

Goal Setting and Workplace Efficiency Training



with examples and
hands-on exercises

WEBUCATOR

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Class Files

Download the class files used in this manual at

<https://static.webucator.com/media/public/materials/classfiles/TIM101-2.1.3.zip>.

Errata

Corrections to errors in the manual can be found at

<https://www.webucator.com/books/errata/>.

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LESSON 1

Become an Expert in Time Management

Topics Covered

- How to respect your time.
- About the simple yet most important time management skills.
- About using goals as a motivational tool for effective time management.

Introduction

Good time management is one of the keys to excellence and success at work and in everyday life. We all have only a finite amount of time in life. People who choose to improve their time management skills enjoy a higher quality of life and are happier.

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1.1. Respect Your Time

Respecting your time requires you to understand the importance of time and to take actions and conduct yourself in a manner that is representative of that importance.

We all lead very busy lives in today's world. Technology has become so much a part of our lives that it is impossible to get through a day without being called, emailed, or paged. According to Caroline Adams Miller and Dr. Michael B. Frisch in *Creating Your Best Life* (New York: Sterling Publishing Co., Inc., 2009, p. 87), it is estimated that time wasted and interruptions caused by technology are costing the United States fifty billion dollars annually.

The following key strategies will help you consider and respect time as a valuable resource:

1. Realize that time is money.
2. Do more by doing less.
3. Respect others' time.
4. Spend your time doing what you truly love to do.

In the following section, we will look at each of these strategies and discuss how to implement them in our lives.

❖ 1.1.1. Realize That Time Is Money

There is an old saying attributed to Benjamin Franklin: “Time is valuable and money is wasted when a person’s time is not used productively.” However, how often do we really think of time wasted as money wasted or lost?

❖ 1.1.2. How Much Is Your Time Worth?

If you are paid by the hour, you already know what your value per hour is. If you are paid annually, divide your annual salary by 2000 (the approximate number of work hours in a year) and it will give you a rough idea of how much each hour of your time is worth. From this you can calculate how much money wasting a few minutes a day really costs.

Example:

Salary: \$50,000/year.

Working hours per year: (40 hours/week X 50 weeks/year) = 2,000 hours

$\$50,000 / 2000 \text{ hours} = \$25/\text{hour}$

$\$25/\text{hour} / 60 \text{ minutes} = 41.6 \text{ cents per minute}$

Waste 5 minutes a day = \$2.08 cost per day in wasted time.

$\$2.08 \times 5 \text{ days} = \$10.40 \text{ cost per week in wasted time.}$

$\$10.40 \times 50 \text{ weeks} = \$520.00 \text{ cost per year in wasted time.}$

❖ 1.1.3. Develop a “My Time Is Money” Mind-set

Once you realize that every hour of your time is important, you can develop a “my time is money” mind-set. This mind-set will:

1. Help you be more conscious of how you spend your time during your work hours.
2. Help you perform tasks in a more reasonable time frame. If a task can be done in an hour, do it in an hour, not three hours.

As you become more productive and deliver work faster, you will increase your prospects for better career opportunities.



1.2. Do More by Doing Less

Respecting your time also means setting achievable goals with your time. People can get excited by the idea of to-do lists and can end up creating lists with goals that are impossible to finish on time, and hence set themselves up for failure. Remember that to-do lists are useful only when the tasks listed can be completed in the time allotted.

Here are two simple strategies to stop over-committing your time.

1. **Be realistic with your time plan.** When creating to-do lists, be realistic with your time estimates. While it is tempting to add more items to your to-do lists, it is often smarter to select fewer work items that are really important and to complete them on time.
2. **Learn to say no.** Instead of saying “yes” to everything that comes your way, learn to say “no” for the tasks that you cannot complete within the time frame required. Your colleagues and employer will respect you more when they see you as a person who gives the utmost attention to completing work items on time and with high quality.

Keep in mind, though, that you will sometimes have to make exceptions to this rule.



1.3. Respect Others' Time

People will respect you and your time if you respect their time. It's that simple. Many people do not realize that when they are disrespecting a person's time, they are disrespecting the other person.

Below are some simple strategies to start respecting others' time.

❖ 1.3.1. Don't Keep Others Waiting

Be on time always, for everything:

1. Meetings.
2. Deadlines.
3. Lunch with your colleagues.

By being late, you risk your peers, managers, and clients:

1. Forming an overall negative opinion of you.
2. Feeling offended by your actions.
3. Lacking trust in you in the future.

If you commit to a time for a meeting or deadline, make absolutely sure you meet that commitment.

❖ 1.3.2. Check if an Interruption Is Timely

At work we often need to instant message, chat, or phone someone without any prior notice. A courtesy that can gain you respect is to begin the communication by asking the recipient whether it's okay to interrupt or if there is another time that would be more convenient.

Being courteous when interrupting a colleague is a simple habit to form. It can go a long way in making others realize how much you value their work and time. You will earn their respect and goodwill in return.

❖ 1.3.3. Spend Your Time Doing What You Truly Love to Do

People are happiest when they are working on something they love to do. This is one of the keys to respecting your time and achieving success in life. Everyone has one or more areas they are passionate about and in which they can excel. In *Good to Great: Why Some Companies Make the Leap ...and Others Don't* (New York, HarperCollins, 2001), Jim Collins recommends focusing on the things that matter most to you.

According to Collins, we should ask ourselves two questions:

1. What am I deeply passionate about?
2. What kind of work do I feel I was “made” to do?

Once we know these answers, we can make an assessment of how much of our time at work is spent on these activities.

❖ 1.3.4. Personality and Time Management

Everyone is different. Some people can't wait to cross things off their lists and others don't ever create lists. Some people get to the airport three hours before a flight and others always rush in at the last minute every time. In order to improve one's time management skills, it is important to start by being honest with yourself about your own tendencies.

