Goal Setting For Managers

Workbook

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**Organizational Alignment**

**Mission of your Department**

What would happen to Williams if your department suddenly ceased to exist?

How would Williams benefit if your department was running perfectly and had all of the resources it needed?

Who are the people that benefit from the services of your department? What are the different ways in which they benefit?

Using your answers to the questions above, write one sentence that reflects your personal sense of the mission of your department.

**Organizational Alignment**

**Mission of your Group**

What would happen to your department if your group suddenly ceased to exist?

How would your department benefit if your group was running perfectly and had all of the resources it needed?

Who are the people that benefit from the services of your group? What are the different ways in which they benefit?

Using your answers to the questions above, write one sentence that reflects your personal sense of the mission of your group.

**Organizational Alignment**

**Mission of your Employee**

What would happen to your team if your employee’s position suddenly ceased to exist?

How would your team benefit if your employee had consistently high performance?

Who are the people that benefit from the services of your employee? What are the different ways in which they benefit?

Using your answers to the questions above, write one sentence that reflects your personal sense of the mission of your employee.

**Project Goal Worksheet**

Write a project goal for your employee below. If your employee does not work on projects, write a project goal for yourself.

**Self-rating.**

Is the goal …

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Specific |  | Measureable |  | Attainable |  | Relevant |  | Time-Bound |
| □ |  | □ |  | □ |  | □ |  | □ |

**Peer Rating**

Rate the goal on how well it meets the SMART criteria . Is the Goal …

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Not At All** | **Slightly** | **Somewhat** | **Absolutely** |
| **Specific** | □ | □ | □ | □ |
| **Measurable** | □ | □ | □ | □ |
| **Attainable** | □ | □ | □ | □ |
| **Relevant** | □ | □ | □ | □ |
| **Time-Bound** | □ | □ | □ | □ |

Discuss your feedback with your partner.

**Performance Goal Worksheet, Part 1**

Write a performance goal for your employee below.

**Self-rating**

Is the goal …

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Specific |  | Measureable |  | Attainable |  | Relevant |  | Time-Bound |
| □ |  | □ |  | □ |  | □ |  | □ |

**Peer Rating**

Rate the goal on how well it meets the SMART criteria . Is the Goal …

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Not At All** | **Slightly** | **Somewhat** | **Absolutely** |
| **Specific** | □ | □ | □ | □ |
| **Measurable** | □ | □ | □ | □ |
| **Attainable** | □ | □ | □ | □ |
| **Relevant** | □ | □ | □ | □ |
| **Time-Bound** | □ | □ | □ | □ |

Discuss your feedback with your partner.

**Performance Goal Worksheet, Part 2**

How will you measure performance for this goal?

Using your measurement technique, how will you define the following ratings:

|  |  |
| --- | --- |
|  | **Measure** |
| **Unsatisfactory** |  |
| **Improvement Needed** |  |
| **Meets Expectations** |  |
| **Exceeds Expectations** |  |
| **Exceptional** |  |

**GAPS Analysis**

**Abilities and Perceptions**

In terms of their Abilities, how does this person see himself or herself?

What are *your* Perceptions of the employee about where they are?

**GAPS Analysis**

**Goals/Values and Success Factors**

In terms of what matters to this person, what do you know about their Goals and Values?

In terms of Success Factors for their job, what matters most to you?

**Development Goal Worksheet**

Write a development goal for your employee below.

**Self-rating**

Is the goal …

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Specific |  | Measureable |  | Attainable |  | Relevant |  | Time-Bound |
| □ |  | □ |  | □ |  | □ |  | □ |

**Peer Rating**

Rate the goal on how well it meets the SMART criteria . Is the Goal …

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Not At All** | **Slightly** | **Somewhat** | **Absolutely** |
| **Specific** | □ | □ | □ | □ |
| **Measurable** | □ | □ | □ | □ |
| **Attainable** | □ | □ | □ | □ |
| **Relevant** | □ | □ | □ | □ |
| **Time-Bound** | □ | □ | □ | □ |

Discuss your feedback with your partner.