MODULE OVERVIEW

SMART goals that are agreed, not imposed

Adaptive module | ~20 min

In more autonomous, hybrid teams under pressure from multiple priorities, clear goals become decisive: they align efforts and prevent the frustration of work that doesn't move forward. This module treats a goal as a shared commitment, written with the SMART method but also negotiated and checked, on both sides of the table.

LEARNING OBJECTIVES

01 Write a goal using the five SMART criteria, moving from a vague intention to a specific commitment.

02 Negotiate a goal you receive: the expected result is rarely open to debate, but the resources almost always are.

03 Check, before committing, that a goal is aligned, achievable, and planned for, using three simple questions.

04 Rewrite a goal that depends too much on others as an action goal within your own control.

WHO IT'S FOR

Managers and team members, on both sides of the table: anyone who sets, receives, or negotiates goals.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

In a meeting, in front of the whole team, Yasmine's manager announces that Yasmine will take over the business unit's monthly reporting from next month. She is flattered and wants the assignment, but she has neither access to the data nor the time. How can Yasmine respond to this announcement?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- SMART goals – based on George T. Doran (1981).
- OKRs (Objectives and Key Results) – Andy Grove (Intel), popularized by John Doerr.
- Three-question checklist before you commit – contributed by Afthonios.

SOURCES & REFERENCES

- Google, Intel, Spotify – organizations that work with OKRs (Objectives and Key Results)
- George Doran – S.M.A.R.T. method, "There's a S.M.A.R.T. Way to Write Management's Goals and Objectives" (Management Review, November 1981)
- Edwin Locke & Gary Latham – goal-setting theory: specific, measurable goals are achieved more often
- Gollwitzer & Sheeran (2006) – "if… then…" plans and taking action

Module created by Afthonios.com.

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