The following questions are useful with respect to evaluating your own tendencies:

1. Do you wait until the last minute to accomplish a task?
 - A. You may be a procrastinator.
2. Do you often arrive late for work or meetings?
 - A. You might be prone to putting things off until the last minute.
3. Do you work on an assignment more than twice?
 - A. You might be a perfectionist.
4. Do you start a second project before completing the first?
 - A. You might be easily distracted.
5. Is it hard to say no, even when you are very busy?
 - A. You might be a person who tries to do it all.

Exercise 1: Check for Understanding: Respect Your Time

 5 to 10 minutes

In this exercise, you will answer the following questions about respecting your time.

1. Which of the following is an example of not respecting your time?
 - A. Focusing on things that matter to you.
 - B. Treating time as a valuable commodity.
 - C. Tolerating frequent interruptions.
 - D. Saying “No” to work you cannot take on.

2. You can respect others’ time by which of the following actions? You can select more than one choice:
 - A. Being on time for meetings
 - B. Meeting deadlines.
 - C. Never keeping others waiting.
 - D. Checking with others if it’s ok to interrupt them.

3. Calculate how much your employer is paying you per hour (you do not need to reveal this). Think about your normal work day habits and identify three areas in which you can make changes to regain an hour of your time each day.

Solution

1. C.Tolerating frequent interruptions.
2. A, B, C, and D.
3. Your instructor will lead a discussion of some common workplace distractions that cause the loss of productive time.



1.4. Time Management Skills

Now that we have covered why it is important to respect your time, we will cover some simple yet valuable time management skills. Time management skills are essential for being successful and productive at work. The difference between highly successful people and others is often how they manage their time.

Time management skills will help you:

1. Prioritize work.
2. Deal with pressure situations.
3. Complete projects on time.
4. Control interruptions.

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Three key time management techniques you can deploy and see instant benefits from are:

1. Create practical to-do lists.
2. Manage interruptions.
3. Schedule difficult and boring tasks.

❖ 1.4.1. Create Practical To-do Lists

To-do lists are a useful tool when you have many tasks to complete and you feel stressed or overwhelmed as a result of it. To-do lists help you:

1. Feel organized.
2. Complete work on time.
3. Focus on what's important.

Keep It Short and Simple

People often make the mistake of creating unrealistic to-do lists. A good rule of thumb is to create short, to-the-point lists. The idea is to be able to look at your to-do list and feel confident that you have listed important items that need your immediate attention.

Prioritize Items on Your List

At work and at home, we often deal with many tasks that require our attention. In order to ensure all important work is completed, give each item on your to-do list high/medium/low priorities. This will help you focus your energy and time on the right tasks.

Estimate Time Needed to Complete Tasks

Realistically estimate the time required to complete each task and note it on your list. Being cognizant of how much time it should take to complete a task will help keep you on track.

Choose Your Own Tool

Even in today's age of smartphones and tablets, some people still choose to use paper to create to-do lists. This is fine as long as they create and manage their to-do lists efficiently. Software accessible through smartphones, tablets, and laptops often provides additional capabilities such as timely reminders of tasks overdue and the ability to track progress over time.

❖ 1.4.2. Manage Interruptions

No matter how well you plan your to-do lists, you can't always predict interruptions. Interruptions can come in various forms. For example:

1. Colleagues stopping by for a chat.
2. Phone calls.
3. Instant messages.

In addition to interruptions you can't predict, there are additional interruptions that may be related to habits you have formed. For example:

1. Habitual checking of email.
2. Checking for updates on social networking and other sites.

3. Other time-consuming uses of electronic devices.



1.5. Ways to Circumvent Interruptions.

Let's look at some ways to prevent and deal with interruptions.

❖ 1.5.1. Let Your Phone Take the Message

Voicemail and caller-ids exist for a reason. When working on important tasks that require your complete focus, let phone interruptions go to voicemail. Caller-ids will help you identify emergency calls that you need to attend to immediately. Otherwise, complete your task and then respond to the caller.

❖ 1.5.2. Check Your Email at Designated Times

Checking your email throughout the day is a sure way of losing focus on your task at hand. While your job may require you to check email regularly, it is generally best to do one thing at a time and to complete one task before moving on to the next. Try to limit yourself to checking email between tasks, rather than during tasks. Also, prioritize your responses to the email messages you receive. Answer only those that require immediate action, and respond to other, less urgent messages later when you have more time.

❖ 1.5.3. Handle People Interruptions

To curtail interruptions by your peers, there are some techniques you can use:

1. Politely tell your colleague you need to get back to work.
2. Ask your colleague if you can get back to him/her at another time.
3. Work earlier or later in the day when the workplace may be quieter.
4. Shut your office door.
5. Mark yourself as busy on IM.

❖ 1.5.4. Schedule Difficult and Boring Tasks

In a given day, most people deal with different types of tasks. Some require intense focus and concentration and some are just simple yet boring tasks that need to be done. So, how does one juggle these different tasks and complete them in a given day?

Challenging Work Items

For tasks that are challenging and require most of your attention, set aside a specific time to work on them. Some studies have shown that people tend to be most productive and have the most energy in the morning. Think about what time of day you are most productive and schedule your most challenging work during this time.

Boring Work Items

We all have work items that must be done but that we find boring. Often the time spent on these work items is more than what they should actually take.

One technique recommended by Timothy Ferris in the *Four Hour Workweek* (New York: Crown Publishers, 2007, p. 84) is to use a stop watch or a timer to clock yourself while you complete this task. Consider setting a challenging time for a boring task and then going at it with the intent to beat the clock.

Exercise 2: Check for Understanding: Time Management Skills

🕒 5 to 10 minutes

In this exercise, you will answer the following questions on time management skills.

1. Which of the following statements is false about a daily to-do list?
 - A. You should list every possible task that you can think of.
 - B. You should prioritize the items on your list.
 - C. One of the goals of a to-do list to help you stop feeling overwhelmed.
 - D. A to-do list will help you focus on what's important.
2. Eliminating which of the following can save valuable time at work? [You can choose more than one answer]
 - A. Constantly checking email throughout the day.
 - B. Spending time on the internet for personal, rather than work-related, matters.
 - C. Letting others interrupt your work whenever they choose to do so.
 - D. Answering all calls even in the midst of work that requires all your attention.
3. Create a to-do list for tomorrow. Prioritize tasks as high/medium/low priority and estimate the time required to complete each task.

