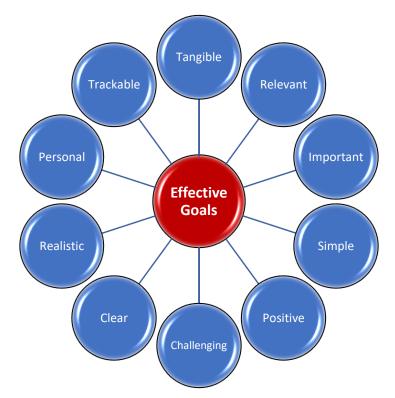




## KEY POINTS

**Set Goals and Objectives** 

## **Characteristics of Effective Goals**



## **SMART Goals and Objectives**

Specific	<ul> <li>The goal is expressed in detail.</li> <li>It is not open to misinterpretation.</li> </ul>
Measurable	<ul><li>How will you know when you have achieved it?</li><li>What evidence will there be?</li></ul>
Achievable	<ul> <li>The goal must be realistic, but provide enough challenge to stretch people.</li> <li>The goal must be within the control of the individual.</li> </ul>
Relevant	<ul> <li>The goal must be relevant to your role, and the business objectives.</li> <li>Goals that are not relevant will quickly become depriotisied.</li> </ul>
Time-Bound	<ul> <li>The goal must have a deadline or timescale attached to it.</li> <li>This gives the goal a sense or urgency, and states when the expected benefits should be achieved.</li> </ul>





## The 7 Rules of Well-Formed Outcomes

Well-Formed Outcomes are created by applying the following 7 'rules'.

1. Goals are expressed in the positive	•You should always define what you want, not what you DON'T want.
2. The goal must be specific	<ul> <li>The outcome must be defined in detail.</li> <li>Timescales should be attached to focus the mind, and check that the goal is realistic.</li> </ul>
<ol> <li>Identify the evidence that will prove the goal has been achieved</li> </ol>	<ul> <li>In some ways, this mirrors the 'measurable' of SMART.</li> <li>Define the achievemant in a sensory way ; what will you see, hear, feel when you have achieved your goal?</li> </ul>
4. Marshall your resources	<ul> <li>Identify what and who you need to help you on the journey.</li> <li>Check that these resources will be avilable to you.</li> </ul>
5. Be pro-active	<ul> <li>The journey towards achieving the goal must be within your control.</li> <li>Your actions must be central to the achievement of the goal.</li> </ul>
6. Pay attention to the wider consequences	<ul> <li>Check that the consequences of achieving the goal are in line with the bigger picture.</li> <li>What effect will achieving the goal (or NOT achieving the goal) have on those around you?</li> </ul>
7. Make an action plan	<ul> <li>Write your goal down, as well as they key steps you must take to achieving it.</li> <li>Keep it visible, and refer to it regularly.</li> </ul>

Adapted from "Coaching with NLP" by Joseph O'Connor and Andrea Lages.