



Resilience Building Resource Hub *A Shilp Initiative*

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HOW CAN YOU SET GOALS FOR YOUR TEAM MEMBERS?

Do you want to learn how to set team goals? Are your team members committed to their goals and are actively working towards them? Do you use goals to help team members define a vision of where they want to be, and create a path of how to get there?

If yes, then this is the right place for you. In this self-paced module, we will take you through the importance of setting team goals for your members and the process of setting goals.

Having a clear set of goals – whether for ourselves or for our organization – is an important foundation of success. Goals help us focus our energy and actions, measure our progress and, ultimately, achieve purposeful results. However, there is a considerable gap between mere familiarity with goal setting and true mastery – the ability to develop and communicate powerful goals that galvanize us and our organization, produce sustained action, and generate transformational results.

This section will help you understand:

- the importance of setting goals
- the process or steps involved in setting goals
- self-assessment tools to help assess yourself
- additional resources to help you get to an expert level
- some DIY tips to get you started on this journey

So, let's get started!

What is goal setting?

The classic goal setting definition boils down to the process of identifying something you want to accomplish and establishing measurable objectives and timeframes to help you achieve it.

Understanding the importance of goals and the techniques involved in setting achievable goals paves the way for success. In the words of Pablo Picasso, *“Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.”*

Why is goal setting important?

Goals give you focus. Without a goal, your efforts can become disconnected and often confusing. It allows you to zero in on each day’s tasks with precision, without wasted effort and idle movement. When you set a goal you naturally direct your attention toward a next step and, as a result, lead yourself in the right direction which forces your actions—your behaviours—to follow.

Goals help you measure progress. Being able to keep track of your progress toward achieving a goal is only possible if you set one in the first place. Being able to measure progress is extremely rewarding and will help you maintain focus, keep your head held high and your energy up. It will also keep you from getting down.

Goals help you stay motivated. It’s easy to put off work until tomorrow when there is no goal on the line. Motivation is what drives you toward a goal, what keeps you going when things get tough, the reason you get up early to exercise or work late to finish a project.

Goals help you beat procrastination. Procrastination is something we all battle from time-to-time. However, when you set goals in life, specific goals for what you want to achieve, it helps you understand that procrastination is dangerous. It is wasted time. It is another day you aren’t moving closer to that goal.

You achieve even more. When you set a goal and reach it, it gives you the taste of victory. You will want to taste that again. What does that mean? You push yourself towards the next rung of the ladder, challenge yourself to move past another ceiling, you achieve even more.

Goal setting promotes self-mastery. Perhaps the most important reason why goals work is because they build character. While the process of goal setting is important because it helps unearth and identify what’s truly important to you, pursuing your goals is the ultimate objective because it builds self-efficacy; it develops yourself as the type of person who can achieve goals.

Remember, you can’t manage what you don’t measure and you can’t improve what you don’t manage. Start with goal setting.

How should you set goals?



1. **Begin with your end goal in mind:** Before you set a goal, take a closer look at what you're trying to achieve and ask yourself the following questions:
 - Is this goal something you truly want?
 - Is it important enough to pour hours of time and effort into it?

If you're not willing to put in the time, it may not be worth pursuing. If you create a long list of goals to pursue all at the same time, you may have a difficult time achieving any of them. Instead, use the questions above to determine which goals matter the most to you right now, and then focus on those few.