Solution

1. A.
2. A, B, C, and D.
3. What was the most difficult part of creating the to-do list? Was it difficult to prioritize the tasks or to estimate time? Identify some things you can do to improve your time management.



1.6. Goals as a Motivational Tool for Time Management

So far in this lesson, we have covered tools and techniques to help you improve your time management skills. We have not yet discussed what you might do with the time you gain by improving your time management skills.

Do you have goals that will take you to the next level in your career or goals in your personal life that will help fulfill your dreams? Better use of time will free up time to focus on these goals.

Setting goals and achieving them is one of the most rewarding human experiences. The harder it is to achieve a goal, the more critical it is to manage your time well. Goals can be the single most influential factor in ensuring that you manage your time effectively.

Goal setting and time management are tightly coupled together. You cannot achieve goals if you do not manage your time well. The incentive to manage your time comes from having actionable goals you want to achieve.

Some of the ways goal setting can help you manage your time include:

1. Goals help you make good choices as to what to spend your time on. They can help you eliminate time wasters and increase your focus on the task at hand.
2. Goals help you prioritize. Knowing what you want and how important it is for you helps you prioritize your tasks. This increases the chances of achieving goals that really matter to you.
3. Goals help you avoid procrastination. Setting goals and deadlines will prevent you from procrastinating and putting off work you need to do to meet those goals.

Exercise 3: Check for Understanding: Goals as a Motivational Tool for Time Management.

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⌚ 5 to 10 minutes

In this exercise, you will:

1. Identify one task or activity you want to do every day but never seem to get the time to do. Think about changes you can make to complete this task or activity.

Solution

1. Your instructor will lead a discussion in class.

Conclusion

In this lesson, you have learned:

- How to respect your time.
- About the simple yet most important time management skills.
- About using goals as a motivational tool for effective time management.

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LESSON 2

Understanding the Importance of Goal Setting

Topics Covered

- How to start where you are planted.
- Why goal setting is important.

Introduction

Goal setting will take you to the next level in your personal and professional life and help you fulfill your dreams. You've already taken the first step toward goal setting by completing the lesson on time management.

However, before we get started with the actual process of goal setting, it is important to recognize where you are today, and why goal setting is important.

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2.1. Start Where You Are Planted

It is extremely important to have the right mind-set going into the goal setting process. All the tools and techniques for goal setting will not work if you don't have the right mind-set.

Believing in yourself and your ability to fulfill your potential will get you on the path to creating the right mind-set.

You might feel you are at a stage in your life with your current skill sets, experience, and circumstances that does not offer much hope in pursuing all your aspirations. However, with the right mind-set, you can start exactly where you are today and flourish.

❖ 2.1.1. Start Where You Are

Let Go of What Is Not in Your Control

As we go through life, we face situations outside of our control. We might not be able to change or undo some of the events that occur in our lives. These circumstances often

bring frustration, stress, and anxiety. In these situations we should strive to figure out what we can control and start there, letting go of the things that we cannot control.

Don't Limit Yourself

In *Start Where You Are* (New York: HarperCollins, 2009, p. 37), Chris Gardner makes a strong case for not placing a limitation on ourselves due to a perceived lack of resources or skills. Often, the challenge of not having experience in a particular area or the loftiness of a goal can make us feel limited. However, with enough conviction, most goals can be accomplished.

Develop the Right Mind-set

The idea of the importance of having a strong sense of belief in one's own self was introduced by the psychologist Albert Bandura using the self-efficacy theory. According to Wikipedia (<http://en.wikipedia.org/wiki/Self-efficacy> (<http://http://en.wikipedia.org/wiki/Self-efficacy>)), Bandura defined self-efficacy as having a belief in one's ability to succeed in specific situations.

One's sense of self-efficacy can play a major role in how one approaches goals, tasks, and challenges. According to Bandura's theory, people with high self-efficacy are more likely to view difficult tasks as something to be mastered rather than something to be avoided.

Thus, self-efficacy has a direct correlation to the types of goals and the standards people set. The higher a person's self-efficacy, the higher the personal standards he or she will set.

But, how does one develop self-efficacy? The good news about self-efficacy is that it's not something you are born with. You can cultivate it by developing a strong resolve to achieve your goals. Don't shrink from trying again and again until you get it right when dealing with an insurmountable task. Caroline Adams Miller and Dr. Michael B. Frisch in *Creating Your Best Life* (New York: Sterling, 2009, p. 25) recommend the following strategies to develop one's self-efficacy.

1. Have a peer role model.
2. Have the right kind of cheerleader.
3. Handle stress better.
4. Have small "wins."

In the following section, let's look at why these strategies are important and how to execute them.

❖ 2.1.2. Have a Peer Role Model

Those who attain their goals often read biographies of successful people and consider them as role models. However, it can be even better to look at someone you know who has overcome barriers, crossed boundaries, and set the bar high. The more you can relate to the person, the more helpful he or she can be as a role model. Because, you know someone who has blazed the trail before, you can follow suit.

❖ 2.1.3. Have the Right Kind of Cheerleader

Find someone who believes in you and someone you can confide in. The right kind of cheerleader will:

1. Help you increase your self-confidence.
2. Encourage you to take risks that you would not normally take.

The wrong kind of cheerleader will:

1. Discourage you from going outside your comfort zone.
2. Tell you what you want to hear rather than what you need to hear.

