



## SMART goals

### Leadership Dimensions **Holding to account**

SMART goals focus on **outcomes** rather than activities and allow you to measure your own success.

#### [S] Specific & Stretching

Objectives should be

- **clear and concise** and **relate to one issue** only
- **challenging** so that the employee has the opportunity of developing through the challenge

To get this right requires an understanding of each employee's capabilities, since what is stretching for one, may not be stretching for another.

#### [M] Measurable

An objective should be quantitatively measurable, such as in terms of time and cost, or descriptively measurable.

Measurable objectives provide three benefits.

- They help you **avoid factual disagreements and subjective assessments**
- They make it **easier to monitor progress**
- They **enable self-management**

Measurable objectives also provide the opportunity to obtain warning of deviations, to "fine tune" performance, and to coach for further development.

#### [A] Achievable and Accepted

An objective should **require effort to achieve** (or else why set one at all?), but it should not be so far-reaching that you will become frustrated.

Unachievable objectives, such as one affected by lack of resources or time, demotivate and so do objectives that are forced on the jobholder.

**Objectives should be agreed** but if they are objectives that must be handed down for operational reasons, then, through dialogue, the person responsible for achieving the objectives must at least accept them.

#### [R] Relevant

The degree to which the objective is achieved should have a **direct impact on the individual's success in the job**.

If achieving the objective has no impact, the objective is probably irrelevant.

#### [T] Time related

It is important to outline the **timeframe** in which the objective must be achieved.

A timeframe gives a focus for the employee and enables them to plan achievement of the objective.

Major milestones may also be included if necessary.