

ACHIEVING AMBITIONS WITH GOAL SETTING



Personal Development Series: Part I
2016

Course Information:

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Evaluation Procedures: Instructor Observation
Online Course:
Approved Instructor(s): N/A
Delivery/Presentation Method: Self-Paced online study
Evaluation Procedures: Self-Test at end of presentation

Data Sources:

- ❑ *675 Ways to Develop Yourself and Your People*, Laurel Alexander. 2007;
- ❑ *Coaching for Results*, Donna Berry et al., 1995, HRD Press, Inc. Amherst, MA.;
- ❑ MindTools.com, (2006).
- ❑ *Personal Goal Setting*,
- ❑ *Locke's Goal-Setting Theory* [online].

Copyright Clearance: Not required



Performance Objectives:

- Determine how to use goal setting effectively at work and in your personal life.
- Describe the value of written goals.
- Explain the steps for developing SMART goals.
- Develop your career and learning goals.
- Apply the formula for setting lifetime goals.

Goal Setting Theory:

Goal setting theory began with the early work on levels of aspiration developed by Kurt Lewin and has since been primarily developed by Dr. Edwin Locke, who began goal setting research in the 1960s.

- **A goal** is the aim of an action or task that a person consciously desires to achieve or obtain (Locke & Latham, 2002; Locke & Latham, 2006).
- **Goal setting** involves the conscious process of establishing levels of performance in order to obtain desirable outcomes.
- **The source of motivation** is the desire and intention to reach a goal (PSU WC, 2015, L. 6).
- If individuals or teams find that their current performance is not achieving desired goals, they typically become motivated to increase effort or change their strategy (Locke & Latham, 2006).



Goal Setting Theory :

- As long as the person accepts the goal, has the ability to attain it, and does not have conflicting goals, there is a positive linear relationship between goal difficulty and task performance.
- **People perform better when they are committed to achieving certain goals.** Through an understanding of the effect of goal setting on individual performance, organizations are able to use goal setting to benefit organizational performance. Locke and Latham (2002) have indicated three moderators that indicate goal setting success:

The importance of the **expected outcomes** of goal attainment.

Self-efficacy—one's belief that they are able to achieve the goals

Commitment to others—promises or engagements to others can strongly improve commitment.

Goal Setting Theory:

So, what does this mean?

To develop effective goals, you must:

Be Specific: For example, telling someone to "try hard" or "do your best" is less effective than saying "try to get more than 80 percent correct," or "concentrate on beating your best time."



Challenge Yourself:

Likewise, having a goal that's too easy is not motivating. Hard goals are more motivating than easy ones, because it feels more of an accomplishment to achieve something you've worked hard for.



Vision and Mission Statements:

Vision statements may fill the following functions:

- Serve as foundations for a broader goals
- Motivate by clearly categorizing the goals
- Focus efforts and facilitate the creation of core competencies by focusing on strategic opportunities that advance the vision



Vision and Mission Statements:

“A **Personal Vision** is a picture of your **True Self** in the future. An effective personal vision includes all the important elements of your life and career; it is who you want to be, what you want to do, how you want to feel, what you want to own, and who you want to associate with. Although your personal vision helps you to see into the future, it must be grounded in the present. It is a statement of who you are, and who you are becoming. It is the framework for the process of creating your life. Your vision is where you are headed, **how** you get there is your mission statement.”

--**Cecile Peterkin, Cosmic Coaching Centre,**

Canadian Women's Business Network

<http://www.cdnbizwomen.com/articles/peterkin2.html>



Vision
Mission
& Values

Vision and Mission Statements:

“A **Personal Mission Statement** is how you will manifest your Personal Vision in your **daily life**. It may be a few words or several pages, but it is not a "to do" list. It reflects your uniqueness and must speak to you powerfully about the person you are and the person you are becoming. Remember, it's okay to be where you are, while heading somewhere else. In fact, the only place you can start, is where you are right now. Having a personal vision does not mean your life changes overnight. But it will change. Your personal mission statement provides the steps to get you there.”

--**Cecile Peterkin, Cosmic Coaching Centre,**

Canadian Women's Business Network

<http://www.cdnbizwomen.com/articles/peterkin2.html>



Vision
Mission
& Values

Goal Setting: What does it do for you?