❖ 2.1.4. Handle Stress Better

People who don't have high self-efficacy allow circumstances and external events to keep them from doing their best. In order to persevere with your goals and do the best you can, it is important to learn how to manage the stress that comes from unforeseen events. Practice stress-relieving exercises, take breaks when needed, and learn what you can and cannot control

❖ 2.1.5. Have Small "Wins"

This is the most important technique to build self-efficacy and it is also the simplest. Break your goals, no matter how difficult they seem, into smaller measurable and attainable objectives. It is always easier to look at the next step in the process than to overwhelm yourself with the final objective. Gaining mastery over the actions that allow you to attain these small "wins" will give you a lot of confidence and build your self-efficacy.

Exercise 4: Check for Understanding: Start Where You Are Planted

🕒 10 to 15 minutes

In this exercise, you will answer the following questions about respecting your time.

1. Which of the following will help you develop self-efficacy (you may select more than one)?
 - A. Breaking your goals into smaller pieces.
 - B. Getting overwhelmed by stress.
 - C. Finding someone who believes in you and in whom you can confide in.
 - D. Finding a role model.
2. What would you do if you had no limit to your resources or skills?
3. Write down your role model -- someone you have read about -- or someone from your daily life. Make a table with two columns. In the first column, list three traits/resources that are common between both of you. In the second column, list three traits/resources that the other person has but you don't. How would you go about attaining these resources? Write down your plan.

Solution

1. A, C, and D.
2. Your instructor will lead a discussion in class.
3. Your instructor will lead a discussion in class.



2.2. Why Goal Setting Is Important

Among other benefits that we shall explore in the following section, smart goal setting can help you lead a positive and fulfilling life.

❖ 2.2.1. It Will Help You Find Purpose and Direction

The famous motivational speaker Jim Rohn stated that “If you don’t design your own life plan, chances are you’ll fall into someone else’s plan. And guess what they have planned for you?” Not much (http://thinkexist.com/quotation/if_you_don-t_design_your_own_life_plan-chances/295557.html (http://http://thinkexist.com/quotation/if_you_don-t_design_your_own_life_plan-chances/295557.html)).

Goal setting first and foremost gives you a sense of direction in life. Without goals, you go from day to day letting others steer your ship, rather than setting your own direction.

Everyone has some passion, some desire, or something they want to do that brings joy to them. Often these passions and desires remain unexpressed because people feel they are too busy to pursue what they really want.

If goals are set correctly and with the right process, they can provide you a sense of direction and purpose in life.

❖ 2.2.2. You Will Be More Productive with Your Time

Reinforcing what we learned in the first lesson, goal setting results in effective time management. Without personal and professional goals, people often waste time pursuing activities that are not aligned with their success and happiness.

Those who don’t set goals often don’t even realize how they spend their time. They go to work, react to everything that comes their way and they feel busy, but that is not the same thing as being productive.

Setting goals allows you to:

1. Focus on specific deadlines and projects.
2. Shut out other distractions.
3. Complete tasks with a high degree of efficiency.

Setting personal goals in life also helps you make the most efficient use of the time you have each day outside of work.

❖ 2.2.3. You Will Get Used to the Feeling of Success

Nothing feels as good as success. We all have a natural aspiration to feel successful. Success:

1. Gives us joy.
2. Gives us a sense of accomplishment.
3. Boosts our self-confidence

Goal setting involves breaking up big, impossible looking goals into small incremental goals. When you accomplish a small goal, you feel successful, which makes you more inclined to pursue your next goal.

❖ 2.2.4. Optimism Will Become Second Nature to You

Goal setting helps you look forward with expectation. No matter what your goals are - personal or professional, they help you look beyond the challenges and hurdles that inevitably come in everyone's life.

❖ 2.2.5. Personal and Professional Growth Will Become Your Mantra

Goal setting can help you obtain the personal and professional growth you strive for by:

1. Preventing you from becoming stagnant. Whether it is to learn how to make an iPad app, to join a knitting circle, or to obtain a promotion at work, goals help you get out of your comfort zone.
2. Making you take action that you would not take otherwise. Goals help you grow and go further in life.

3. Allowing you to challenge yourself. Challenging yourself brings benefits both by seeing how far you can go and by allowing yourself to grow in the process.

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Exercise 5: Check for Understanding: Why Goal Setting Is Important

🕒 5 to 10 minutes

In this exercise, you will answer the following questions about the importance of goal setting.

1. You should set goals because:
 - A. Goal setting gets you out of your comfort zone.
 - B. You will enjoy the feeling of success that comes from setting goals and accomplishing incremental goals.
 - C. Having goals helps you multitask.
 - D. Goals provide you with direction and purpose in life.
2. List three reasons why goal setting is important for your success.

Solution

1. A, B, and D.
2. Your instructor will lead a discussion in class.

Conclusion

In this lesson, you have learned

- How to start where you are today.
- Why goal setting is important.
- The fundamentals of the goal setting process.

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LESSON 3

Creating a Strategy to Achieve Smart Goals

Topics Covered

- ☑ What a SMART goal is.
- ☑ How to identify the right tools for goal setting.

Introduction

Often the difference between success and failure in goal setting is dependent on whether or not your goal is a “SMART” goal.

While the SMART paradigm provides a framework to think about your goals, it is always important that the goals you set be your own goals.



3.1. Understand What a SMART Goal Is

SMART is an acronym that stands for:

1. Specific
2. Measurable
3. Attainable
4. Relevant
5. Time bound

❖ 3.1.1. Specific

What Is a Specific Goal?

A goal needs to be specific and focused as opposed to being ambiguous and vague. When you are thinking about a goal, you should have a precise image in your mind of what achieving your goal will look like.

When you write down your goal, make it brief and easily understood by anyone reading it.

Examples of Specific Goals

A goal that states “We will increase sales.” is not as specific a goal as “We will increase overall sales by 3% per month over the next 12 months.” The more specific your goals are, the greater the chance you will succeed.

Checking if Your Goal Is Specific

You should be able to answer the following questions for a specific goal:

1. Who is involved?
2. What needs to be accomplished?
3. Where does it need to take place?
4. When should it be accomplished by?

❖ 3.1.2. Measurable

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What Is a Measurable Goal?

