



KARDELEN TRAINING

USING GOALS TO IMPLEMENT VISION & RAISE PERFORMANCE

OBJECTIVES

Participants will practise how to use goals more expertly, both to generate major improvements in performance and capability, and to turn long term visions into action plans:

- Understand the range of ways in which goal setting can help performance; and how focused attention from well set goals can improve strategy, motivate persistence, incentivise effort, and increase satisfaction
- Learn about the complementary roles of long, medium and short term goals, and how to use each
- Learn the distinctive importance of outcome, performance, process and learning goals
- Understand the critical characteristics of well set goals, the pitfalls of setting goals poorly, and the important step that SMART goals miss
- Practise turning inspiring long term visions into tangible short term priorities and goals that maintain strategic direction, and prompt and reward action

We commonly use the course as an action planning session for teams: agreeing the team's or organisation's vision; turning the vision into a series of short and medium term goals, with responsibilities, measures; and drafting project plan outlines for approval and implementation.

METHOD

The course is very interactive. We introduce a small number of concepts and skills, but spend most of the time practising applying the skills in a variety of common situations.

Participants also spend considerable time uncovering and reflecting on the gaps and weaknesses in their own approaches to personal and team goal setting. They prioritise where they can improve, and put together plans to address their priorities.

Participants leave the course with a skill set that they can apply immediately, so that their teams perform better and develop rapidly.

WHO SHOULD ATTEND

Anyone interested in improving their own or others' performance will benefit from the course. The course is a good refresher and prompt for better practices even for people already well-versed in goal setting.

FORMAT & DURATION

The course is conducted as classroom training.

The classroom course lasts 1 day, and works well with between 4 and 20 participants.

COST

Please see our website www.kardelen.training for course costs.

COURSE TOPICS

1. BEST PRACTICE USE OF GOALS

- Characteristics of excellent use of goals: starting from the vision; goals for long, medium and short terms; team engagement; mild stretch difficulty; specificity; and frequent feedback & adjustment
- Self diagnosis, and identification of major gaps and weaknesses

2. HOW GOALS CAN HELP

- Goals as a focus of attention
- Using goals to stimulate new strategies, increase persistence, prompt effort, and increase satisfaction
- Critical elements of a well set team vision, and how a well set team vision helps
- Creating a tangible, engaging vision for your team

3. TYPES OF GOALS

- Different characteristics and uses of long, medium and short term goals
- The importance of using performance, process and learning goals to complement outcome goals; and how each fits
- Practice in setting different goals types and timings

4. GOAL SETTING & MONITORING

- The full goal setting process: turning long term objectives into current priorities by creating cascades of concrete medium and short term goals
- Planning resource and capability development
- Reviewing risks and scenarios
- Staying on course: allocating sole

responsibility; setting measures and reviews; and creating target high profile events

5. WELL SET & POORLY SET GOALS

- Why goal difficulty and frequent feedback are the key things to get right, the importance of adjusting goals, and why SMART goals miss the main point
- Setting and balancing multiple goals
- Other important things to get right: specificity, commitment, consistency, multiple types, and capability development
- Good goal usage environments (support, commitment focus, achievement norms)
- Overcoming obstacles
- Connecting incentives with goals
- Pitfalls of goal setting, and how to monitor and overcome them

6. TURNING VISION INTO ACTION

- Turning an inspirational vision from the participants' own environment into a tangible, rewarding plan and set of short, medium and long term targets
- Identifying critical factors to get right
- Setting personal measures, prompts and events to prioritise the essential actions to achieve the plan
- Ensuring important tasks, such as capability building, remain on track and are not subsumed by more urgent daily actions
- Where appropriate, creating implementation plan outlines for the participants' employer organisation, with agreed responsibilities for delivery

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