Numark Core Leadership Module
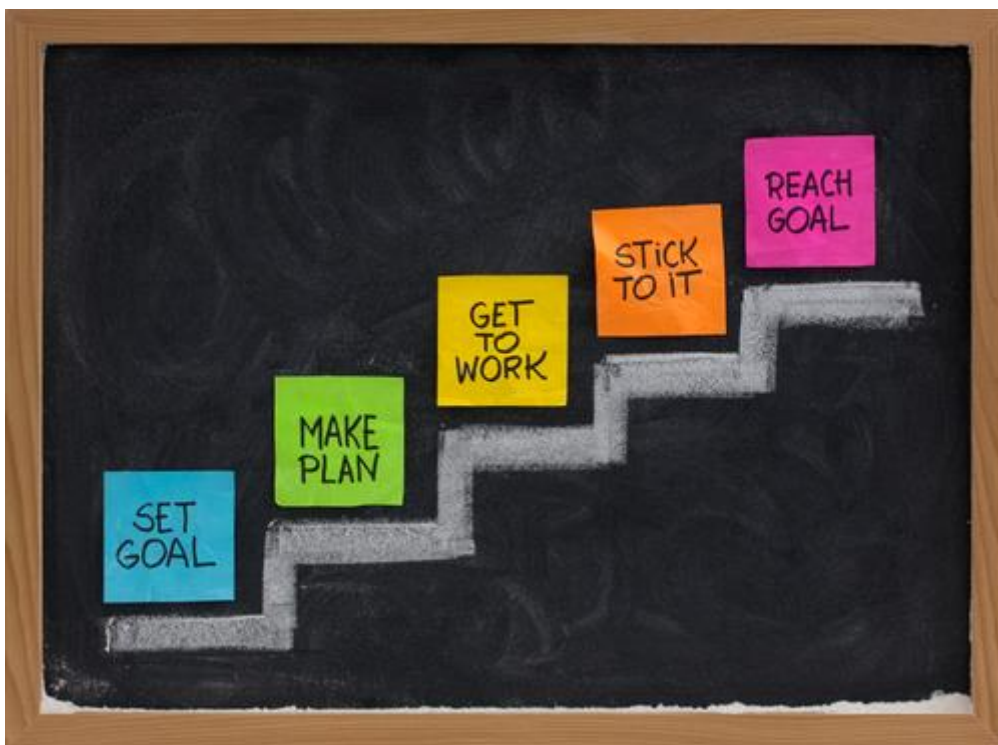
Effective Goal Setting

NUMARK✚

Session Objectives

By the end of this workshop you will be able to:

- recognise the importance of setting direction and writing goals

- effectively write SMART goals

- apply the umbrella goal technique to break down large goals

- manage and review goals as an ongoing process

Why is it important to clearly define our goals?

It is commonly said that only 3 – 5% of the population have written goals, therefore most people aim for nothing and therefore hit it with incredible accuracy!

"If you can't accurately define what you want, how will you know you have made a difference?"

Why do people commonly not write goals?

They worry they might not achieve the final outcome and that will mean failure. It is a mistake in goal setting to think the only measure of success is the end result; there will more than likely be sub-goals and milestones of achievement/learning along the way.

But how will I do it?!?!?! Be careful of the 'yes but how?' syndrome which will put you off writing goals – e.g. I want to increase sales...Yes, but how am I going to do that!.... Leave the **HOW for later** as focusing on the *how* before fully defining what the goal is, results in most people giving up before starting.

How do I decide on my goals?

- Some goals will just be a given and things that you have to do in response to your business or industry needs.
- To improve or change things within your business, you need to focus on what your areas of influence are and what things are outside of your control and influence.
- Consider what actions could be taken to make a difference within your business.
- Think about your overall **business vision and values** also as your goals should be in alignment with these.

Your vision = overall picture you have as to what you want your business to look like in the future. This may be the same or different to now.

Your values = guiding principles of HOW you do things to achieve your overall vision and mission.

Your vision and values can help guide your decision making and hence your goal setting

Remember goals are a way of *setting direction*

Visualise what you want: have a clear picture in your mind

When you are setting a goal think about what the end result will look like, sound like, and feel like? When you visualise a positive outcome with sensory attachments, you start to move towards that outcome and it can help you overcome challenges you encounter along the way.

Setting positive goals

There are two ways you can set goals, using a **'towards'** motivation – i.e. something that you want or an **'away from'** motivation – i.e. something you want to get away from.

Both can be motivating, but if are 'moving away' from something your motivation can run out as you get further away and you have no clear target to work towards.

It can also be quite stressful and demotivating to set 'away from' goals. Imagine if your overall goal is to improve business as your profits are down, you could set yourself a goal to "cut costs, reduce overheads etc" to **move away** from the problem. **How do you think you and your team would feel though?** More than likely worried, demotivated, unhappy.

