

MANAGER'S TOOLKIT

Goals

The term “goals” refers to a future condition or performance level one intends to attain. Goals can be short term and longer term. Goals are ends that guide actions.

Goal setting

Is essential to effective problem solving

The ability to set goals is essential to effective problem solving; and by default, is essential to self-management, and self-determination. A goal is a statement of general purpose or intent. It can also be said to be a statement of desired outcomes to which effort is directed. As such, goals can be achieved only to the degree their meaning is understood. This requirement points to the need for goal analysis.

Goal analysis

Is a procedure for defining goals

Goal analysis is a procedure for defining goals and refining their meaning. This procedure will help you describe the meaning of your goals. It will prepare you to understand your own goals better, by helping you say what you mean, and mean what you say. Additionally, it will help you hold others accountable for what they say, and what they say they mean. Such a foundation will enable you to make better decisions about your goals. Additionally, it will provide a yardstick by which you can track and measure the results of your efforts toward your goals.

*The difference
between a goal
and a dream is
the written word.*

-Gene Donohue

Elements

of a useful goal

SPECIFIC: Describes what you want to accomplish with as much detail as possible.

MEASURABLE:

Describes your goal in terms that can clearly be evaluated.

CHALLENGING:

Takes energy and discipline to accomplish.

REALISTIC: A goal you know you are actually capable of obtaining.

**STATED
COMPLETION**

DATE: Goals that break longer term goals into shorter pieces and clearly specify target completion dates.