The “measurable” in SMART goals points to the ability to measure progress as you seek to achieve your goal. Your goal should be quantifiable, such that you can track its progress through milestones that you set along the way. If you cannot measure your goals, it will be difficult to manage them.

Examples of Measurable Goals

Here are some examples of measurable goals:

1. Employee turnover rates in the call center will decrease by 25% over the next five months.
2. We will add and fill four new sales positions before the end of the year.
3. I want to complete 40 prospecting calls by 3:00 pm every working day.

Checking if Your Goal Is Measurable

If you can answer the following question, your goal is measurable: How will I know when the goal is accomplished?

❖ 3.1.3. Attainable

What Is an Attainable Goal?

An attainable goal is realistic. It is good to set ambitious goals, but they must be attainable. An attainable goal is one for which you have the required skills, knowledge and resources available.

It is important to understand that while your goal must be attainable, it must also be challenging. It is easy to meet goals that offer no challenge, but the point of setting a goal is to learn something or to gain something in the process of meeting that goal.

Checking if Your Goal Is Attainable

You should be able to answer the following question to determine if a goal is attainable.

1. Exactly what do I need to do to accomplish this goal?
2. Do I have the time, resources, and skills necessary to meet this goal?

❖ 3.1.4. Relevant

What Is a Relevant Goal?

When setting goals in a business setting, they must be relevant to the industry and to your job responsibilities. A relevant goal is consistent with your other goals and plans for what you want to achieve in the business. Relevant goals in business also track back to the mission of the company, reflecting the values presented there.

❖ 3.1.5. Checking if Your Goal Is Relevant

Checking if Your Goal is Relevant

You should be able to answer “Yes” to the following questions about a relevant goal:

1. Is this goal worthwhile to the company?

2. Does this goal fit in well with other goals for the business?
3. Is this goal in line with my job responsibilities and skill set?

❖ 3.1.6. Time Bound

What Is a Time-bound Goal?

A goal needs to have a target date that you want to achieve it by. Without a deadline for your goal, you will not be able to measure progress and you might push it off in order to do other “not so important” tasks.

When setting the target date for your goal, it is a good idea to:

1. Set dates for when you want to achieve different sub goals.
2. Be realistic. If your timeline is not realistic, you will not be able to meet the goal. Also, you will take the deadline more seriously if you know it is realistic.

Examples of Time-Bound Goals

1. The marketing department will have 400 brochures ready for mailing by the first Monday of April.
2. I will have the third quarter revenue reports completed in time to be presented at the Annual Meeting on March 30.

Checking if Your Goal Is Time Bound

Use the following questions to check if your goal is time bound. If you can't answer these questions, it probably isn't.

1. When do I need to complete this goal by?
2. How much time do I need to spend on achieving this goal?
3. What do I need to complete today, a week from now, a month from now and so on?

Exercise 6: Understanding SMART Goals

 10 to 15 minutes

In this exercise, you will answer the following questions about SMART goals.

1. Which of the following are traits of SMART goals?
 - A. The goal should be relevant and time bound.
 - B. The goal should be general and attainable.
 - C. The goal should be relevant and important to the person setting it.
 - D. Progress toward the goal should be measurable.

2. Think of a goal you set in the past and failed to accomplish. Compare the goal against the SMART framework and determine if any element is missing? If so, reflect on what you could have done differently to align it with the SMART framework.

Solution

1. A, C, and D.
2. Your instructor will lead a discussion in class to discuss question 2.



3.2. Identify the Right Tools for Goal Setting

After developing SMART goals, the next step is to take action. Taking action is what makes a goal a reality. Acting on goals requires planning, executing, and monitoring the progress toward those goals.

1. Plan: Once you have set the goal, you need to layout the sub goals and to think through what you need to do to achieve the goal.
2. Execute: Once your plan is in place, it's time to execute, or to take concrete actions.
3. Monitor: As you work toward your goal, it is important to monitor your progress.

Fortunately there are many tools to choose from that can help you in planning and tracking your goals. Some are:

1. Planners.
2. Schedules.
3. To-do lists.
4. Smart phone apps.
5. Online software.

We will not go into details of the pros and cons of the different tools available. However, let's discuss some basic features you should look for in the tool you choose.

Planning	The tool you choose should let you write down the steps or subgoals that you need to achieve in order to accomplish your main goal. Any goal that takes a couple weeks or more to accomplish should be broken down into subgoals. These are milestones on your journey toward your goal. The tool of your choice should allow you to schedule these milestones and the date or time by when you want to achieve them.
Tracking	If you cannot track your progress toward your goal, you won't know when you might be going askew in your journey. Successfully completing different milestones is also a great motivator. Your tool should provide a means to check off milestones as you complete them and to know if you are on schedule. Without this feature, you might start lagging behind and not even know it.
Ease of Use	Whether you use a paper-based tool, an online application, or a smartphone app, it should be easy to use and access. For some, a simple diary with a yearly calendar can be more effective than a software application that's loaded with features but has a complicated user interface. Others might prefer to manage all their goals by smartphone apps. The idea is to find what suits you. You might want to experiment with some tools until you find what works best for you.

Exercise 7: Identify the Right Tools for Goal Setting

🕒 5 to 10 minutes

In this exercise, you will answer the following question about using tools for goal setting.

1. What are some of the tools you have used in the past for goal setting?
2. What worked and what did not?
3. What would your ideal tool for goal setting contain?

Solution

1. Your instructor will lead a discussion in class.

Conclusion

In this lesson, you have learned:

- What a SMART goal is.
- How to identify the right tools for goalsetting.

**Evaluation
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LESSON 4

Implementing by Building a Support System

Topics Covered

- How to find supporters.
- How to turn your social network into a cheerleading network.
- How to bring it all together.

Introduction

With SMART goal setting strategies under your belt, you've made the right start in your goal setting journey. Now you need to make sure you have an excellent support system in place to help you accomplish your goals.