However, if you instead set a goal to "increase sales and improve the business, offer more services and investigate what else customers may want", this goal will **moving towards** something and is far more motivating

Making your goals SMARTer

S - Specific – your goal must be specific and I mean REALLY specific, if it is too vague or big you will not have clarity on what you are trying to achieve.

M - Measurable – how will you actually know you have accomplished the goal, what does your end vision look like? Your goal may only be to a have something set up to go and that is your measurement, or it may be to have earned £xxx by a certain time.

A - Achievable – being honest with ourselves is critical. What can you physically achieve with the time and resources you have? Only YOU will know if your goal is achievable or relevant.

R – Relevant / realistic – a goal must be relevant to you or your role if it is to be achieved, you will have no motivation otherwise! It also must be realistic in relation to your ability to achieve it.

T – Time bound – if you don't set a clear date to achieve something then when will you do it? If you a specific timeline, it gives you a time frame to work towards

Remember to be clear! For example if you write the following words then clarify them further:

Improved – What is a measurable improvement?

Better – How much better?

More/Less – How much more/less

Feel – What will you feel?

What about goals that are harder to measure?

All goals can be measured.   However, some especially those involving confidence, motivation, team working etc are not always measurable in numbers. The easiest thing to do is to provide a rating figure for yourself.

e.g. imagine your goal is as follows:

"I want to increase my confidence in delivering a presentation to xxx."

Only you will really know what your current state is and what good looks like. For example good might look like not referring to your notes, not shaking etc.

It is recommended that you rate your current performance on a scale of 1 – 10 and then determine what you would like it to be and then put this into a written goal. e.g. "I would like to move from a 3 to a 9 in my ability to confidently deliver a presentation to xx by xx."
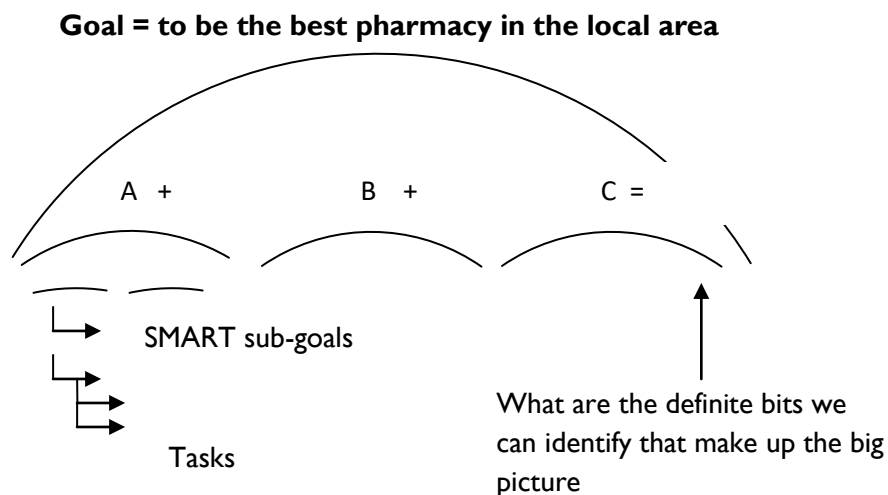
What should you do if you don't feel your goal is achievable?

Redefine! Breaking down a single goal into smaller steps can also help.

Umbrella goal technique

'How do you eat an elephant? One bite at a time'

Umbrella goals are a useful way to break down a bigger goal and help you think out the different elements.

Goal = to be the best pharmacy in the local area

A +   B +   C =

SMART sub-goals

Tasks

What are the definite bits we can identify that make up the big picture

What do I work on first after completing an umbrella goal?

- Sometimes people can find umbrella goals a bit overwhelming as they feel they have so much to do! You don't need to do everything at once, evaluate what your priorities to work on first are.

- Umbrella goals are actually useful to complete with your team as it can be both motivational and useful to get their views to see if there are any additional elements they can add in which perhaps you hadn't thought of.

- It is also good to have them visually displayed back of house in the pharmacy as they can be seen as a visual project plan.

Seek harmony between your goals

When writing goals make sure they do not conflict with each other and avoid the following conflicts:

- Too many goals and not enough time
- Personal goals conflicting with work goals
- Achieving one goal would not achieve another
- Goals which do not align with the business vision or values

Review your goals

- **Don't just write goals and forget about them –** review them regularly, are you still on track, does something need to be redefined?

- **Keep your goals visible**

- **Know when to amend or extend your goal** – what is not working? Have your priorities changed?

- **Celebrate small successes as they happen** – it will help keep you on track

- **Make others aware of the goals** – obviously those involved in the goal will need to know, but it can also be useful to tell others not involved of what you are trying to achieve, sometimes a public commitment can make us more committed to prove we can achieve something.