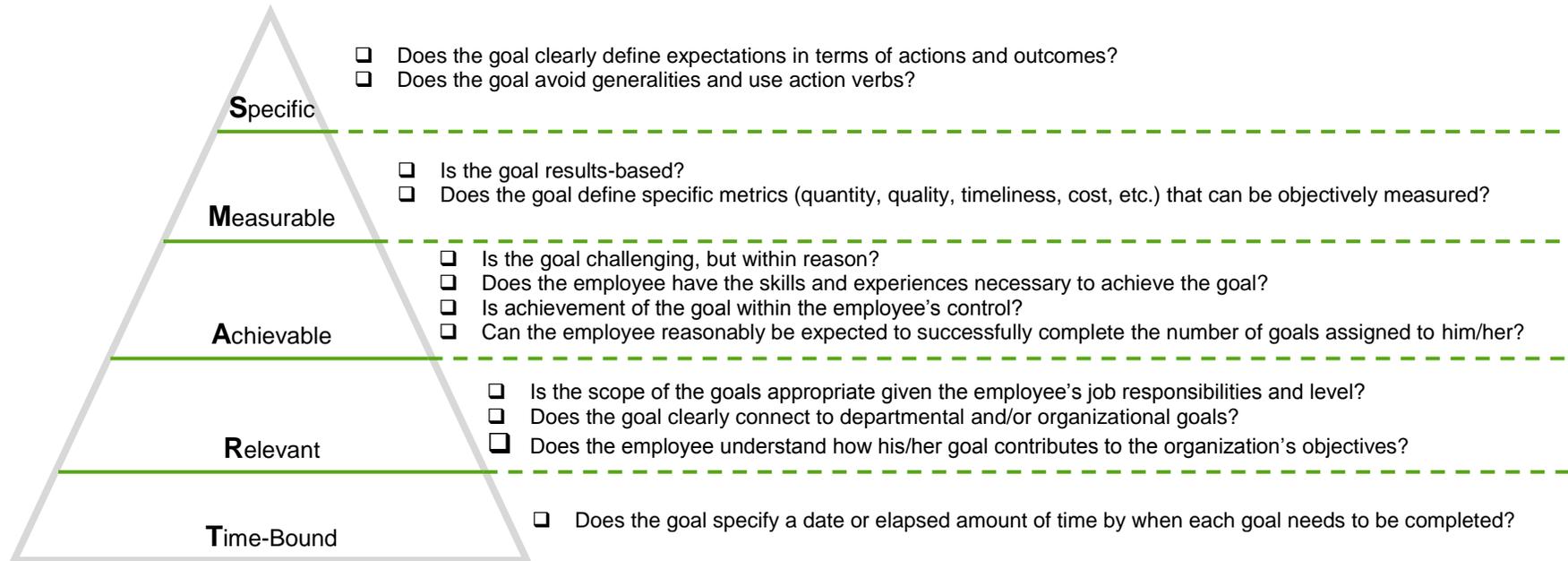


## Creating S.M.A.R.T. Goals

### SET S.M.A.R.T. GOALS:

S.M.A.R.T. goals, as defined in the figure below, ensure that the manager and employee have a mutual understanding of what the expectations are, and that the employee can see how his/her goals align with the organization's objectives. Create goals that are specific, measurable, attainable, relevant, and timely by using the checklist below:



#### UNDERSTAND THE BASICS:

- **Who:** The direct manager and employee should collaborate to set meaningful goals.
- **What:** The manager and employee should discuss what the individual's performance goals are and how they connect to the organization's objectives.
- **Where:** The discussion should take place in a private forum, away from disruptions.
- **When:** The manager should hold a goal-setting discussion 1–2 weeks after the performance review or when the employee begins a new project
- **Why:** Setting and committing to specific, challenging goals can boost employee effort, focus, and performance. In fact, aligning employee goals with the organization's objectives can increase employee discretionary effort by as much as 45%. Additionally, clearly set goals provide an objective, unambiguous basis against which to measure performance.

#### Source:

Latham, Gary P., and Edwin A. Locke. "Enhancing the Benefits and Overcoming the Pitfalls of Goal Setting," *Organizational Dynamics* (2006).  
CLC Human Resources, *Conducting a Goal Setting Discussion*, Arlington, VA: Corporate Executive Board, 2009, CLC4471309PRO.