Goal setting is a very powerful technique that can yield strong returns in all areas of your life. By knowing precisely what you want to achieve, you know what you have to concentrate on and improve, and what is merely a distraction.



Goal Setting: What does it do for you?

By setting goals, you can:

- Increase your pride and satisfaction in your achievements
- Improve your self-confidence
- Plan to eliminate attitudes that hold you back
- Achieve more
- Improve performance
- Increase your motivation to achieve



LOCKE AND LATHAM'S 5 PRINCIPLES OF SUCCESSFUL GOAL SETTING:

- ❑ **Clarity:** SMART Goals; Clear and Concise
- ❑ **Challenge:** Set high, yet achievable standards
- ❑ **Commitment:** Get “buy-in,” commit to the vision
- ❑ **Feedback:** Clarify expectations and adjust difficulty
- ❑ **Task Complexity:** Must be realistic



Setting Career Goals:

A four step process:

Vision

- Where I want to be in a “grand” or “final” sense. My ultimate professional vision of myself.

Long-Range Goals

- Goals that take me to 5 years from now. These might also be called “objectives” because they are not always as specific as short-range goals.

Short-Range Goals

- While long-range goals are strategic, short range goals are tactical and cover the next 6–18 months. These should be specific, measurable and support long-range goals.

Supporting Activities

- These are the daily and weekly activities that enable me to accomplish my short-range goals.

Tips for setting your goals:

- **State each goal as a positive statement** – Express your goals positively – "Execute this technique well" is a much better goal than "Don't make this stupid mistake."
- **Be precise:** Set precise goals, putting in dates, times and amounts so that you can measure achievement. If you do this, you'll know exactly when you have achieved the goal, and can take complete satisfaction from having achieved it.
- **Set priorities** – When you have several goals, give each a priority. This helps you to avoid feeling overwhelmed by having too many goals, and helps to direct your attention to the most important ones.
- **Write goals down** – This crystallizes them and gives them more force.

an **idea** is just a
DREAM until you
write it down...
THEN it's a
goal.

Tips for setting your goals:



- **Keep operational goals small** – Keep the low-level goals that you're working towards small and achievable. If a goal is too large, then it can seem that you are not making progress towards it. Keeping goals small and incremental gives more opportunities for reward.
- **Set performance goals, not outcome goals** – You should take care to set goals over which you have as much control as possible. It can be quite dispiriting to fail to achieve a personal goal for reasons beyond your control!
- **Set realistic goals** – It's important to set goals that you can achieve. All sorts of people (for example, employers, parents, media, or society) can set unrealistic goals for you. They will often do this in ignorance of your own desires and ambitions

SMART GOALS:

Remember Goals Should Be SMART...

S

- Specific or Significant

M

- Measurable or Meaningful

A

- Attainable
- Action-oriented

R

- Relevant or Rewarding

T

- Time-Bound
- Tractable



Goal Setting

Susan has a lifetime goal: “To be the managing editor of the magazine I work for.” Here’s how she might break down that goal:

5 year goal
“Become Deputy Editor”

1 Year Goal
“Volunteer for projects that the current Managing Editor is heading up.”

6 Month Goal
“Go back to school and finish my journalism degree.”

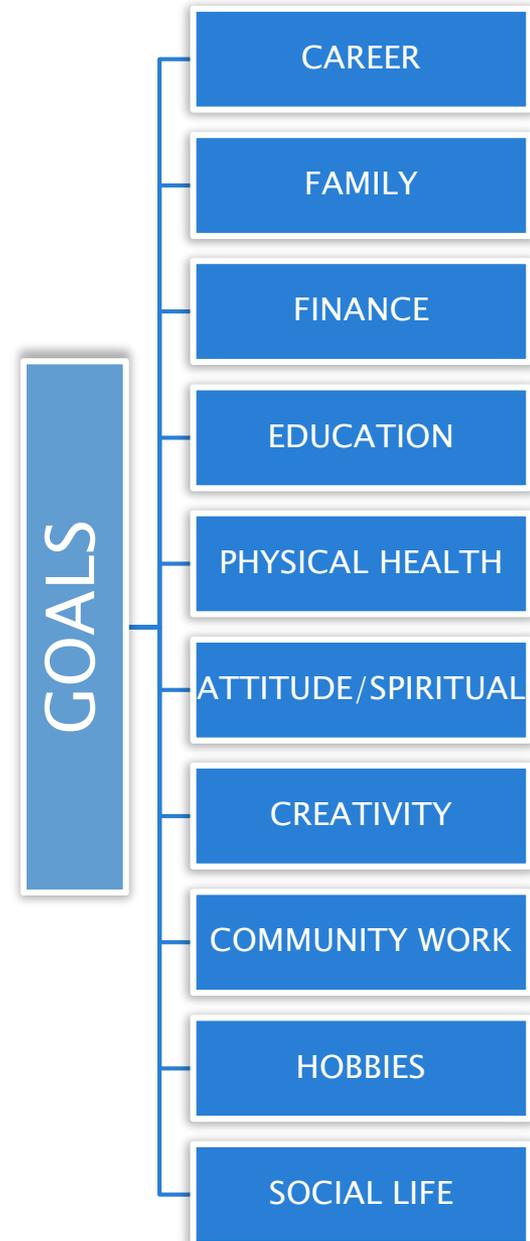
1 Month Goal
“Talk to the current managing editor to determine what skills are needed to do the job.”

