth experimenting with for better results</li> </ul>	<p>“What should we/I stop doing?”</p> <p>List ideas/items:</p> <ul style="list-style-type: none"> <li>• Things that are not working or helping</li> <li>• Things that impede or are not practical</li> <li>• Not delivering desired results</li> <li>• We or others dislike</li> </ul>	<p>“What should we/I continue doing?”</p> <p>List ideas/items:</p> <ul style="list-style-type: none"> <li>• Things that are working well</li> <li>• Things that we want to keep</li> <li>• Worth continuing to see if they are worthwhile</li> <li>• We like or need</li> </ul>