



## ***Top Down and Bottom Up Goal Alignment***



### ***First, do you have organizational goals?***

Do you have a strategic plan? If you don't know where you're going, you might end up someplace else.... Most organizations have a strategic plan and goals of some type. Goals are not always written with clarity, however, and that's really a foundation to all that I'm about to talk about.

Are each of your goals written to include the  
**5 Elements of Effective Goals?**

1. What (End result)
2. How Many, How Much (Quantity)
3. When (Target date)



### **A well-written 5 Elements Goal and quiz:**

On a quarterly basis, summarize all written customer feedback and report it to the Division Manager by the first Tuesday in each quarter at an expenditure of not more than 6 hours with no critical omissions.

Can you identify each of the 5 elements? Try your hand at it and then email me a request for the answer key and I'll send it off to you.

***Click Below***



**Have a goal and  
don't know where to  
start?**

4. Measure of Quality (Where possible)
5. Cost (Financial, materials, people, time, etc.)

Without any one of the above specifications in a written goal, failure can result for lack of clarity.



Clear goals for the organization create the foundation for all that employees do. Without clear goals that are well communicated, managers, departments and employees can be moving in different directions.

So, let's assume you've got that covered. The organizational goals are clear. Now what? How have you rolled out the goals? Does everyone in the organization understand what they are and what they mean? In what ways have you communicated the goals and their importance and given employees the opportunity to ask questions?

Wherever you are in the organization, do you have a clear picture of the goals? Are your goals aligned to support the larger goals of the organization? Do the folks who report to you understand them and are their goals aligned to support them?

**See, here's the simple thing – numerous studies show that employees are substantially more motivated and productive when they understand how their job fits into and contributes to the goals and success of their organization.**

**For goals to be meaningful to employees**, they need to be visibly tied to the larger organizational goals. Employees need to be able to see how their efforts and their performance contribute to the goals and to the success of the organization.

So, where are you in the organization and what do

**Usually the problem is that the goal is too big.**

The key to tackling any project, no matter how big or small, is breaking it down into doable chunks.

Sometimes the first step isn't something you do, but rather taking the time to think! We put things "to do" on our lists, but we rarely put things "to think about" on our list.

Schedule some time to sit and think about the project. What are the pieces that need to be done? What information do you need to gather? Whose help do you need to employ and how will you approach them and engage them?

Create mini goals with intermediate targets. If you still don't know what to do, you may not have broken it down small enough. Break it down some more and if you're still stuck, then think about who can help you think about the project. When you don't know what to do, you don't have enough information!

you know? If it's not clear to you, then ask! That will earn you some points just for asking. If it's not clear to you, then how can you help others create goals that are aligned with the larger ones?

When it comes to goals, you've got some responsibilities, regardless of what level you serve in the organization:

- Learn about and understand the goals of the whole organization and the level above you.
- Be sure your goals are aligned with those above you.
- Write goals that have all five elements so you have a clear target.
- Communicate your goals and the goals at levels above you to those who report to you.
- Be sure those who report to you understand the goals and help them to create goals that are aligned and are well written.

**Employees want purpose in their work.** Without purpose, why are any of us here? Everyone wants to know that they are making a difference in some way. Help them to see how their job fits into the bigger picture and how they contribute! Be specific! Make it visual and understandable. Don't talk jargon. Show folks the chain reaction of what they do and how it affects the client or the customer.

**Employees want goals.** Goals are what give clarity to what you are doing on a daily basis and give you the gauge to know if you're doing it well and contributing in a substantial way.

**Employees also want autonomy.** Linda Hill, the Wallace Brett Donham Professor of Business Administration at the Harvard Business School and co-author of *Being the Boss: The 3 Imperatives for Becoming a Great Leader*, says "A manager's job is to provide 'supportive autonomy' that's

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INFORMATION.  
-PERRY KACIK

### Do your goals include career expansion goals?

Employee goals need to support those of the organization, and to do that over the long run, professional growth is necessary and goals to foster that growth are appropriate to include!

So what goals support your personal long-term vision?

What do you want to do down the road for which you need to learn additional skills?

What do you want to do for which you need experiences and opportunities and how can you get those?

Let your boss know about your goals and enlist his/her support to help create opportunities for you.

appropriate to the person's level of capability."

Here are some suggestions I have for how you can do that:

- Help them understand the larger goals.
- Ask them what goals they would like to set to support those larger goals. Add your own suggestions and guidance, but ask them first.
- Give them the five elements and then help them hone their goals to include all five elements for clarity that will better lead to achievement.
- Ask questions and help them assess if the goals are doable and at the same time provide some stretch. (If you are too cautious, there's not enough challenge, but if you are too ambitious, you can discourage and overwhelm.)
- Schedule periodic check-ins to have them report progress. Whenever you allow them to take the lead, such as reporting and sharing their progress to you, as opposed to you asking, you give them autonomy. Ask them to share their challenges and what ideas they have to address those challenges. You may easily see solutions, but help them to come up with the solutions rather than just giving them the answers. That is what the skill of coaching is about and it supports their autonomy. If you are directing and constantly giving answers rather than coaching, you may be micromanaging.
- Be willing to make adjustments when the goals need to shift or be adapted because of changes that have occurred or things that are beyond the employee's control.

**As you read through this, were you thinking about how your own goals fit into the big picture, what your purpose is and whether your goals provide enough stretch to challenge you**



**"Building alignment**  
is the logical  
next stage after  
crafting a vision.  
**Building alignment**  
is the act of  
gaining buy-in for your  
vision and it's  
absolutely critical  
in moving from  
imagination to reality."

talent gear



**"True alignment**  
changes the way  
team members  
view their actions;  
they embrace  
team  
decisions and  
organizational  
actions as if they  
were their own."

talent gear



**Work of Leaders  
Model**

**"..leaders have**  
three fundamental  
responsibilities:  
They craft a vision,  
they build  
alignment, and they  
champion  
execution."

talent gear

**Keep Summer**

## but are still achievable?

Perry and I work with organizations and individuals to help them create strategic plans, develop clear, well-written goals, communicate those goals effectively and then help managers and employees create goals that align at all levels to support the organizational goals. It's exciting to see the whole of organizations working together to achieve great results!

How can we help you as an individual or your organization to look at your goal-setting process and help you hone your ability to achieve greater results? Reach out to us for a complimentary consultation!

**Get Those Goals Within Sight,**



***Click below to schedule time with me.***



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Got the Networking Blues?

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The Dangerous Waters of Intent vs. Impact

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- Strategic Planning