



# Developing Performance Goals and Standards

*“Sometimes it seems as if my team is in a tug of war with itself over its goals and roles. When I bring everyone together to talk about it, we all seem to share the same understanding of what needs to be done and why, yet everyone still seems to be doing his or her own thing and not really pulling together. As a result, we’re losing focus and missing deadlines. What can I do?”*

## Impact

**Managers and team leaders will be able to:**

**Build** team member commitment through collaborative planning of performance goals.

**Align** team members with key business goals and priorities through focused goals and standards.

**Assure** the clarity and measurability of performance goals/objectives through SMART-based standards.

**Achieve** high quality, on-time performance through team members able to judge and self-correct their work.

**Observe, coach, support and evaluate** performance through clear, measurable performance standards.

It’s always easy to talk about vision, mission, strategy and goals; however, it’s also almost impossible to expect your team members to do their jobs in a way that really aligns with organizational goals unless they have a well-defined process that you implement.

That alignment is best accomplished through the establishment of a SMART-based performance standard. What’s a SMART standard? It’s one that’s **S**pecific, **M**easurable, **A**ttainable, **R**esults-oriented, and **T**ime-framed.

Our experience has proven that the SMART approach enables work team members to really understand organizational performance requirements and their own role in moving the business forward. Because SMART is a collaborative way to develop goals and standards, team members intuitively agree to the process and give their full commitment to its success.

For over 20 years, Vital Learning’s Supervision Series has helped thousands of organizations equip managers with the tools they need to succeed with their teams. We know that managers who don’t have the skills required to lead will have a negative impact well beyond their work teams. In fact, their failure can limit the success of an entire organization.

The management skill level of first-line managers affects team member retention, overall productivity, and even profitability. *The relationship between team leader and team member is critical to the success of an organization.* An important part of that relationship is mutual agreement on what work needs to be done, why it’s important, and when it will be accomplished. That fundamental agreement is what SMART is all about.

**Developing Performance Goals and Standards (DPG&S)** provides the tools necessary to align the individual with the performance requirements of the organization. With its focus on logical processes and reasonable commitments, DPG&S can help even experienced managers build a more

effective process for goal creation, clear work standards, and better job performance. By using SMART with their team members, managers demonstrate their commitment to an open and consistent performance improvement process.

## Program Description

**Developing Performance Goals and Standards** helps managers learn the SMART system. Throughout the workshop, they will review video presentations and case studies, participate in group discussions, practice new skills, and receive immediate feedback. Managers will leave with implementations tools, troubleshooting guides and additional resources to help them with on-the-job application of the skills they have learned.

*More >>*

## **Continued... Program Description**

The 4-5 hour workshop is designed for 6-18 participants and includes the following:

- Defining goals, objectives and performance standards.
- Identifying and setting performance standards that are SMART.
- Involving team members in creating their own individual performance standards.
- Negotiating with team members to develop effective SMART-based performance standards.
- Monitoring team members' progress toward their goals by holding individual review meetings.

## **Course Length and Format**

### **Facilitator Guide**

- Complete instructions on how to conduct the workshop.
- Explanatory text for the trainer, sample trainer narrative, transcripts of video segments and facilitation notes.
- Facilitator Resource CD-Rom containing PowerPoint presentation, additional resources, and reproducible pages from the facilitator guide as well as entire participant workbook.

### **Participant Workbook**

- Exercises, forms, skill practice aids, and a video synopsis.
- Job Aids section with tools and resources for applying the skills learned in the workshop.
- Memory Jogger Card providing a handy reminder of the workshop's skill points.

### **Video**

- Introduction followed by a scenario displaying positive use of the three skill points discussed in the program.
- Video segments focusing on modeling positive behaviors for skill practices.
- Scenarios in both office and industrial settings.

## **About Vital Learning**

Vital Learning's award winning programs have successfully helped organizations develop supervisors, leaders and front-line managers for over 20 years. We offer the most comprehensive and practical curriculum for building the management skill set required by 21<sup>st</sup> century managers.

Our customers tell us that our training really works because it enables the changes in management behavior that drive improved business results. Let Vital Learning help you take the first step toward creating successful managers and more productive and profitable teams.

**Developing Performance Goals and Standards\*** participants have also benefited from these other Vital Learning programs:

- *Providing Performance Feedback\**
- *Coaching Job Skills\**
- *Delegating\**

*\* Available in Classroom, Web-based, and Blended Solutions.*