You'll be happy to know that most of the elements of the support system you need already exist. All you need now is to identify the areas you need support in, find the right enablers and put your support system in place.



4.1. How to Find Supporters

You will greatly increase the chances of success in your goals by finding the right supporters. These are people, resources or support groups, which provide the much needed external support that will help you make your dream a reality.

Great leaders throughout history have always been smart in leveraging the expertise of others in their own pursuits of a dream, vision or a goal. The fact that they did not have expertise in a certain area never stopped them.

In order to find the right supporters for your goal, you first need to have a clear idea as to what areas you need support in.



4.2. Understand Your Strengths and Weaknesses

In the context of goal setting, the importance of knowing yourself and, more specifically, what your strengths and weaknesses are cannot be overstated. The more accurate your self-assessment is, the greater the chance you will have to be successful.

Pay attention to compliments and criticisms you receive from people you live and work with. These can help you identify areas of strength and weakness that you may not even realize you possess. Whether a strength or a weakness, you are better off knowing about it than being ignorant about it.

❖ 4.2.1. Identify Skills You Need

You may need to develop professional skills in order to accomplish your goal. For example, suppose you have been working as a computer IT professional and your goal is to start your own real estate firm.

Because you have no professional experience in the real estate field, you need to identify the professional skill sets and qualifications you need in order to practice as a real estate professional.

Once those additional skills are identified, you need to take the steps to acquire them.



4.3. Different Types of Supporters

Based on your particular goal, you might need different types of supporters to help you. If your goal is to advance in your career, your chief supporter might be your immediate supervisor. Maybe you have a certain financial goal for which you might need to seek the services of a professional consultant.

Recognizing who or what these people or resources are and actively engaging them to help you accomplish your goal will increase your chance of success.

❖ 4.3.1. Supporters at Work

Supporters at work can be found at different levels across the organization.

1. **Team members and peers.** Your colleagues with whom you work every day can be valuable as a sounding board for your goals. Engage them actively. If your goal is to advocate a new testing methodology, use your colleagues to identify any issues and remove them before you take the proposal to upper management.
2. **Bosses.** You can seldom advance in your career without the active support of your boss. If your goal is to advance in your career, make sure your goals are aligned with those of your employer, and then consider telling your boss your goals and asking for his or her assistance.
3. **Office support staff.** Never underestimate how the office support staff might help you. These are typically administrative assistants, secretaries, and receptionists. They are often powerful gatekeepers who have access to different departments within the organization.

❖ 4.3.2. Professional Supporters

You may want to seek help from professional supporters.

1. **Consultants.** Leadership coaches, fitness coaches, and financial consultants are examples of professional consultants. If your goal is to build more financial security for your family, and you don't have any prior experience with financial investments, a good starting point is a financial consultant.
2. **Training.** If your goal requires a certain amount of skill in a particular area, you should seek to acquire training. With online training becoming more common these days, you can get practically any training you need over the Internet.

❖ 4.3.3. Support Groups

Support groups provide two main benefits. Not only do they provide the needed support in accomplishing your goal, but they also provide a means of making new friends with similar interests as yours.

For example, if you are passionate about running and have a very ambitious goal of running a marathon, one of the smartest things to do is to join a group that's preparing for a marathon. Not only will it remove the monotony of training alone, it will give you access to other people with a similar goal and likely with lots of helpful ideas.

Exercise 8: Find the Supporters

 10 to 20 minutes

In this exercise, you will answer the following questions about finding supporters.

1. Think back to one of your most difficult accomplishments. Maybe it was an exam, a business launch, or a really tough physical challenge. Did someone help you in that endeavor? What specifically did they bring to the table that you did not have?
2. How does knowing your strengths and weaknesses help in your pursuit of your goals (circle all correct answers)?
 - A. It helps you to recognize areas in which you need to improve.
 - B. It can help you identify where you need extra support to accomplish your goal.
 - C. It can help you better align your goals toward your areas of strength.
 - D. It increases your chances of success in accomplishing your goals.
3. Which of the following is true about supporters? (Circle all correct answers)?
 - A. There are supporters all around you - you just have to find and engage them.
 - B. You always have to pay to find someone to support you in pursuit of your goals.
 - C. You need to build and maintain good relationships at work in order to make others want to help you.
 - D. Supporters are critical for successfully accomplishing your goals.
4. To help assess your strengths and weaknesses, ask yourself the following questions:
 - A. What do I generally get compliments for?
 - B. What do I get criticized for?
 - C. What has been my most challenging achievement?
 - D. What natural behavioral attributes do I have? Am I:
 - i. Analytical?
 - ii. Competitive?
 - iii. Disciplined?
 - iv. Empathic?

- v. Hardworking?
- vi. Intellectual?
- vii. Positive?
- viii. Resourceful?
- ix. Self-assured?

Evaluation
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Solution

1. Answers will vary, but should include discussion about mentors or other people who were influential in helping the student achieve something.
2. A, B, C, and D.
3. A, C, and D.
4. Answers will vary, but should include introspective comments about the student's strengths and weaknesses



4.4. Turn Your Social Network into Your Cheerleading Network

It is important to turn your social network into your cheerleading network for your goals. The kind of support base you need to build should:

1. Support you.
2. Cheer you on.
3. Encourage you during setbacks.
4. Help you keep focused on your final objective.

❖ 4.4.1. Being Selective

Build the Right Support Base

The most important criteria in selecting a person or group to share your goal with is to gauge whether they will impede your progress or actively support it.

Look for people who will:

1. Encourage you to aim higher.
2. Encourage you to never give up.

3. Feel vested in your success.

But, don't just look for those who agree with everything you say or do. Also look for those who can provide critical feedback and can be a devil's advocate and point out flaws in your approach or plan.

❖ 4.4.2. Whom to Avoid

Avoid people who will:

1. Ridicule your goals.
2. Try and block you from achieving your goals.

Some people are eternal pessimists and they can tire you down with their persistent talk about all that will go wrong. There is nothing to gain from sharing your goals with such people.

