

## Developing Work Goals and Objectives

As management has evolved from a “command and control” style into a “coaching” style, developing work goals and objectives has become a more collaborative process. This is because employees are more successful when they weigh in on setting goals and objectives. What can a manager do differently? The key is simple: just ask. While this does not seem revolutionary, it is. Unlike the “telling” style of the past, the “asking” style of a coach harnesses the employee’s best thinking and more fully engages the employee. Steps in this process include:

- **Brainstorm** about the possible goals and objectives. Focus on the possibilities. It is too early in the process to agree on goals and objectives and forcing agreement too early in the conversation reduces the likelihood of getting the employees best thinking. Questions could include:
  - Where would you like to see yourself professionally in five years?
  - What would best serve your professional development?
  - What would best serve the membership? The association? Your colleagues?
  - What would you like to accomplish this year?
- **Plan** next steps. Now that you have some ideas, ask questions that help you both identify the best, highest quality goals. Questions could include:
  - Of these possibilities, which is most compelling?
  - Which inspires you?
  - Which of these goals would benefit the membership, organization, or colleagues most?
- **Identify** necessary recourses. To be successful, the planning process must take a realistic look at resource allocation and priorities. Ask the employee:
  - What will you need to reach this goal?
  - Who do you need to talk to?
  - Are your priorities clear?
  - What can I do to support your efforts?
- **Accountability** is a necessary part of goal setting. Be sure to agree on the specific actions that the employee will take by particular dates. In addition, establish an accountability process. If the goal is complex, regular meetings are a must. Jointly create the accountability mechanism by asking:
  - When would you like to check in with me next? Is that soon enough?

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- What does the schedule look like? Is that realistic?
- **Reemphasize** your support.

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# STEP INTO POWER

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