1 Week Goal
“Book the meeting with the managing editor.”

Life Goals:

The first step in setting personal goals is to consider what you want to achieve in your lifetime. Setting lifetime goals gives you the overall perspective that shapes all other aspects of your decision making.

Try to set goals in all of the following categories:



Short Term vs. Long Term Goals:

Short Term Goals

- A short term goal is achieved quickly, i.e. enroll in college, complete a report, or develop a financial plan.
- They help you achieve your long term goals.
- In order to achieve short term goals, they should include: a plan, motivators and a support system. You might want to add some rewards for progress as well!

Long Term Goals

- Long term goals will take months, years or even your entire life to achieve, i.e. graduate from college, become an accountant or lose X amount of weight.
- You should frequently review progress on short term goals to ensure they are helping you meet long term goals
- Long term goals may change with age or life circumstances and achievement.

The way in which you set goals strongly influences their effectiveness. The following broad guidelines apply to setting effective goals:

- Express your goals positively.
- Set a precise goal, putting in dates, times and amounts so that achievement can be measured
- Where you have several goals, give each a priority. This not only helps you avoid feeling overwhelmed by too many goals, it also helps direct your attention to the most important ones.



Guidelines:

- Write goals down to avoid confusion and give them force.
- Keep the immediate goals you are working toward small and achievable. If a goal is too large, you may feel that you are not making progress toward it.



Committing your goals to paper increases the likelihood of your achieving them by one thousand percent!

Guidelines (cont.)

- Be sure the goals you set are goals you have as much control over as possible
- Base your goals on personal performance, skills or knowledge.
- Be sure the goals are specific and measurable.



Some influences can result in setting unrealistically high goals:

- Others may set unrealistic goals based on what they want.
- Not having a clear, realistic understanding of what you are trying to achieve may make it difficult to set effective goals.
- Setting goals based on best performance instead of striving to raise average performance and make it more consistent can be unrealistic.



Don't set your goals too low!

- **Fear of failure:** Don't let risk taking keep you from achieving goals and increasing your self confidence! Failure can be positive if you look at how you can improve in those areas.
- **Taking it too easy:** Don't use the excuse of not setting your goals too high to set them too low! If you are not prepared to stretch yourself and work hard, then you are extremely unlikely to achieve anything of any real worth.

Practice putting your goals on paper

- **Activity:** Write two or three long range goals
- Then write five to seven short range goals. Short term goals should support your long term goals. The characteristics should be specific, measurable and have a time period.
- Then write two or three supporting activities, supporting activities should support your long term goals.



