



Set Goals and Objectives

Characteristics of Effective Goals



SMART Goals and Objectives

Specific

- The goal is expressed in detail.
- It is not open to misinterpretation.

Measurable

- How will you know when you have achieved it?
- What evidence will there be?

Achievable

- The goal must be realistic, but provide enough challenge to stretch people.
- The goal must be within the control of the individual.

Relevant

- The goal must be relevant to your role, and the business objectives.
- Goals that are not relevant will quickly become deprioritised.

Time-Bound

- The goal must have a deadline or timescale attached to it.
- This gives the goal a sense of urgency, and states when the expected benefits should be achieved.



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

- The outcome must be defined in detail.
- Timescales should be attached to focus the mind, and check that the goal is realistic.

3. Identify the evidence that will prove the goal has been achieved

- In some ways, this mirrors the 'measurable' of SMART.
- Define the achievement in a sensory way ; what will you see, hear, feel when you have achieved your goal?

4. Marshall your resources

- Identify what and who you need to help you on the journey.
- Check that these resources will be available to you.

5. Be pro-active

- The journey towards achieving the goal must be within your control.
- Your actions must be central to the achievement of the goal.

6. Pay attention to the wider consequences

- Check that the consequences of achieving the goal are in line with the bigger picture.
- What effect will achieving the goal (or NOT achieving the goal) have on those around you?

7. Make an action plan

- Write your goal down, as well as the key steps you must take to achieving it.
- Keep it visible, and refer to it regularly.

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