❖ 4.4.3. Sharing Your Goals

Your journey toward your goals can have many milestones, bumps, twists, and turns along the way. By sharing your goals, you will reap the following benefits:

1. Much needed encouragement during your journey especially when you face setbacks or when the results are not immediate.
2. Satisfaction from inspiring others. Sharing your goals with others can also serve as an inspiration for them.

❖ 4.4.4. Make Yourself Accountable

You can also use your support base to hold yourself and/or your team accountable in the pursuit of the goal. An example of how to do this might be:

1. Set up regular meetings with your team to discuss the progress you have made.
 - A. If your goal is to increase productivity in your department and halfway to the deadline you set you see you are not where you should be, schedule

a meeting with the team to explore the reasons why and then either revise the deadline or put a process in place that will help meet that goal.

Evaluation
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Exercise 9: Turn Your Social Network Into a Cheerleading Network

🕒 5 to 10 minutes

In this exercise, you will answer the following questions.

1. What attributes will you look for in your support base?
 - A. They should always agree with what you say or do.
 - B. They should critique your approach or your actions.
 - C. They should be positive about your chances of success and encourage you to go for it.
 - D. They have your best interests in mind.

Solution

1. B, C, and D.

**Evaluation
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Exercise 10: Bring it All Together

 15 to 25 minutes

For this exercise, please take out a piece of paper and respond to the following questions and instructions.

1. Now that you have learned key elements needed to achieve your goals, complete the exercise below on a separate sheet of paper.
 - A. List the top two goals in your high priority list on a separate sheet of paper.
 - B. Why do these goals matter to you? Give at least two reasons.
 - C. Write them down again so they map with the SMART framework. (Specific, Measurable, Attainable, Relevant, Time-bound)
 - D. List your strengths and weaknesses pertaining to each goal.
 - E. List the supporters and cheerleaders who will help you achieve these goals.
 - F. What changes are you ready to make in your daily activities or habits in order to achieve these goals?

Solution

1. Students will create their own goal setting document.

Conclusion

In this lesson, you have learned:

- How to find supporters.
- How to turn your social network into a cheerleading network.
- How to bring it all together.

Evaluation
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LESSON 5

Sustaining Goal Setting for Success

Topics Covered

- How to distinguish between persistence and flexibility.
- How to celebrate small wins.
- How to grow where you are planted.

Introduction

In this lesson, you will learn some key strategies and concepts to help you accomplish your goals.

Should you be persistent or flexible for successful goal setting or should you be both? This decision depends to a large extent on your commitment to your goal, the progress you make and your mental makeup.

Understanding what persistence and flexibility really mean and when you should adopt one or both approaches will help shape your mind-set and allow you to make smart decisions.



5.1. Persistence

Persistence very simply means to not give up in the face of difficulty, challenges, and setbacks. In your goal setting journey, you will encounter those days where it is tempting to give up. You may feel:

1. Like you are running out of steam.
2. Your motivation level is low.
3. That you are not making the progress you were expecting.

This is when you need to be persistent and remember that persistence requires patience. Seldom have people succeeded without showing patience and persistence in the face of difficulty.



5.2. Don't Give up at the First Sign of Difficulty

How do you persist when it gets tough? When pursuing anything worthwhile, you will eventually face challenges. Otherwise, you are selling yourself short by pursuing a goal that is too easy. Here are some steps to take:

1. Accept the fact that you will face hurdles along your journey.
2. Keep pushing forward.
3. Understand that people whom you consider successful have been through the inevitable challenges. They are successful today because they did not let rejection or failure stop them from pursuing their goal.
4. Develop the mind-set that challenges you face will make you stronger, more confident, and successful if you meet them head on. For example, if your goal is to build and sell a product you deeply care about, as long as you believe in the product and its market potential, getting rejected a couple of times should not shake your determination.

❖ 5.2.1. Be Persistent in Taking Small Steps

Often the sheer size of your goal and the time it will take you to accomplish it can throw you off track and make you impatient. The key is to take small incremental steps toward it. Then before you realize it, you will be much closer to your goal.

Focus on the present. Speculating on what may or may not happen in the future is a waste of time. It serves no purpose. What matters is taking action as well as small steps toward your goal right now.

For example, if your goal is to get certified in a particular area of expertise by taking a three-part exam, make a plan toward that goal and begin with the first step in your plan.

1. Do not jump ahead. Focus on each part of the exam until you have passed it, then go on to the next.

2. The solution is really simple: Each time your mind wanders toward what you need to do next, recognize it and gradually bring your thoughts back to what you need to do right now.

❖ 5.2.2. Recover and Recuperate

Goal-setting journeys are much like life. You can do your best, but there are twists and turns that can throw you off. At times like this, consider taking some time off whether it be a short or long break. Here are some suggestions:

1. Take a long vacation.
2. Take a day or two off.
3. Take an afternoon off.
4. Spend time with friends or family.
5. Go to a movie.
6. Go for a walk.

Recovering and recuperating will allow you to refocus your attention on your goal. Be cognizant of when you risk burning out and listen to what your body and mind are telling you.



5.3. Flexibility

Let's consider the following scenario: In pursuit of your goal, you have failed repeatedly. Despite persistence and patience, the results indicate that you will not be able to achieve your goal in the time frame and with the resources you have.

This is the type of situation where flexibility comes in. Smart decisions need to be made. Ask yourself the following questions:

1. Can I use a different approach and still achieve my goal?
2. What is my vision?
3. Do I need to adjust my current goal so that it will better align with my vision?

❖ 5.3.1. Failure Is Learning

Learn to embrace failure in your goal-setting journey. Failures are your best teachers. There is no quicker and more permanent way to learn than to try something and fail. Consider the following:

1. No book, course, or trainer will teach you more than what you can learn by failing at something. Besides knowing what to do different next time, you also gain a better understanding of yourself and know what areas to improve on.
2. James Joyce elegantly said that “Mistakes are the portals of discovery.” The difference between successful people and others is that successful people accept failure, learn from it, and use it for their next success.
3. Develop the mind-set that failures during the pursuit of your goals are inevitable. Do not let the fear of failure or failures stop you from taking action toward your goals.
4. For many of the tech startups in the last couple years, the new mantra is to “fail faster.” Their approach is to build a product, albeit not perfect, and take it to customers to get their buy-in right away.

