

Goal Stating and Setting



What makes us different?
Read about our unique goals.

Daw Khin Kant Kaw

BA(EPP), MBA

Assistant Teacher

Strategy First Institute

Introduction

- The goals of every individual/Organization may vary according to the specific needs and situations.
- They could either be single or multiple.
- You could have a single dominant goal along with other subsidiary goals.



Different Categories of Goal

- 1) Target oriented
- 2) Achievement oriented
- 3) Overall
- 4) Specific (Primary)
- 5) Secondary
- 6) Long range/Short range
- 7) Personal/Social



1) Target Oriented

- Set in advance bind an individual/ organization.
- The objective is to reach the targets despite the constraints and a specified time frame.
- The process through which you should achieve the goal is not important.
- Results are often measured in quantitative rather than qualitative.

2) Achievement Oriented

- Goal effectiveness is not evaluated in terms of numbers. Performance is given a very high weighted.
- Learn to recognize expected outcome of goals.

3) Overall

- Overall goals are broad based. And Organization may have 'strengthening' as its overall objective.
- Each of its departments, working together, contributes towards it.

4) Specific (Primary)

- Specific goals are the pivot around which work process revolves. No constructive activity can be accomplished without knowledge of specific objectives.
- Every individual/Organization must have a primary objective, which it should adhere to and this operational goal must take precedence over other goals.

5) Secondary

- Secondary goals take a back seat to specific goals. But they must not be lost sight of the rush to meet the primary goal.
- In the long run, secondary goals become very important since the degree of effectiveness of the primary goal rest on their fulfillment.

6) Long range/ Short range

- Each goal must have a time dimension involved.
- **Short-range** objectives have thinner deadlines and are much more planned as their result can be seen in the near future.
- **Long range** goals on the other hand require perspective planning and a foresight.

7) Personal/Social

- Personal and Social goals can either be complementary or substitutes or both.
- For example, a trainer might set a goal of being the best trainer in the group (personal goal). Besides, he might also want his trainees to be the best-trained (social goal).
- Conflict will only act as an impediment in achieving the objectives.

Goal Mix

- A performance sensitive Organization must always strive to set goals, which should be a balanced blend of various categories.
- Once the appropriate mix is identified, the task of goal stating as well as setting becomes easier.

Goal Characteristics

- **Specific**
- **Measurable**
- **Attainable**
- **Reliable**
- **Time bounded**



Goal Setting

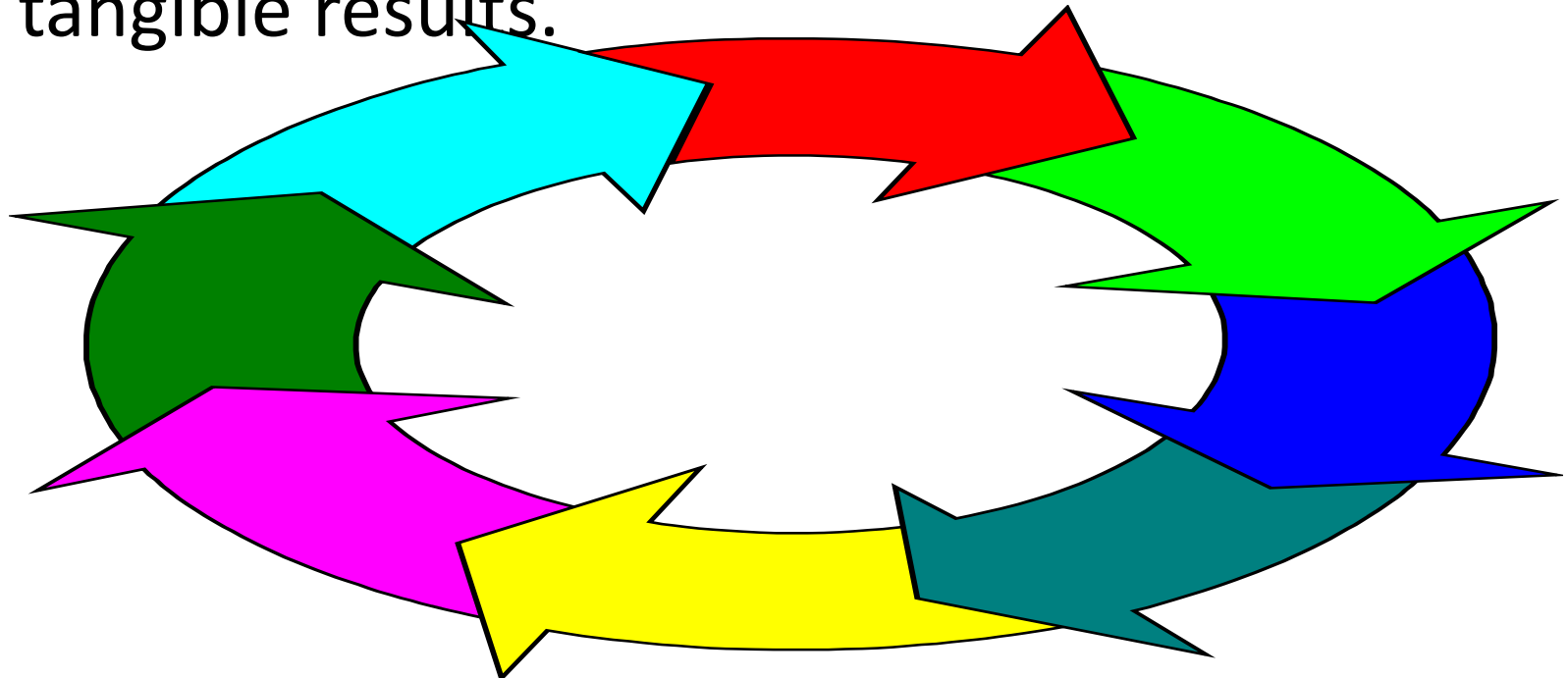
- Goal setting is the achievement of targets and objectives for successful performance, both long run and short-run.
- It helps to measure how well individuals and groups are meeting the performance standards.