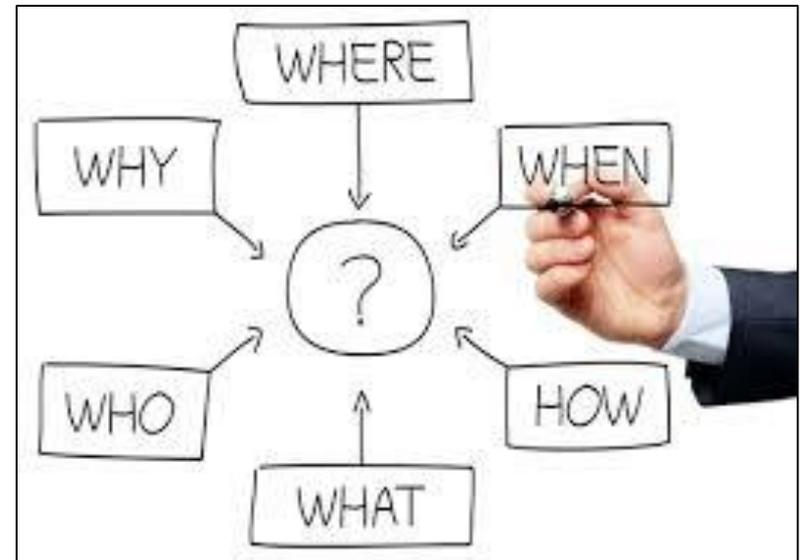
Research has shown that people who use goal setting effectively:

- Suffer less from stress and anxiety
- Concentrate better
- Show more self-confidence
- Perform better
- Are happier and more satisfied



When you set goals, ask yourself the following:

- What skills do I need to achieve this?
- What information and knowledge do I need?
- What help do I need?
- What resources do I need?
- What can block my progress?



Here's some ways that goal setting can go wrong:

- So vague that goals cannot be measured. Set precise, quantitative goals.
- Goal setting that is unsystematic, sporadic and disorganized.
- Too many un-prioritized goals may leave you feeling overwhelmed.

HELP!



When you have achieved a goal, take time to celebrate and enjoy the results!!!

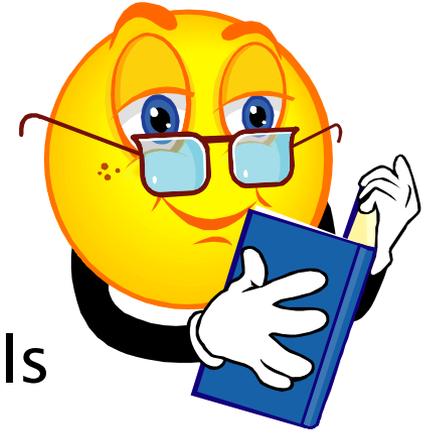


Remember that goals change as you mature; adjust them regularly to match this growth in your personality. If goals no longer hold any attraction, let them go! Goals should bring you real pleasure, satisfaction and a sense of achievement.



More practice putting your goals on paper:

- Time for a little more personal work!
- Using the long range and short range goals you wrote earlier.
- Print out the SMART Goals worksheet/handout for this course.
- Using your previous goals, plug them into the worksheet to see if your goals are SMART Goals.



Once you have finished your goals, continue the presentation and go to the test portion of the lesson.

Course Review: Self-Test

- Get out a piece of paper and number it from 1 to 10.
- Choose true or false for each question and check your results at the end.



Course Review Questions:

1. **True or False:** You should set a precise goal with dates, times and amounts so that the goal is measurable.
2. **True or False:** People who use goals effectively suffer less from stress and anxiety.
3. **True or False:** You should write your goals down to avoid confusion and give them more force.
4. **True or False:** Other people do not effect whether goals are set unrealistically high.
5. **True or False:** Goals can be set too low because of not having enough time and too much to do.
6. **True or False:** Too many un-prioritized goals very often may leave you feeling overwhelmed.

Course Review Questions:

7. **True or False:** When you consider your life goals, hobbies and social life should be areas on your list.
8. **True or False:** Once you have set your goals, a “to do” list is not necessary.
9. **True or False:** When you have your first goal plans, sit back and relax...you are done!
10. **True or False:** Goal setting is fun!

Course Review: Self-Test Answers:

1. TRUE
2. TRUE
3. TRUE
4. FALSE: Others may set unrealistic goals for you based on what they want!
5. FALSE: Goals can be set too low because of fear of failure and taking it too easy!
6. TRUE
7. TRUE
8. FALSE: Set a daily “to do” list of things you should do today to achieve your goals.
9. FALSE: Keep the process going by reviewing and updating your “to do” list on a daily basis and review and update your other plans and modify them to reflect your changing priorities.
10. Ok, trick question, but, goal setting can be a powerful tool. Knowing where you are going means you will eventually achieve all you want, one goal at a time.

Conclusion:

Congratulations for completing this course!

“We are the creative force of our life, and through our own decisions rather than our conditions, if we carefully learn to do certain things, we can accomplish those goals.”

--Stephen Covey

