

# Manager Goal Setting Toolkit

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### **A Framework for Member Conversations**

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# KEY MANAGER QUESTIONS FOR THE GOAL SETTING PROCESS

## Manager Questions to Increase Relevance of Goal Communication

Consider these questions before goal setting meetings with employees to ensure the clear communication of relevant goals for employees.

**These questions help managers to ensure that employees understand how their goals relate to strategic objectives.**

- ✓ How much do my employees know?
- ✓ Why should they care?
- ✓ What is their primary interest or concern?
- ✓ Do they have preconceived notions?
- ✓ Do they have past experience with this?
- ✓ What questions will they have?
- ✓ Are there other burning issues that they will expect me to address?

Source: CEB analysis.

## Goal Setting

**These questions help managers to ensure that employee objectives are achievable and relate to business objectives.**

- ✓ Are the goals relevant to the business?
- ✓ Is the scope of the goals appropriate?
- ✓ Are there too few or too many goals?
- ✓ Are the goals coordinated with others' goals?
- ✓ Are the goals results-based and measurable?
- ✓ Are measures of success set at the right level?
- ✓ Are goals practical or achievable?
- ✓ Is achievement of goals under employees' control?
- ✓ Does the employee have the skills necessary to achieve goals?
- ✓ Is the goal truly a goal or a competency?

Source: CEB analysis.



# REVIEW ORGANIZATIONAL GOALS AND PERFORMANCE PROCESS CHECKLIST

Use this checklist to review relevant organizational materials in order to contextualize the goal setting process for employees.

- Understanding how goals relate to performance standards is critical in driving employee commitment to goal achievement.

Before speaking with employees, managers should review the company's top-level objectives and how your own goals contribute to achieving business goals. In addition, identify the goals that need to be delegated to the team, and provide direct reports with the information required to draft their goals. You should advise the reports to complete the following steps to create a draft of their performance goals, strategies, and tactics before the goal-setting discussion.

- ☐ Re-read the mission and vision for the company; understand the company's strategic objectives and how their job supports them
- ☐ Re-read the department's mission and vision
- ☐ Review their job description and any performance expectations for their role
- ☐ Review any development areas from recent performance reviews
- ☐ Review their current goals and aspirations
- ☐ Identify any new overarching goals

Manager should also review the company's full performance criteria and how each component contributes to an employee's full performance assessment.

- ☐ Re-read performance criteria components
- ☐ Review the weighting of criteria in forming full employee performance assessment
- ☐ Review descriptions of goals, competencies, or performance scenarios for their role

Source: CEB analysis.

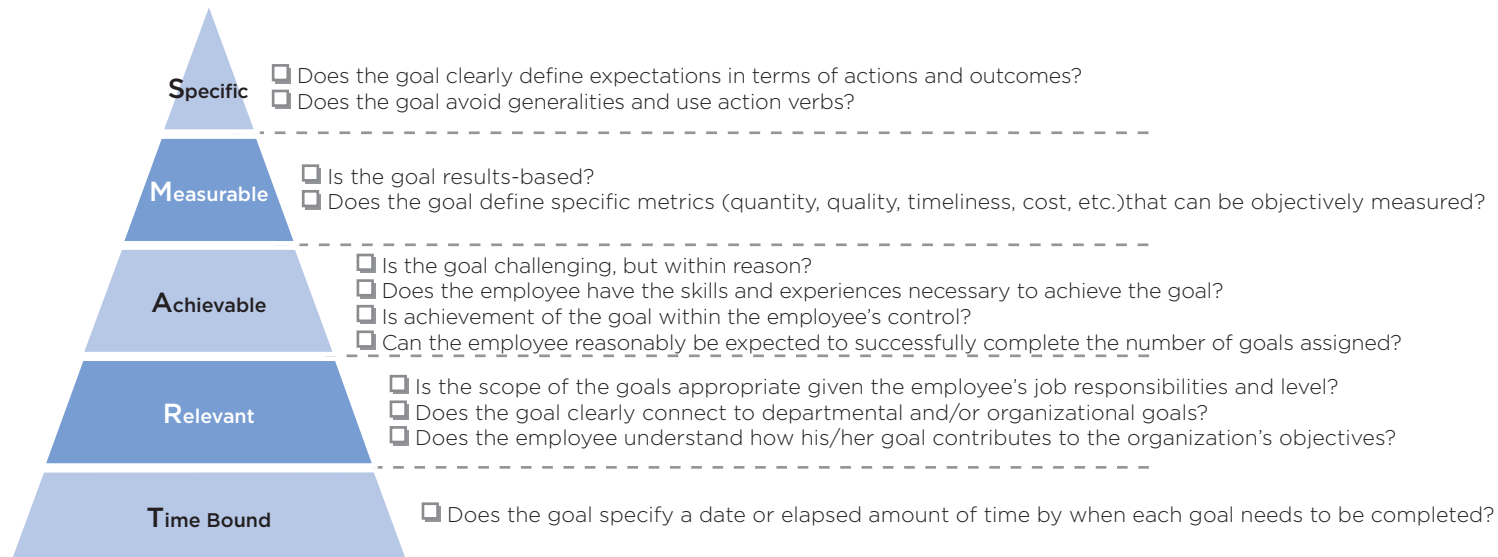


# SETTING S.M.A.R.T. GOALS CHECKLIST

## Set S.M.A.R.T. Goals

Create goals that are specific, measurable, attainable, relevant, and timely by using the checklist to the right.

