

# Leader Toolkit

## SMART goals



We are **RESPONSIBLE** leaders, **DEDICATED TO QUALITY**.

We do what we say we will do and focus on what matters and deliver results.

### Why use this tool

When setting goals for people, it is not the goal that is important, it is actually the **achievement of the goal**. Using the SMART framework will maximise the likelihood that the goal will be understood, and therefore achieved. And if recorded formally, it will serve to facilitate feedback and review along the way and at the end.

### When to use this tool

Use the tool informally for setting goals for any task and formally when setting specific work or performance objectives with team members.

### How to use this tool

- Specify the task or job you want undertaken, or the behaviour you would like improved.
- Use the SMART framework to agree the parameters within which the goal is to be achieved.

### Tips

- **Be very specific.** Targets like "get a better job" or "be more focused" are too vague. Unclear goals can leave people confused, discouraged or bored. Spell out exactly what you want so both parties are clear on expectations.
- **Be optimistic and realistic at the same time.** Think about what is required to achieve the goal and what may stand in the way of achieving it.



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

**SMART Goals should be:**

## **S** Specific

Once the desired goal is identified it must be defined in specific terms.

## **M** Measurable

The goal must be measurable in terms of quality and/or quantity.

## **A** Achievable

The goal must be achievable with the available resources such as team members, budget and equipment. Unachievable objectives can be demotivating.

## **R** Relevant

The goal needs to be relevant to the wider business objectives/key priorities.

## **T** Timely

Can the required activities be carried out in the time available?

