

Setting Goals & Objectives Strengths-Based Development Planning

Introduction

Two key drivers of employee engagement:

- Employees know what's expected of them
- They have opportunities at work to learn and grow

While these factors extend well beyond goal setting and development planning, they can be critical components in laying a foundation for strong engagement.



Performance Management Cycle



I know what's expected of me at work



Agenda

- Understand the importance of setting goals and objectives
- Describe how goals and objectives are set at the City of Centennial
- State what SMART objectives are
- Understand what a development plan is



Importance of Setting Goals & Objectives

- Planning is the most important management function
- Setting goals and objectives is important because it is a critical step in the planning process
- Employees who know what is expected of them at work are more likely to demonstrate high engagement at work



How We Set Goals & Objectives

- City Council and management establish broad goals each year as part of our strategic plan
- Individual managers use these goals to set their departmental objectives, their own objectives, and their employees' individual objectives
- We evaluate the performance of managers and employees based on their accomplishment of these objectives as well as on their competencies



Elements of Effective Goal Setting

- Effective goals should be participative. Both manager and individual should be involved in the development of goals to ensure understanding and commitment
- Effective goals should be documented in ReviewSnap and be managed on a continuous basis



Welcome Paula Gibson



My Account | Dashboard | Split Screen | Announcements | Logout

Administration | **Review Process** | Review Setup | Reporting

Manage Employees | Compensation Dashboard | Manage eSignatures | 360 Degree Surveys | Create Journal Entries | Discussions | Manage Review Templates

Manage Employees | Add Individual Employee | Import Employees | Import Signatures | Import Photos | View Deactivated Users | Export Review PDFs

- Create or Complete a Review
- View Completed Reviews
- Create/View Journal Entries
- Manage Goals**
- Manage Review Periods
- Manage 360 Degree Surveys
- Update Employee Information
- Send Passwords

Gibson, Paula

PAULA GIBSON

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Location: Civic Center

Job Title: Human Resources Director

Department: Human Resources

Manager(s): Elisha Thomas **Hire Date:** 1/2/2013



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Review Period: Annual Focal Review - 1/1/2015 - 12/31/2015

The Next Review Period Has Not Been Created.

Paula Gibson: Manage Goals

Add a Goal | Print Goals

Goal Name	Weighting	Due Date	Status
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[Back to Manage Employees](#)



Elements of Effective Goal Setting, cont.

Do we set DUMB objectives?

***D** Dubious*

***U** Unachievable*

***M** Meaningless*

***B** Banal*



Elements of Effective Goal Setting, cont.

NO! We set SMART Objectives:

S Specific

M Measurable

A Achievable

R Realistic

T Time-oriented



Specific Objectives

Specific objectives are:

- Concrete
- Detailed
- Focused
- Well-defined
- Straight-forward
- Action-oriented



Specific Objectives cont'd.

When setting objectives that are specific, ask:

- What am I going to do? Use action verbs such as *develop, execute, conduct, build*
- Why is it important to do this?
- Who is going to be involved?
- How am I going to do this?



Measurable Objectives

- Measurements for objectives help you know when you have accomplished them
- If you set an objective that is measurable, when you complete it you have tangible evidence of completion



Measurable Objectives cont'd

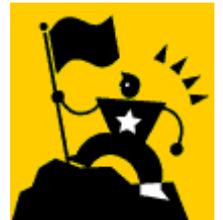
When setting objectives that are measurable, ask:

- How will I know when this objective has been achieved?
- What measurements can I use?



Achievable Objectives

- Achievable objectives are those that one can actually accomplish (something that can really be done within the time frame set) and not an aspiration or vision
- Achievable objectives can be stretch goals but not so much so as to be unattainable or to cause frustration in being unable to complete



Realistic Objectives

Realistic objectives are those that you have the resources to accomplish including:

- *Skills*
- *Funding*
- *Equipment*
- *Staff*



Realistic Objectives cont'd.

When setting objectives that are realistic, ask:

- Do I have the resources to accomplish?
- Do I need to rearrange my priorities to accomplish?
- Is it possible to complete this objective?



Time-Oriented Objectives

- Time-oriented objectives are those which have deadlines for completion. The time frames create sufficient urgency and lead to action
- The deadlines, just as with overall objectives, must be achievable and realistic
- For a complex objective, break into small parts with a date for completion for each



Time-Oriented Objectives cont'd.

When setting objectives that are time-oriented, ask:

- What is the earliest yet achievable and realistic date for this objective to be completed?
- Have I included this date in the statement of the objective?