- S.M.A.R.T. goals ensure that managers and employees have mutual understandings of expectations.



Source: Latham, Gary P., and Edwin A. Locke, "Enhancing the Benefits and Overcoming the Pitfalls of Goal Setting," Organizational Dynamics (2006); CEB analysis.

## Understand the Basics

- Who:** The direct manager and employee should collaborate to set meaningful goals.
- What:** The manager and employee should discuss what the individual's performance goals are and how they connect to the organization's objectives.
- Where:** The discussion should take place in a private forum, away from disruptions.
- When:** The manager should hold a goal-setting discussion 1-2 weeks after the performance review or when the employee begins a new project.
- Why:** Setting and committing to specific, challenging goals can boost employee effort, focus, and performance. In fact, aligning employee goals with the organization's objectives can increase employee discretionary effort by as much as 45%. Additionally, clearly set goals provide an objective, unambiguous basis against which to measure performance.

Source: Latham, Gary P., and Edwin A. Locke, "Enhancing the Benefits and Overcoming the Pitfalls of Goal Setting," Organizational Dynamics (2006); CEB analysis.



# SKILL IMPROVEMENT GRID

Use this grid to map goals to current skills and behaviors and to identify areas of development.

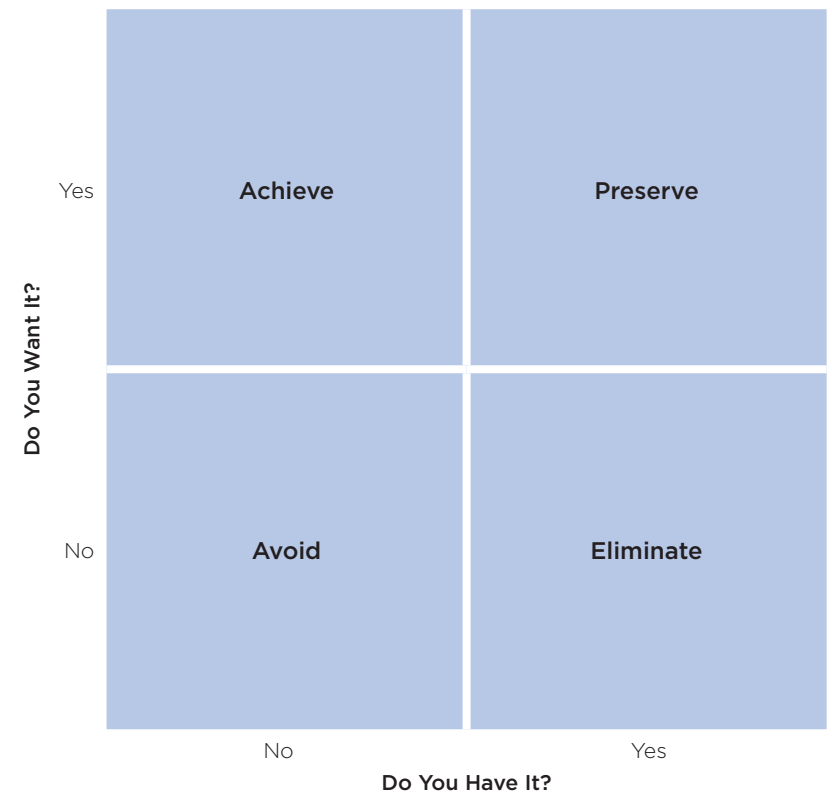
- Work with your direct report to check the accuracy of the goals and assess the alignment of goals with those of peers and the department.
- Ensure that the goals support the employees' development goals based on any recent performance feedback.

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Another way for managers to think about setting objective and attainable goals is to think of goal setting in terms of four questions that comprise a Goals Grid. This grid will help you as well as your subordinates set goals that cover all bases.

- ✓ What do you want that you don't have? (Achieve)
- ✓ What do you want that you already have? (Preserve)
- ✓ What don't you have that you don't want? (Avoid)
- ✓ What do you have now that you don't want? (Eliminate)

Grid for Improving Skills



Source: CEB analysis.



# FUTURE PERFORMANCE CONVERSATION CHECKLIST

Use this checklist identify unknown future performance interests that may align with the goal setting process.

## Capabilities

- ☐ Ask the employee about skills he/she wants to learn in the future.
- ☐ Talk about the skills the employee must learn and the development areas the employee needs to work on in order to continue to provide value in their role.
- ☐ Discuss how the employee's strengths can contribute to the organization's vision and future goals.
- ☐ Motivate the employee to change a past negative behavior or an under-developed skill and discuss the outcomes if the employee changes his/her behavior.