Why Need Goal Setting?

- Human behaviour is goal directed and therefore, goal setting is a necessary part of all activities.
- All concerned need to feel that they have worth while goal that can be reached with the resources and leadership available.
- Without goals, different members may go in different directions, which may give rise to difficulties, and these difficulties would continue as long as there is no common understanding of the goals involved.

Specific Goals

- Goals must be as specific as possible so that employees can feel a sense of achievement when a goal is attained. Goals must lead to tangible results.



Feedback about the Progress Towards Goals

- Get feedback about how far you are on your way to reaching your goals
- Feedback leads to better performance.
- A goal has not only to be largely meaningful but also should be a challenge with 'the need to achieve' motive.

Aspects of Goal Setting

- a) Goal clarity
- b) Reformulation of goals
- c) Redefining goals
- d) Plan of action
- e) Defining standards of performance and measurement criteria
- f) Recognizing risks and obstacles
- g) Goal reaffirmation
- h) Goal attainment

Goal Clarity

- Clear and simple objectives will bring expected results. Misinterpretation and confusion will not allow you to achieve the desired goals.



Goal Clarity II

Set goals in terms of actions related to both personal and Organization like;

- I want to do _____
- The Organization will make effort to _____
- We will work on _____

are more likely to bear positive results.

Unclear and ill defined goals such as;

I will do either this or -----

will only lead to confused and uncertain outcome.

Reformulation of Goals

- If any discrepancy occurred in initial formulation, the outcome would be subject to change. Goal setting should be dynamic.
- The prospects of achieving the goals should be assessed through reformulation.
- Situations may change which would mean a change in strategy and perhaps even the goals. Therefore, constant re-examination of goals is always beneficial.

Redefining Goals

- Redefining goals makes it more approachable and practical.
- The new goal might serve the Organization/individual purpose far better.
- The emerging strategy will also thus be clearer, making the goal more relevant and achievable.

Plan of Action

- Detailed strategy to achieve the goals should be laid down in advance through discussion and debate and thereafter assign responsibilities and duties, identify and arrange for resources.

Defining Standards of Performance and Measurement Criteria

- This should effectively be able to rate success and failure and must be reliable enough to provide necessary feedback.



Recognizing Risks and Obstacles

- A fair amount of thought must be given to possible stumbling blocks on the route to attaining the goals.
- While doing so; the associated losses should be calculated.

Goal Reaffirmation

- It is also important to review the goal periodically since;
 - (i) With the passage of time the set goal might become redundant;
 - (ii) Organization may have side tracked the original goal;
 - (iii) More time than necessary might be making its purpose ineffective.

Goal Attainment

- The questions needed to ask here are:

Have I attained the goals?

Is there a need to modify
the goals?



Role of Goal Setter

- All the aspects of goal setting can also be influenced by personal judgment. Goals are not independent of the goal setter.
- A goal setter should be able to look into the future when planning in the present. He needs to be visionary, with an ability to make the unknown known.

Visionary

- Visionaries have mental acuteness, their dreams and visions of future are realistic, and their desire at times translates into needs, and needs into necessities. Necessities warrant corresponding definite action. Action, therefore, becomes goal oriented.
- Their vision is a by-product of profound understanding of the environment. The present is studied in totality to give shape to a better future.

Thank You!