2. **Create SMART goals:** Take each of those overarching goals, and break them down into S.M.A.R.T Goals (Specific, Measurable, Attainable, Realistic, Time-bound). The most important part of SMART goal setting is to make your goal specific so you can clearly track your progress and know whether you met the goal. The more specific you can be with your goal, the higher the chance you'll complete it.
3. **Write down your goals:** Your goals must be in writing. Make your description clear and detailed in every sense. When you write your goals down, they become real and tangible instead of a vague idea that resides only in your mind. Once you've written your goals down, keep them somewhere visible—put personal goals up on your mirror or near your computer screen, put team goals up on the walls next to everyone's desks, and include company goals in internal presentations. This tactic reminds you to keep working on your goals daily. As you're writing down your goals, use a positive tone so you stay excited about completing them.
4. **Create an action plan:** *"A goal without a plan is just a wish."* — Antoine de Saint-Exupery

Many people decide on a goal but never create an action plan to determine how exactly they will meet that goal. Your action plan should include the overall goal you're trying to meet and all the steps you need to take to get there. Don't be afraid to get creative with your action plan. Go back to your elementary school days, and get creative. Write out your goal using crayons, markers, or colored pencils, for example. According to Forbes, creating an action plan this way activates a different part of your brain and cements the goals in your mind. An effective action plan also involves guaranteeing that your team has the resources necessary to fulfil their responsibilities, such as software, equipment or additional training.

5. **Divide the team goals**

Divide the action plan among your team. You and your teammates can become far more invested in team goals by helping them set individual goals. Once you have set your team goal, create individual milestones that take into account skills, experience and resources. As your team develops these goals, remember the SMART framework so you can build achievable and actionable goals for each member.

6. Aligning employee goals with team goals

To build a motivated and high-performing team, each employee should have a sense of purpose in their role, and feel that their work has meaning. This happens when everyone has a clear understanding of not only what's expected of them, but how it contributes to the bottom line of the team and organisation. Setting meaningful employee goals that align with team objectives connects team members to the bigger picture, driving employee engagement and motivation.

You can help your team throughout the process by:

- Scheduling regular one-on-one meetings with other teammates or with team leadership to discuss the goal, your progress and any questions or concerns
- Providing advice and individualized training on how each teammate can fulfil their responsibilities
- Delivering regular feedback on elements of your progress that are working well and aspects that need improvement
- Promising, both in word and in action, that you are willing to listen to the concerns of teammates and to answer questions

- 7. Re-evaluate and assess your progress:** You need to keep your motivation strong to complete your goal. Consider scheduling a weekly evaluation, which could include measuring your progress and checking your schedule. Once you see how close the finish line is, you'll feel more motivated to push through to the end. If you're a little behind schedule, make necessary adjustments and keep going.

Self-assessment and Practice tools

1. How Good Is Your Goal Setting?

Take this short quiz to explore your goal-setting approach, and to learn about some of the obstacles that can get in your way.

Duration: 20 mins

<https://www.mindtools.com/pages/article/goal-setting-quiz.htm>

Additional Resources:

Goal Setting: A Scientific Guide to Setting and Achieving Goals

James Clear author of the book Atomic Habits, breaks down the basics of goal setting and provides tips on how you can set goals and achieve them

Duration: 20 mins

Article

<https://jamesclear.com/goal-setting#What%20is%20Goal%20Setting?>

With Goals, FAST Beats SMART

Goals are a powerful tool to drive strategy execution. To execute strategy, leaders must set ambitious targets, translate them into specific metrics and milestones, make them transparent throughout the organization, and discuss progress frequently.

Duration: 20 mins

Article

<https://sloanreview.mit.edu/article/with-goals-fast-beats-smart/>

Measure What Matters: OKRs: The Simple Idea that Drives 10x Growth

Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive.

Duration: 400 mins

Book

https://www.amazon.in/Measure-What-Matters-John-Doerr/dp/024134848X/ref=tmm_pap_swatch_0?encoding=UTF8&qid=&sr=

Making Sure Your Employees Succeed

It's common knowledge that helping employees set and reach goals is a critical part of every manager's job. Employees want to see how their work contributes to larger corporate objectives, and setting the right targets makes this connection explicit for them, and for you, as their manager. Goal-setting is particularly important as a mechanism for providing ongoing and year-end feedback. By establishing and monitoring targets, you can give your employees real-time input on their performance while motivating them to achieve more.

