

Making your goal SMART-Er

Use the following questions/worksheet to refine your goals into actionable steps that can be measured and managed.

Write your goal here.

1. **SPECIFIC:** My goal is too general. It needs to be more focused.

Too often we speak in general terms because it is safer and easier. We are also challenged to think BIG, and our goals (sometimes called BHAG or Stretch goals) reflect that. Terms like *always* or *everyone* provide a general idea of what we want to do, but the details stay in our own head.

Problem: Nobody else knows what we mean, and a critical part of accomplishing a goal is enlisting the support of others. Making a goal more specific gives others a greater ability to help us. Naming a person or a behavior that we are trying to change also helps us focus on a behavior or a person that matters.

Here are four questions to help you reframe your goal to make it more specific:

What situation/experience was I thinking about when I wrote this goal?

Who was I thinking about when I wrote this goal?

What behavior/situation am I going to positively impact with this goal?

What action am I going to take?

Based on your answers to the previous questions, rewrite your goal to make it more specific.

2. **Measurable:** My goal does not have a specific way to measure my success.

It could be a specific measure, it could be feedback from others, or it could be our own internal measure. Regardless of what you choose, it is important to give some indication of what success looks like if you accomplish this goal.

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Problem: In *Good to Great*, Jim Collins talked about the *Flywheel Effect* for organizations and the importance and energy giving effect of achieving a goal. Not having a goal takes away the opportunity to celebrate.

Here are three questions to help you reframe your goal and define an outcome (this could be an extra sentence, so don't feel like all goals have to be a single sentence):

What does success look like when I achieve this goal?

What outcome do those impacted the most by my shift define as a desired outcome?

What outcome am I committing to?

Based on your answers to the previous questions, rewrite your goal to make it more measurable.



3. **Achievable:** My goal will take >30 days to complete.

People get busy, and it is important to set goals that can be completed quickly and create momentum towards a bigger goal.

Problem: When we make a goal targeted at *my whole team* or *every relationship I have* or *my top 5 customers* it results in having a goal that could take 6 months or a year to complete. Success fuels success, so it is important to make it achievable by focusing on impacting ONE thing over the next 30 days. Again, there could be multiple goals/actions to achieve something bigger, and working in 30 day blocks of time will keep the focus on moving forward.

Here are several questions to help you reframe your goal to make it more achievable:

How long will it take to achieve my goal?

Is my goal focused on a single person, habit, or customer?

If no, who/what will be the single focus of my efforts?

Is it realistic to think that I can achieve this in 30 days? If Yes, skip to rewriting the goal. If No, go to next question.

What can I achieve in the next 7-30 days? Remember, it takes 21 days of practice to change a SINGLE habit.

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Based on your answers to the previous questions, rewrite your goal to make it more achievable.

4. **Results-Oriented:** My goal has a result, but it could be more significant.

This is similar to measurable. The unique part of this goal is the result is something that is strongly supported by others as being a result that is desired.

Problem: When we measure things without thinking about maximizing the impact on the business or team, we risk hitting a goal that will not have a significant impact on the business.

Here are three questions to help you reframe your goal to have maximum impact on your business:

- What overall business goals will this impact? If answer is NONE – What measure will it impact that SHOULD be embraced by the overall business?
- Do I need the support of anyone else to achieve this goal?
- *(if needed)* What would have to change about this goal to make the result have the impact it should?

Based on your answers to the previous questions, rewrite your goal to make it more results-oriented.

5. **Time bound:** I have a goal, but no specific date when I plan to achieve it.

This builds off the measurable piece by assigning a specific date when the commitment will be completed.

Problem: When leaders are not having one-on-ones at least monthly with their people, it creates a vacuum where goals being set are not revisited often enough. It's important to assign a date to everything so problems can be identified sooner and everyone is in the habit of ongoing celebrations of success.

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Here are two questions to help you reframe your goal to make them targeted by a specific date:

- What date will I achieve this goal?
- Is the date <30 days out? If Yes, when will I review it with my leader? If No, return to the Achievable step.

Based on your answers to the previous questions, rewrite your goal to make it more time bound.

6. **Excited:** Are you EXCITED about achieving this goal?

Work does not always have to be fun and exciting, but when it is special things happen. Passion is the *secret sauce* of performance, and being intentional about tapping into it is the extra step to this process.

Problem: We all get into ruts where we go through the motions. Life happens, and it unrealistic to believe that every goal is something that the pursuit of it will actually generate energy within us. However, what if we could make little changes to our goals that would increase our energy generators by 10%?

Here are two questions to help you reframe your goal to make it something you can get excited about:

- On a scale of 1(not excited) to 10(extremely excited), what is my level of excitement about this goal?
- If < 8, what would it take to make it an 8+?

Based on your answers to the previous questions, rewrite your goal to make it make it more desirable? If you rated it an 8 or above, you are already done!

FINAL GOAL