



Helping employees set agile goals

The importance of goal setting

Goal setting is a critical component of achieving higher performance — for ourselves, our team, our customers and the organization as a whole.

It is a collaborative process between an employee and manager to set meaningful, challenging and specific goals employees can achieve with the manager's support.

Goals should be:

- ✓ Aligned to the organization, function, and/or team strategy
- ✓ Aligned within and across teams
- ✓ SMART
- ✓ Relative to your role
- ✓ Reviewed and updated frequently
- ✓ Outcome based; evaluating a result, not just achieving a goal



A common challenge is setting goals at the start of the year and not revisiting until year-end. It is important to set short-term milestones and revisit goals as business needs evolve.

Best practices for goal setting

Managers & employees collaboratively set meaningful and challenging goals

- Each employee should set 2-3 goals that are focused on their role's most important responsibilities.
- Goals should be moderately challenging—employees should be able to accomplish with effort.
- Include key milestones to track progress along the way.
- Managers and employees should discuss what relevant behaviors can drive goal success.

Ensure goals are specific and focused on outcomes

- What are the expected outcomes of the goal?
- When should the goal be completed by?
- What actions and resources will be needed to achieve the goal?
- How will progress and impact be measured?

Provide continuous feedback and support

- Make sure employees have the knowledge, tools, and resources to meet the goals.
- Hold regular check-ins and provide support, assist with removing barriers as needed.
- Be flexible and set on-going expectations.
- Help employees stay accountable for outcomes.

Aligning & writing goals

Aligning to the big picture

Talk to your employees about how their individual goals link to the organization strategy to help them connect their day-to-day work to a greater purpose.



After aligning on goals, use the guidance below to write your goal details.

S	SPECIFIC What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?
M	MEASURABLE How can you measure progress and know if you've met your goal?
A	ACHIEVABLE Do you have the skills required to achieve the goal? If not, can you obtain them? What is the motivation for achieving this goal? Is the amount of effort required on par with what the goal will achieve?
R	RELEVANT Why am I setting this goal now? Is it aligned with our overall objectives?
T	TIME-BOUND What's the deadline and is it realistic?



Example SMART Goals

Below are example **performance** and **development** goals. On the left you can see the “not recommended” goals which are sometimes seen in practice. On the right you can see the “recommended” SMART format.

⊗ Not Recommended	☑ Recommended
Attend negotiation training in March	<p>Specific Improve vendor negotiations; Attend negotiation training in March; Key vendor meetings in May, Oct, and Nov</p> <p>Measurable Targets are vendor specific but roughly seeking 5-7% discount</p> <p>Achievable Key vendors with large contracts up for renewal this year—last round secured 3.5% discount</p> <p>Relevant Links to priority to optimize spend next 3 years (minimize cost as volume increases)</p> <p>Time bound There are milestones to track progress against in Q1, Q3, and Q4</p>
Generate more sales leads	<p>Specific Structure approach to generating and tracking leads to increase the number of sales-ready leads each quarter</p> <p>Measurable Enter contacts into the team Lead Generation tracker; Contact 30 new prospects a week to develop 120 sales ready leads each quarter</p> <p>Achievable Last year we generated 90 sales per quarter</p> <p>Relevant Leads drive sales which is linked to our LRP goal of increasing sales revenue by 10% in the next 3 years</p> <p>Time bound Milestones can be tracked each week and quarter</p>
Get more informal leadership experience	<p>Specific <i>Volunteer for a DEI Network leadership role; Co-lead monthly meetings; Create Passport and Share Site content, Facilitate “Conversation With...” event</i></p> <p>Measurable <i>Execute DEI Network annual plan and partner with Masco HQ DEI team to provide expanded resources and learning opportunities</i></p> <p>Achievable <i>Past DEI leadership asked if I was interested. HR leadership recommended me.</i></p> <p>Relevant I am aspiring to a leadership position in my career but currently have no direct reports and need experience, visibility and an expanded network.</p> <p>Time bound I need to confirm my acceptance in Feb and the appointment is for a year</p>