## Career Interests

- ☐ Ask the employee about their future career interests and aspirations.
- ☐ Discuss whether the employee's future career aspirations align with the organization's vision and purpose and, if not, then how can the two align.
- ☐ Discuss the possible career paths available to the employee given the organization's vision and strategy for the future.
- ☐ Discuss how the career progression would look for at least two positions above the employee's current position.

## Network

- ☐ Ask the employee about the types (role-related, technology-related, process-related, etc.) of networks he/she is interested in being connected to based on his/her future career aspirations
- ☐ Discuss the types of networks the employee needs to be connected to in order to be successful in future roles and how the organization can help him/her connect to them.
- ☐ Discuss the employee's current networks and how they can contribute to a high level of future performance.
- ☐ Discuss the peers and senior leaders who could have a positive impact on the employee's future performance as mentors and coaches.

Source: CEB analysis.



# CAREER PLANNING QUESTIONNAIRE

Fill out the conversation guide using one of your direct reports as an example. In the right hand column, fill in how your direct report would answer each of the questions in the left column, to the best of your knowledge.

Employee Name: \_\_\_\_\_

Conversation Guide	
Questions to Ask Your Employee	Employee Responses
<b>Questions About Your Current Role</b>	
1. What is your favorite part of your current role?	
2. What would you describe as your biggest strength?	
3. What one skill would you like to develop to improve in your current role?	
<b>Questions About Your Future Role(s)</b>	
1. Where do you see yourself in one to three years?	
2. Where do you see yourself in 10 years?	
3. If there is one task or project type you'd like to do more frequently in your future roles, what would you select?	
4. If there is one task or project type you'd like to do less frequently in your future roles, what would you select?	
<b>Questions About My Role</b>	
1. How can I best help you in your current role?	
2. How can I best help you achieve your career goals?	
3. Are there other individuals you would like me to enlist to help you achieve your career goals (e.g., a colleague in a role you're interested in pursuing)?	

Source: CEB analysis.





# INDIVIDUAL DEVELOPMENT PLAN



Use this template to set goals and create an Individual Development Plan (IDP) with employees.

Staff Member Name: \_\_\_\_\_ Manager Name: \_\_\_\_\_

Development Objective	Skill Being Developed	Action Steps	Success Measures	Target Completion Date	Date of Next IDP Pull-Up
Goal 1		1.  2.  3.	1.  2.  3.		
Goal 2		1.  2.  3.	1.  2.  3.		

I have read and discussed my IDP with my manager.

I have read and discussed this IDP with my direct report.

Staff Member Signature: \_\_\_\_\_ Manager Signature: \_\_\_\_\_

Source: CEB analysis.



# MANAGER CONVERSATION GUIDE



Provide managers with this conversation guide for periodic meetings to assess employee performance and goal achievement.

## STEP 1: Review current work; discuss what is working well and where employee needs additional support.

- Example Question: What did you accomplish this quarter?

## STEP 2: Discuss goal accomplishment and ensure the link to business strategy is understood.(Remember to discuss both the WHAT and the HOW)

Example Questions:

- What do you plan to accomplish next quarter?
- How do your current projects help you accomplish these goals?
- What do you feel most proud of?

## STEP 3: Discuss barriers.

Example Questions:

- What was your biggest challenge?
- What is getting in the way of doing your job?
- What is the most frustrating barrier?
- How can I help remove barriers?

## STEP 4: Discuss progress being made against development goals.

Example Questions:

- What did you learn?
- What will you do differently next time?
- How can I help you?

## STEP 5: Document comments or updates in online tool or paper form.

Source: CEB analysis.



# EMPLOYEE-OWNED CONVERSATION GUIDE



Provide employees with this one-on-one worksheet to fill out before meeting with their managers. Encourage employees to schedule, set the agenda, and run performance conversations with their managers.

PRIORITIES (WHAT ARE YOUR TOP FOCUS AREAS?)		
Team Goals	Individual Priorities	Key Action
	■	■
	■	■
Emerging List (What's on the Horizon)		

DISCUSSION ITEMS (WORK RELATED OR PERSONAL ITEMS)		
■		

HOW AM I DOING? (DISCUSS HOW PERFORMANCE IS TRENDING AGAINST PRIORITIES)		
Meeting Expectations →	Exceeding Expectations ↑	Not Meeting Expectations ↓

360-DEGREE FEEDBACK (SHARE FEEDBACK RECEIVED BASED ON WORK PRODUCTS OR INTERACTIONS)		
■		
■		

CAREER DEVELOPMENT ACTION ITEMS (WHAT ACTIONS HAVE/WILL YOU TAKE REGARDING YOUR DEVELOPMENT PLAN?)	
Development Opportunity	Key Action
1.	1.
2.	2.
3.	3.

ONE-ON-ONE FOLLOW-UP ACTION ITEMS (WHAT ACTIONS WILL YOU TAKE AS A FOLLOW-UP TO THE ONE-ON-ONE DISCUSSION?)		
Key Actions	Comments	Date Due

Source: CEB analysis.

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