



The Art and Science of Objective Setting

Outcomes for today...

- Explore WHY good objective setting is vital for:
 - Morale
 - Engagement & Motivation
 - Team Performance
- Space to reflect on the tools we need to do this well



Why do we set objectives?



Why do we set objectives?

- Align individual goals with the organisational mission
- Provide focus – for employee and line manager
- Set direction – for employee
- Clarify priorities
- Measure individual performance
- Improve individual performance



What happens
if we don't?



Misalignment

- The consequence of misalignment is chronic or acute damage to the structure.....
- Damage to team(s) and organisation performance and health



ORGANIZATIONAL CLARITY





The 3 Signs of a Miserable Job



However, everyone knows what a miserable job is.

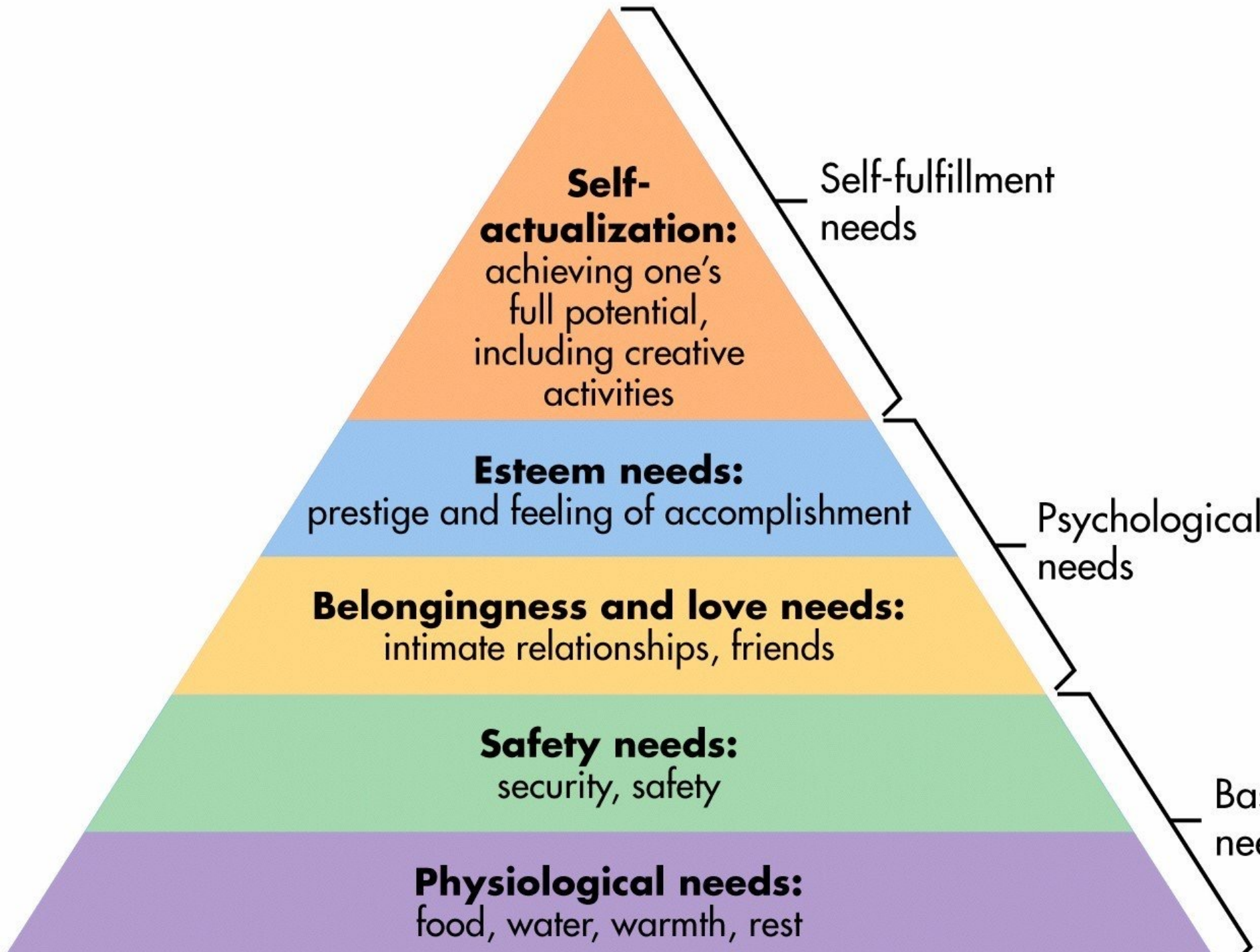
It's the one you dread going to and can't wait to leave. It's the one that saps your energy even when you're not busy. It's the one that makes you go home at the end of the day with less enthusiasm and more cynicism than you had when you left in the morning.