The idea is to fail earlier with lower costs invested rather than later, and use lessons from failure to build the next iteration of the product.



5.4. Changing Your Approach

When you repeatedly fail in pursuit of a goal, ask yourself if there is another way or approach you should be using. Take a step back and assess what you are doing to achieve your goal and what specifically you need to change:

1. **Consider if your goal is still achievable.** It is sometimes appropriate to change your goal and put your time and energy toward a different goal that still aligns with your vision. If Bill Gates and Paul Allen had not given up on Traf-O-Data (their first and lesser known start-up), they may never have started Microsoft.
2. **Develop a flexible mind-set.** If things are not going your way, try different approaches that will help you meet your goal. If you have exhausted all your

resources, and it makes more sense to devote your energy on a new pursuit, then switch tracks.

3. **Consider a new strategy.** If you are not making progress, perhaps an assessment of your strategy is in order. If your goal is to find your dream job, but you are not getting calls from prospective employers or not succeeding in interviews, a change in strategy may be to obtain more information about your prospective employers through informational sessions. Or maybe your resume needs a tune-up.

Exercise 11: Persistence versus Flexibility

 5 to 10 minutes

In this exercise, you will answer the following questions about persistence and flexibility.

1. Which of the following are ideal behaviors to sustain through goal setting?
 - A. Give up when you face the first roadblock in your goal-setting journey.
 - B. Keep persisting as long as you believe in your goal.
 - C. Change your approach when one approach does not work.
 - D. When you fail you look for the lessons you can learn from it.

2. Think of a goal that you started on but never completed.
 - A. Why did you give up?
 - B. Were there roadblocks, time commitment issues, or were you simply not motivated?
 - C. Did you try different approaches?
 - D. Was there anything else you could have done to make it successful?

Solution

1. B, C, and D.
2. Your instructor will lead a discussion in class.



5.5. Celebrating Small Wins

In the course of goal setting, every small step successfully completed is a step toward a milestone for the goal. Every milestone reached is an important step toward the goal. Every failure successfully overcome is a victory in itself.

However, many people focus and dwell on all the work still needed toward the final goal. While looking ahead is important, celebrating small wins has much more potential to help you. Here's why:

A positive mind-set	Celebrating small wins can be as simple as commending yourself for successfully completing a small step. We are often our own worst critic. We are very quick to point out how we got up late, did not finish a job on time, or did not achieve what we set out to do. This kind of self-talk breeds a negative, critical mind-set.
Motivation to continue	In long-term goals especially, it is necessary to feel motivated throughout the journey. Celebrating small successes along the way is an easy way to get that motivation. Be cognizant of every small accomplishment you have and use it to remind yourself how far you have already come. Use small wins and the thrill you get from them as reasons to continue on the journey.
Support and encouragement from others	Celebrating small wins also involves sharing the news with family, friends, and your supporters. The more you recognize and share your smaller achievements the more encouragement and support you will receive from others. This can help you sustain through the inevitable challenges you will face in your journey.
Focus on the present	Celebrating small wins helps you to stay focused on the present.

Exercise 12: Celebrate Small Wins

 5 to 10 minutes

In this exercise, you will answer the following questions about celebrating small wins.

1. What can you gain by celebrating small wins?
 - A. It will keep you motivated along your goal-setting journey.
 - B. It will help you look for the positives rather than focus on the daunting tasks ahead.
 - C. It can make you complacent.
 - D. By sharing with others, you can get external support and encouragement for your goals.

2. Think of a challenging goal or a project that you recently worked on. Did you consciously recognize your own achievements along the way or were you always focused on what lay ahead?

Solution

1. A, B, and D.
2. Your instructor will lead a discussion of question 2.



5.6. Grow Where You Are Planted

Often we operate much below what our true potential is because we do not aspire to do something out of the norm. And if we do, we let obstacles stop us and we give up on our dreams.

Goal setting helps you get out of your comfort zone and expose yourself to circumstances, challenges, and emotions that you would not otherwise experience. We all have it in us to sustain through obstacles and keep moving forward.

We don't have to be somewhere else, in someone else's shoes with a different set of circumstances. We can be exactly where we are and continuously grow by following some basic guidelines.

❖ 5.6.1. Believe in Yourself

Keep the following in mind:

1. Start believing in your ability to succeed in your goals.
2. No matter what the external circumstances are, your self-belief that you can push through and accomplish your goal will be crucial for sustaining through the goal-setting journey.
3. Keep envisioning that you can accomplish your goals.
4. The small sub goals you successfully complete along the way will help you believe in yourself.



5.7. Make Goal Setting a Habit

No successful person has reached where he or she is today without setting goals. As you have learned in this course, goal setting will help you grow and lead a more fulfilled life.

Here are some tips to help you make goal setting a regular habit:

1. Remember that, wherever you are in your life currently, you don't have to stay there.
2. Know that you can grow from where you are planted.
3. Acknowledge that the only person holding you back is you.
4. Use goal setting as a tool to leave your comfort zone and pursue goals.
5. If you fail, try again. If one approach does not work, try another.
6. Don't give up on yourself.

Exercise 13: Grow Where You Are Planted

 5 to 10 minutes

In this exercise, you will answer the following questions about growing where you are planted.

1. Visualize that you have accomplished your most cherished goal. Describe in detail:
 - A. Your feelings.
 - B. How your life has changed.
 - C. How you are celebrating.
 - D. What the result looks like.

Conclusion

In this lesson, you have learned:

- To distinguish between flexibility and persistence.
- How to celebrate small wins.
- How to grow where you are planted.