

Team Goal Setting Following a Change

Managing Change Tool



Purpose

Creating team goals helps keep teams aligned to the department and the organization. Leaders can use this guide with their team as they embark on creating and accomplishing shared, collaborative goals.

5 Principles for Setting Goals with Your Team

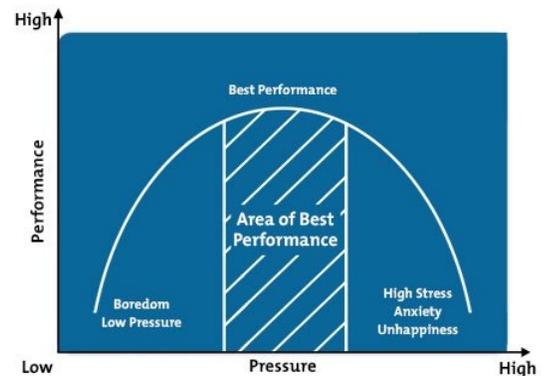
There are 5 goal setting principles that can improve team motivation and performance.

1. **Set Clear Goals.** Just as SMART goals (Specific, Measurable, Actionable, Realistic, and Time-Bound) are used for individuals, teams should define collective SMART goals and consider the following:

- What is the critical work our team must do? How do we get clarity if we are not sure?
- Are there clear owners for the critical work and do they know the priorities?
- What are the goals we need to align toward?
- Confirm the metrics used to measure goal success.

2. **Set Challenging Goals.** People are often motivated by challenging goals. However, goals should never be so challenging that they cannot be achieved.

- Find the optimal balance between pressure and performance. People can thrive in high performance. Too much pressure, however, can lead quickly to overload and burnout.
- How will you reward the team?
- How will they know when goals are achieved?



3. **Get Team Commitment.** Teams must understand and agree to the goals and their role in attaining them. To help build buy-in:

- Allow team members to set their own individual goals, and where possible, align them to team goals to increase commitment.
- Be sure those goals align with organization direction.
- Be sure they have the support and resources to do the work.
- Be sure there is a way to share progress of this critical work.
- Support their autonomy and incremental wins.

4. **Listen to Feedback.** Feedback helps to confirm expectations, gauge progress and make any necessary adjustments.

- Provide a clear means by which employees can ask for support.
- Provide feedback that is useful and positive.
- Create a timetable in which feedback is to be shared.
- Ask, "What do we need to start, stop, or continue at this point"?

5. **Consider Task Complexity.** Be sure that work doesn't become too overwhelming and too complex at one time.

- Help break down tasks into smaller "bytes" and be clear on who owns which part.
- Encourage mentoring within the scope of the goal.
- Use the opportunity for more professional development.

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Process Improvement Guidance

If your team is experiencing a significant impact to the number of resources and capacity available to execute on their work or achieve their established team goals, reach out to the Operational Excellence (OpEx) team at OperationalExcellence@fairview.org. Someone there can support you in developing strategies to move forward in a sustainable way.