Miserable jobs are found everywhere—consulting firms, television stations, banks, schools, churches, software companies, professional football teams, amusement parks. And they exist at all levels, from the executive suite to the reception desk to the mail room.

It's important to understand that being miserable has nothing to do with the actual work a job involves. A professional basketball player can be miserable in his job while the janitor cleaning the locker room behind him finds fulfillment in his work. A marketing executive can be miserable making a quarter of a million dollars a year while the waitress who serves her lunch derives meaning and satisfaction from her job.

That's the thing about misery at work. It makes little sense and knows no bounds. No one is immune.





JOB YOU LOVE VS JOB YOU HATE

AUTONOMY	Feel in control	feel controlled
MASTERY	feel like using full potential and growing	feel like not using full potential; growth stagnated
PURPOSE	feel like work matters and makes an impact	feel like work doesn't matter and doesn't make an impact



USA, Gallup, y/e 2021

34%

Engaged

51%

Not Engaged

15%

Actively
DisEngaged



Loyal and Committed
Higher productivity
Better Retention

Productive, but not Committed
Higher Absentism
Likely to Leave

Counterproductive
Promoting Disharmony
and Disengagement



Break out rooms...

- Q1. What is my main 'Aha' moment or take-away when thinking about WHY we need to set objectives well?
- Q2. How motivated and engaged are my people right now and is our objective setting helping or hindering that?





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Why do we set objectives?



PYRAMID OF STRATEGY



The Difference Between **Goals**, **Objectives**, **Strategies**, and **Tactics**

Goals are outcomes you aim to achieve.

Goals

Objectives are measurable steps taken to achieve goals.

Objective

Strategies are plans or approaches designed for the successful execution of objectives.

Strategy

Tactics are small actionable tasks within strategies.

Tactics

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Objectives ARE...

- A specific result that a person or group is set:
 - to achieve to a defined standard and timeframe
 - To contribute to individual's 'success' and overall organisational purpose



Objectives ARE NOT...

- The Job Description
- KPIs
- Tasks/accountabilities



Setting Objectives

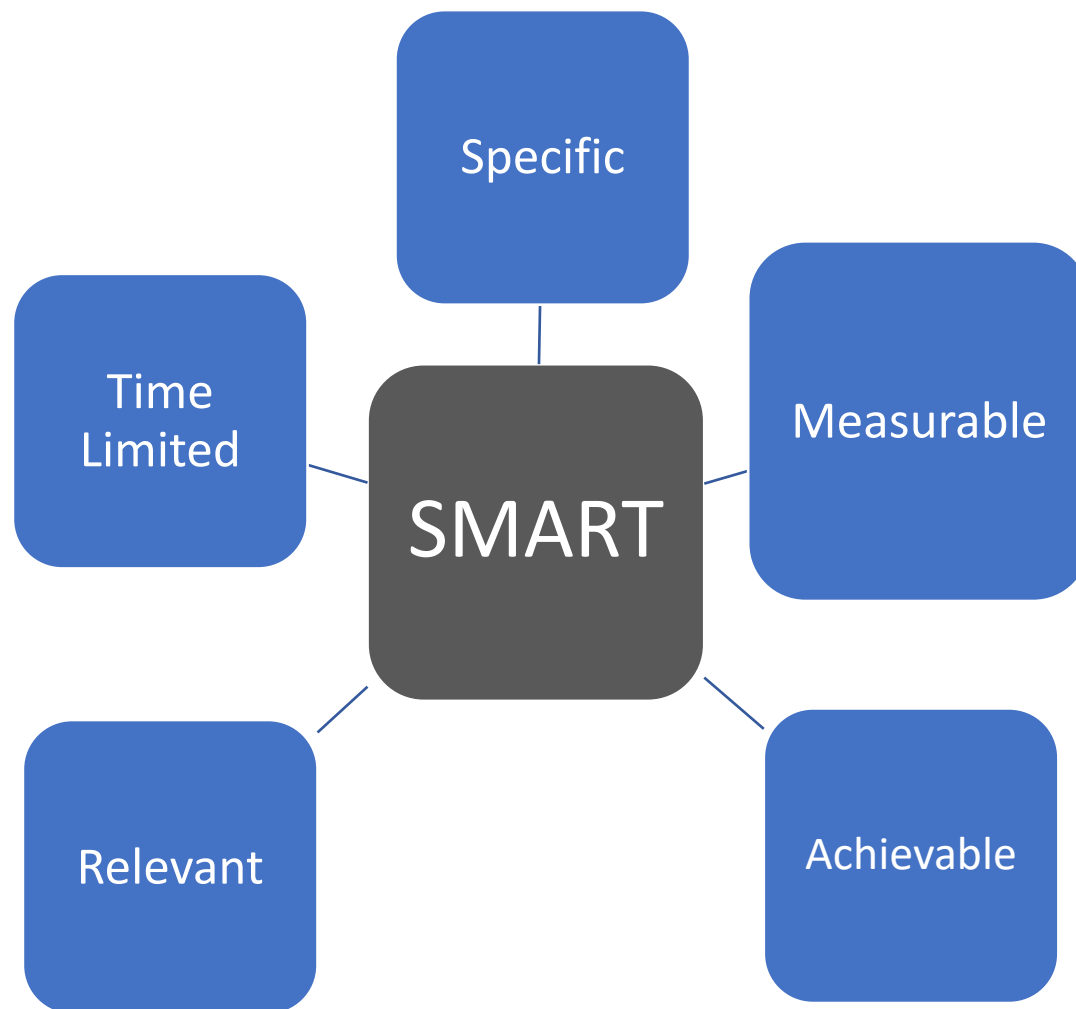
- Short-term focus (3-6 months)
- Serve a longer-term goal – and act as tangible milestones
- Performance improvement for individual and church
- Consider including a Values objective to contribute to Culture
- Express in terms of outcomes/results:
 - what will be better/improved when you meet this objective
- Define 2 goals max and 1-2 objectives for each

