



# Are Your SMART Goals *Dumb?*

## Incorporating the Essential Elements of Strategy Within Your Organization



*This guide covers*

### Create

Keeping strategy creation practical, focused and agile



### Empower

Empowering people through engagement and communications



### Execute

Manage execution with ownership and accountability

# Are Your SMART Goals Dumb?

When building SMART goals, remember your audience! In an effort to sound austere and professional, strategic goals can often be dry and boring. Craft goals that are not only polished enough for the board room, but energetic enough for the employees!

## The writing is on the white board wall

A great way to deflate an otherwise, productive strategic planning meeting is to shape goals with no passion. Give goals life and assertion. Use verbs! Verbs make the goals active. For instance:

**Un-smart goal:** We want to increase Acme's sales 20%.

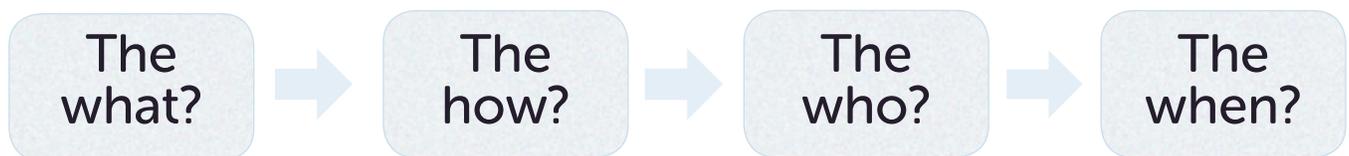
———— instead use... ————

**Smarter goal:** Increase Acme's new customer sales 20% by January 2013.



## SMART from the Start!

To make relevant, compelling goals, we need to understand the basics of building SMART goals...Effective goals state specifics: what, how, who and when. For example: how much of what kind of performance and by when is it to be accomplished? The goals must be aggressive yet achievable, and must be stated in measurable, quantifiable terms with someone assigned to them.



# Diagram Your Smart Goals

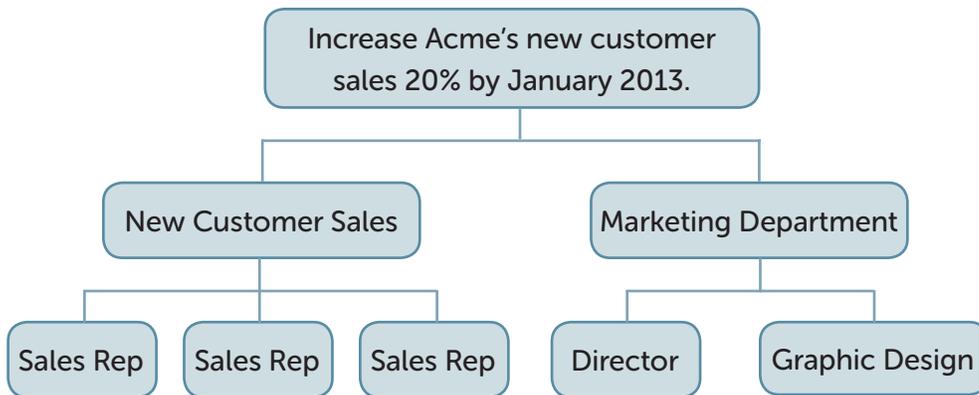
Increase Acme's new customer sales 20% by January 2013.

**Motivating Verb**   **Who**   **What**   **When**

To make employees stakeholders and champions...  
**DESIGN CASCADING GOALS!**

Short-term goals break the long-term goal into palatable targets so people can take responsibility in the organization.

**OnStrategy...**  
 will keep goals visible with weekly or monthly personal reminders.

Number	Level	Who is Responsible	Time Frame
1	Long-term Strategic Objective	Not assigned - far reaching and very broad	3-5 years
1.1	Corporate Goal	Corporate-wide - not assigned <b>Must have Target and Measure (KPI)</b>	18-24 months
1.1.1	Department Goal	Assigned to Department responsible for seeing this goal completed. <b>Must have Target and Measure</b>	12-18 months
1.1.1.1	Team Member Goal	Assigned to Team Member responsible for seeing this goal completed. <b>Must have Target and Measure</b>	6-12 months
1.1.1.1.1	Team Member Action	Assigned to Team Member responsible for seeing this goal completed. Short-term items only. <b>Must have Target and Measure</b>	30, 60, 90 days

## Think SMART!

Refer to your strategic plan's SWOT analysis to create goals that are relevant. Your team contributed to the SWOT analysis and should take responsibility for the goals they helped create. And it ensures your goals match your SWOT.

### OnStrategy...

will help identify goals from your SWOT analysis.



### SWOT: Strengths - Weaknesses - Opportunities - Threats

Strengths

Opportunities

Weaknesses

Threats

### SMART Goals Checklist:

- 1 For each goal, whether it is short-term or long-term, make sure each answers the four questions...what, how, who and when.
- 2 Evaluate each goal to make sure it is specific, has measurable and quantifiable targets, is attainable both in resources and in the time specified for the team or person responsible.
- 3 Use verbs to give your goal action and energy.
- 4 Break the BIG lofty goals down into cascading goals for each level in the organization.
- 5 Know your audience. Set goals specific to those responsible.
- 6 Be clear in delivery and objectives!
- 7 Compare each goal against the mission and vision statement to make sure it ties into the big picture.



*OnStrategy makes writing SMART goals easy for your organization's strategic plan!*

# Create — Empower — Execute

OnStrategy is the enterprise, cloud-based leader in strategy management. Our online tools and hands-on services, including our flagship platform for empowering people to create and execute strategy, connects customers, employees and stakeholders to achieve enduring success.

As a strategy process leader and management partner, we believe strategy is more than simply achieving business goals. Smarter strategy builds smarter organizations. It inspires people to work hard, incite action and make things happen. Simply architected, thoughtfully executed, strategy moves mountains.

Whether you're just getting started, rolling out an organizational strategy, or managing execution, OnStrategy delivers the right tools and services to get the job done. Learn more at [www.OnStrategyHQ.com](http://www.OnStrategyHQ.com).

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**1. Start a Free Trial.**

We built OnStrategy as an organizational platform and integrated tool-set for empowering people to create and execute strategy. Collaborative, intuitive and actionable, OnStrategy is helping thousands of organizations worldwide achieve their strategic objectives. All plans include a 10-day risk free trial with no long-term commitments.

**2. Create and Execute Strategy While Empowering Your Organization.**

OnStrategy is a tailored, yet structured tool for facilitating every essential element of successful strategy. It fosters engagement, clarity, ownership, accountability and organization-wide communications at every step of the strategic process. Self-help resources, best-practices and templates provide real-world help when needed most.

**3. Supported by People Passionate about Strategy.**

We built and support OnStrategy and are passionate about helping people achieve enduring success. Available to help throughout the strategic process, we offer practical hands-on services to facilitate strategy creation, empowerment, and execution.



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