

3 Spires Learning

3 Spires “Light” Learning Team Leader Toolkit - Employee Engagement



Managing Performance – Setting Goals & Objectives

“Developing Tomorrows Leaders”

Managing Performance

“Setting Goals & Objectives”

How To Use This Toolkit

Different team leaders are at different stages and this toolkit provides a basic guide from which team leaders can pick and choose topics they need support on.

Working successfully in teams does not necessarily come naturally to many of us; it is an acquired skill in need of guidance and support.

This toolkit provides practical hints and tips on areas such as team leadership, performance and communication.

It aims to aid managers when they are looking for practical ideas on how to address issues raised in everyday situations.

Each section covers the following areas:

1. Using this section
2. Practical hints and tips
3. Comments from top scoring managers
4. Questions for you

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Using This Section

High achieving managers tell us that clear targets, objectives and expectations are fundamental to success.

These are agreed with the team or the individuals concerned, and they play a key role in any performance feedback. These expectations are constantly reinforced in team and one to one meetings.

The Employee Opinion Survey tells us that some employees remember the only time their manager told them what was expected of them was on the morning of their very first day. Additional comments show that some employees feel the expectations of their managers are not clear.

The Employee Opinion Survey shows how our best managers take time to ensure their teams know their own and each others' objectives, targets and how they contribute to the "bigger picture".

Goals give a team something to aim for which can be quite broad and can be achieved in a variety of ways.

Establishing Team Goals And Individual Objectives That Align To The Business Agenda Will Help You To:

- Ensure the team's work is relevant and adds value.
- Have more control over resources and actions.
- Know what people are working on.
- Coordinate individual efforts.
- Have an overall picture of progress.
- Assess performance (team and individual).
- Identify problems early.
- Look ahead and anticipate changes.
- Improve communication in your team.

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- Establish individual and team development needs.
- Recognise and appreciate individuals for their achievements.

It Also Helps The Team Members Because Each Will Have:

- Clearer direction, realistic expectations and defined boundaries.
- More freedom to get on with the job.
- The means for receiving feedback.
- An understanding of their contribution.
- A plan for personal development support.

Practical Hints And Tips

Objective Setting

Individual objectives should be formulated as part of your local performance management process and documented accordingly. Objectives need to be clear statements of what output you need to achieve and by what time.

They Should Be Structured As Follows:

1. Desired Outcome
2. Measurable Result
3. Timeframe

Taking This Further, Effective Objectives Should Be SMART:

Specific:

- Express objectives in terms of the specific results you want to achieve not in terms of the activities needed to achieve them, i.e. outputs not inputs. Avoid ambiguity.

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Measurable:

- Identify what measures you will use to judge success. Make them as quantifiable and specific as possible, e.g. time/quantity/quality/cost. Use customer-related as well as internal measures.

Agreed:

- People should have the opportunity to propose, discuss and commit to the objectives rather than simply have them imposed.

Realistic:

- They should be neither too easy so that talents are underused, nor too difficult so that the team may burn out.
- Take past performance into account in assessing realism. Be sure the objective is achievable given the resource available and the demands of other priorities.

Time Bound:

- Include a date by which the objectives should be achieved. Choose an appropriate timeframe relative to the complexity of the task. The performance management system will normally run on annual cycle with regular interim reviews.

Understanding the characteristics of effective objectives is only a starting point for bettering employee engagement. It is also important to use a process to see that they are put in place, which involves, supports and empowers those whose job it is to achieve the objectives.

Personal Development Planning

Most performance management schemes across the organisation have a personal development planning element that require the individual and their manager to identify the technical and behavioural skills required to develop their performance.

These are often pre-defined in competency frameworks and provide the basis for diagnosing the development needs. You will need to identify the competencies applicable to the role in question in your area of the business.

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You Should Consider:

- Development required to support identified needs against the competencies for the role - to build on strengths and remedy limitations that may have been identified through reviewing performance.
- Development required to support the delivery of the objectives agreed.
- Development required to support the delivery of any imminent career move planned.

For each development need, you will then need to identify development plans with timescales and responsibilities.

There Are Various Development Options That Could Be Considered:

- Broader/new responsibilities in role.
- Job shadowing.
- Formal training and development programmes.
- Coaching by the line manager.
- Buddying with a colleague.
- Secondments/project roles.
- Learning from subject matter experts within the organisation.
- Seeking feedback from different sources.

The individual should be fully involved in identifying their development needs and committing to development actions to suit their needs. They should be encouraged to take responsibility for driving these actions forward.

"If your team reach their objectives, you reach yours - so share the target, share the progress and especially share the success."

"I set expectations not just in regard to objectives but also to behaviours required to deliver these in the right way"

"The performance management scheme provides good discipline and structure for setting performance expectations and for identifying development support required"

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Questions For You

1. What specifically do you need to do to ensure that your team has clear goals and that individuals have smart objectives?
2. Are your employees involved in setting the team's goals and their own individual objectives?
3. Have you shared your targets with your team and encouraged others to do so?

Hint

- ***Goals give teams a sense of shared purpose and direction; specific objectives give clear performance measures for individuals and demonstrate alignment and contribution to the goals.***
- ***Keep focused on your customers and their requirements. Make sure that achieving your objectives will make a difference to them.***

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