Duration: 20 mins

Article

<https://hbr.org/2011/02/making-sure-your-employees-suc>

Why the secret to success is setting the right goals

Our leaders and institutions are failing us, but it's not always because they're bad or unethical, says venture capitalist John Doerr -- often, it's simply because they're leading us toward the wrong objectives. In this practical talk, Doerr shows us how we can get back on track with "Objectives and Key Results," or OKRs -- a goal-setting system that's been employed by the likes of Google, Intel and Bono to set and execute on audacious goals. Learn more about how setting the right goals can mean the difference between success and failure -- and how we can use OKRs to hold our leaders and ourselves accountable.

Duration: 12 mins

Ted Talk

<https://www.youtube.com/watch?v=L4N1q4RNi9I>

How to Achieve Your Most Ambitious Goals

How you define Stephen Duneier depends on how you came to know him. Some define him as an expert institutional investor, while others know him as a large scale installation artist, avid outdoorsman, professor, decision strategist, coach, business leader, mindfulness extremist, author, speaker, daredevil or Guinness world record holder. In his talk, Stephen explains that what truly defines him aren't titles, but an approach to decision making that transformed him from someone who struggled with simple tasks to a guy who is continuously achieving even his most ambitious dreams.

Duration: 18 mins

Ted Talk

<https://www.youtube.com/watch?v=TQMbvJNRpLE>

Get Specific With Goals

This podcast episode deals with how you can get specific with goals especially while setting goals for your team members or employees

Duration: 24 mins

Podcast

<https://coachingforleaders.com/podcast/csfl15/>

DIY Tools:

- 1. Keep goals few in number.** Productivity studies show that you really can't focus on more than 5–7–10 items at any one time. Avoid including goals with several smaller goals under each section. This is a recipe for losing focus and accomplishing very little. Instead, focus on a handful of goals that you can repeat almost from memory.
- 2. Write them down.** This is critical. There is a huge power in writing your goals down even if you never develop an action plan. Henriette Anne Klauser documents this in her fascinating book, *Write It Down and Make It Happen*. When you write something down, you are stating your intention and setting things in motion.
- 3. Review them frequently.** While writing your goals down is a powerful exercise in itself, the real juice is in reviewing them on a regular basis. This is what turns them into reality. You can review them daily, weekly, or monthly. It's up to you. The key is to do let them inspire and populate your daily task list.
- 4. Share them selectively.** Share your goals with friends, colleagues, family or anyone who will support you and keep you accountable to your goals. It is advisable to not share them with anyone who is not committed to helping you achieve them.
- 5. Leverage daily goal setting.** Daily goals are a great way to stay focused and on-track towards your long-term goals. This strategy calls for setting the goals every single morning without fail. What will you accomplish and achieve today? Take your month-long goal or your 12-month goals and break them down into milestones. Whatever it is, as long as it's measurable, and you break it down into what you need to achieve that day, it's easier to stay on track.

- 6. Seek out daily doses of inspiration.** While we might all want to achieve something monumental in life, as much as we might try to stick it out and see things through, we often get discouraged. As soon as that happens, the negative-thinking gears begin turning and the what-if doomsday scenarios begin playing out in our minds.
To counteract that, you need to seek daily doses of inspiration. Reach out to others who have achieved the success you're going after. Listen to their stories, and get inside their heads. What was it like for them to endure failure after failure? How did they bounce back and achieve their goals?
- 7. Make Goal-Setting A Habit**
Goal-setting and everything that goes along with it such as writing your goals down and working towards achieving them – is something that you need to make a daily habit. If you are able to set goals and work toward them each and every day, you'll accomplish more in a matter of months than you've accomplished in years.
- 8. Take time to reward yourself.** Managing so many tasks and goals can be intense. Be sure to set aside time to acknowledge your hard work, rest—and reward yourself. This is the fuel that will keep you on the path toward achieving your ultimate goals.