



## Guidelines for Setting Meaningful Goals at Work

### Good goals:

- support the strategic direction of the Association
- are stretch goals
- are SMART (Specific, Measurable, Achievable, Relevant and Timebound)

### Guidelines for Goals:

1. Make a reasonable number. Shoot for 3 - 6 goals total.
2. Make them stretch. A stretch goal is a goal that is beyond your day-to-day or core responsibilities.  
Examples:
  - a. In HR we may have a core goal of ensuring all performance reviews are complete. A stretch goal would be to recommend and implement changes to our performance management process to better align with overall Association strategy.
  - b. In Engineering we may have a goal of completing documentation by a certain date. A stretch goal might be to review the documentation process start to finish and identify at least 3 potential efficiencies to free up time and resources.
  - c. In our customer contact center we may have a core goal of handling at least x number of incoming inquiries. A stretch goal may be to add an upsell question to 50% more calls to better match stakeholder needs to greater revenue.
  - d. In Accounting a core goal may be to close the month on time. A stretch goal may be to educate internal customers on how accruals work to achieve greater efficiency and collaboration.

Core Goals	Stretch Goals
Part of my core job. If I don't meet this goal, I am not performing to expectations and I need to try harder.	Over and above my core job. If I miss this goal, I've done my core job but I've not gone above and beyond.

3. Make them SMART. Each goal should be written so that it is Specific, Measurable, Action-oriented, Realistic and Timebound. For more on SMART goals [this is a great overview](#).
4. Make them matter. Each goal should have a connection to the team's, department's or organization's overall strategy - whether it's a process efficiency, a stakeholder conversation, a major sale or a new product. And since goals matter, be sure to check on progress periodically and celebrate their accomplishment!

5. Make them now! Consider, discuss and agree on your goals with your manager, record them and get cracking!