Make these SMART Objectives

1. Communication
2. Enhance public outreach
3. Professional development
4. Improve customer service
5. Become self-aware



STRENGTHS BASED DEVELOPMENT PLANNING



Introduction

Two key drivers of employee engagement:

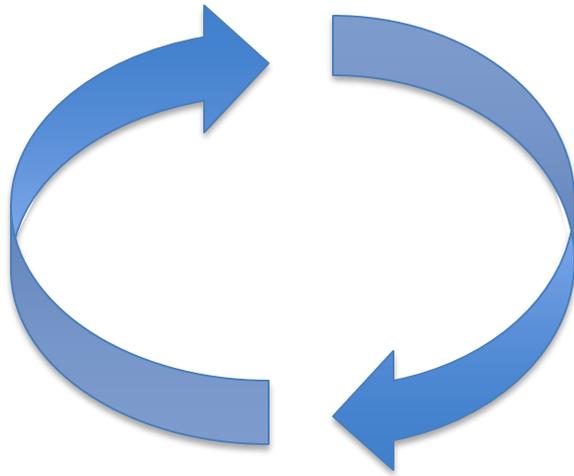
- Employees know what's expected of them
- They have opportunities at work to learn and grow

While these factors extend well beyond goal setting and development planning, they can be critical components in laying a foundation for strong engagement.



The Traditional Developmental Cycle

Identify areas for improvement



Implement plan

Assumptions:

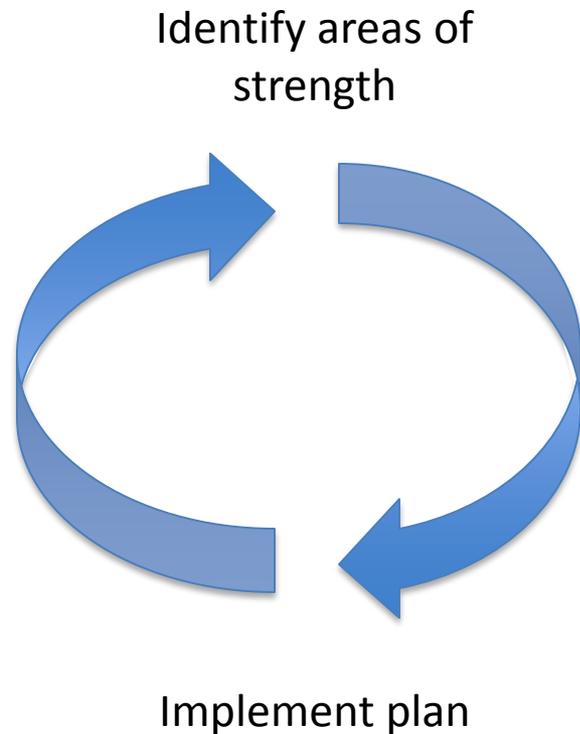
- Most behaviors can be learned
- People reach a successful result the same way
- Weaknesses can be fixed



Strengths-Based Development



The Strengths Development Cycle



Assumptions:

- Talents are innate and can be cultivated into strengths
- People get to a successful result in different ways
- Address weaknesses to avoid “derailers”



Strengths-Based Development



Q.6

There is someone at work who encourages my development

Q. 12

This last year, I have had opportunities at work to learn and grow.



Your Role as Manager

- **Name It!**
 - Conduct a mindful study of your employees' talents
 - Overcome the assumption that people should be “well-rounded”
 - Stars have points



Your Role as Manager

- **Claim It!**

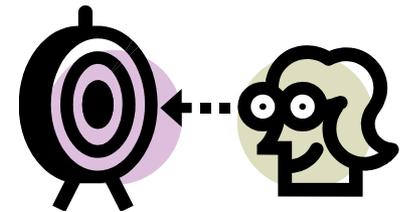
- Help employees own their natural talents
- Help employees understand how their talents have led to past successes
- Foster a culture where maximum productivity and performance can be gained through cultivating strengths and managing weaknesses



Your Role as Manager

- **Aim It!**

- Help employees understand what they need to do to be successful by applying his/her talents in the role
- In partnership with the employee, set objectives which utilize, grow, and develop his/her talents while minimizing weaknesses
- Career-development objectives should be SMART where possible and have outcomes attached to them



Marjorie - Planner

- Relator
- Achiever
- Learner
- Strategic
- Self-Assurance



Simon – Court Clerk

- Communication
- Woo
- Belief
- Individualization
- Responsibility



What about Weaknesses?

- Create open dialog and transparency
- Intentionally leverage strengths
- Find support systems
- Build complementary partnerships
- Get the right education
- Set reasonable expectations and just do it
- Adjust or change roles



High Performing Managers...

- Recognize that each of their employees has different talents and strengths
- Understand that talents are a person's best opportunity for success and individualize accordingly
- Know that fixing weaknesses prevents failure; building strengths leads to success
- Know that a focus on strengths does not mean ignoring a person's weaknesses



High Performing Managers...

- Know that they can gain maximum performance by focusing on their employees' strengths and helping them manage their weaknesses
- Help their employees understand and appreciate their greatest talents and strengths
- Help their employees find a way to use their talents and strengths every day



Development Planning

- 1) We own our own development
- 2) We are successful because of who we are -- not who we aren't
- 3) We cannot be successful alone
- 4) What about our weaknesses?
- 5) Make sure the plan is one we would CHOOSE to do, not one we feel we SHOULD do
- 6) The test of development: results!