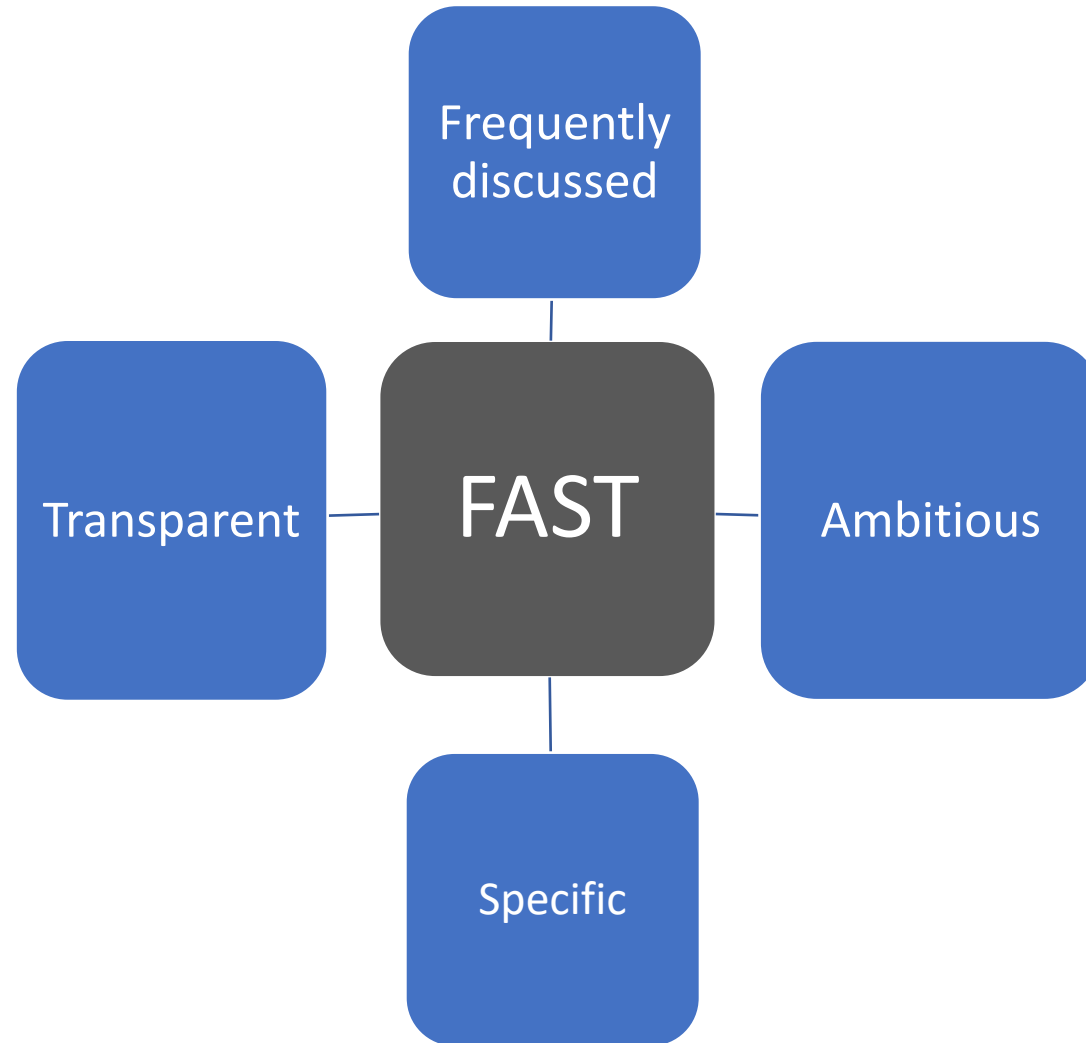


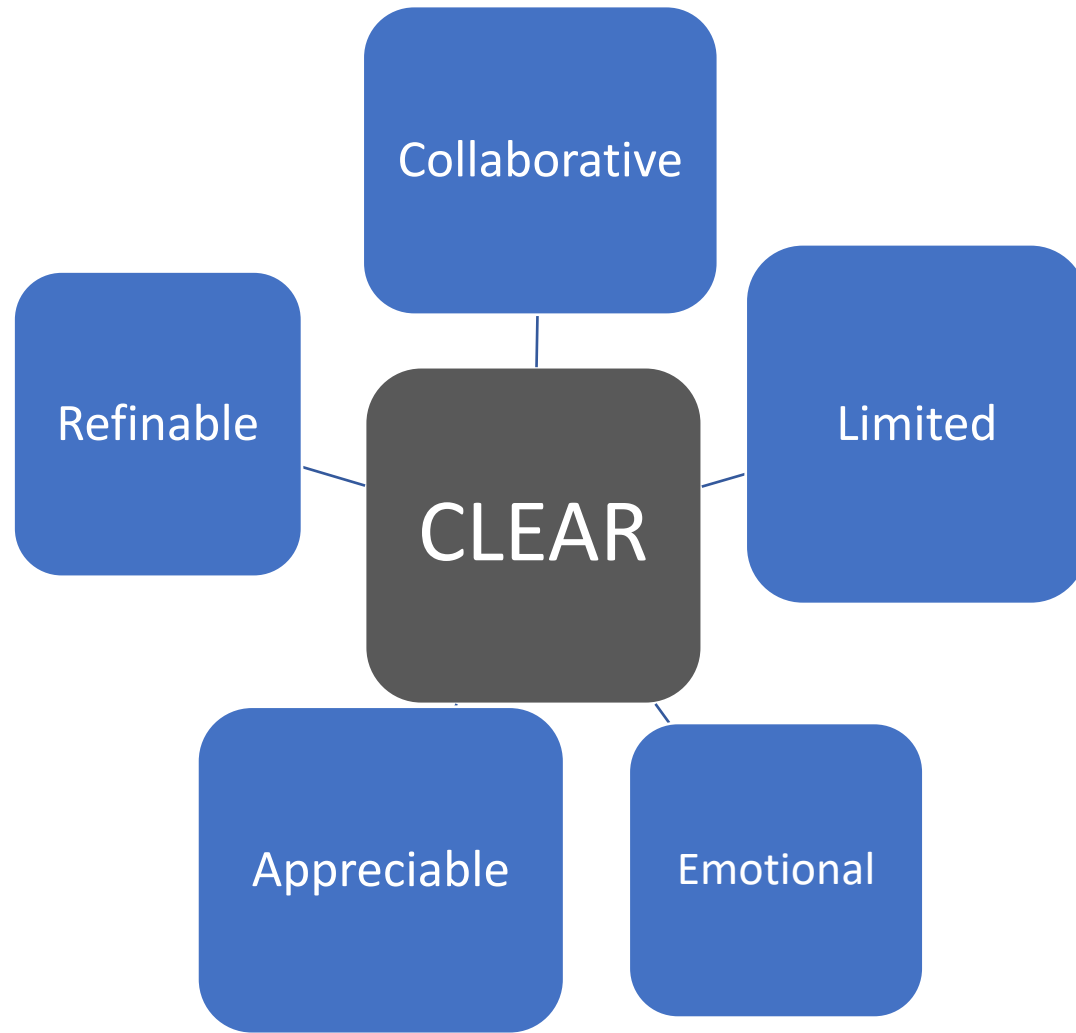
The law of diminishing returns

NUMBER OF GOALS (In addition to the Whirlwind)	2-3	4-10	11-20
	↓	↓	↓
GOALS ACHIEVED WITH EXCELLENCE	2-3	1-2	0

Your chances of achieving 2 or 3 goals with excellence are high, but the more goals you try to juggle at once, the less likely you will be to reach them.







Setting objectives?
Where to use them.





Recruitment/onboarding

- Link to the probationary period.
- Ensure they are set immediately after Induction to give initial direction.
- Aim is to link to the key skills required for the role – refer to the Job Description
- Achievement builds confidence in both parties
- Have regular review meetings on these throughout the probationary period
- Used as the basis for probation pass or extension
- Individual achievement related to personal performance, knowledge, professional competence/behaviour



Performance management

- Specifically set when performance falls below required standard
- Short-term (1-2 months with formal review)
- Success must include improved performance that can be measured
- Define SMART objectives and clear performance targets
- Give clarity about the outcome if they are not met
- Be prepared to spend significant time on these types of objectives
- Ensure there is a very clear paper trail
- Beware of 'Horn and Halo bias'



Personal Development Reviews

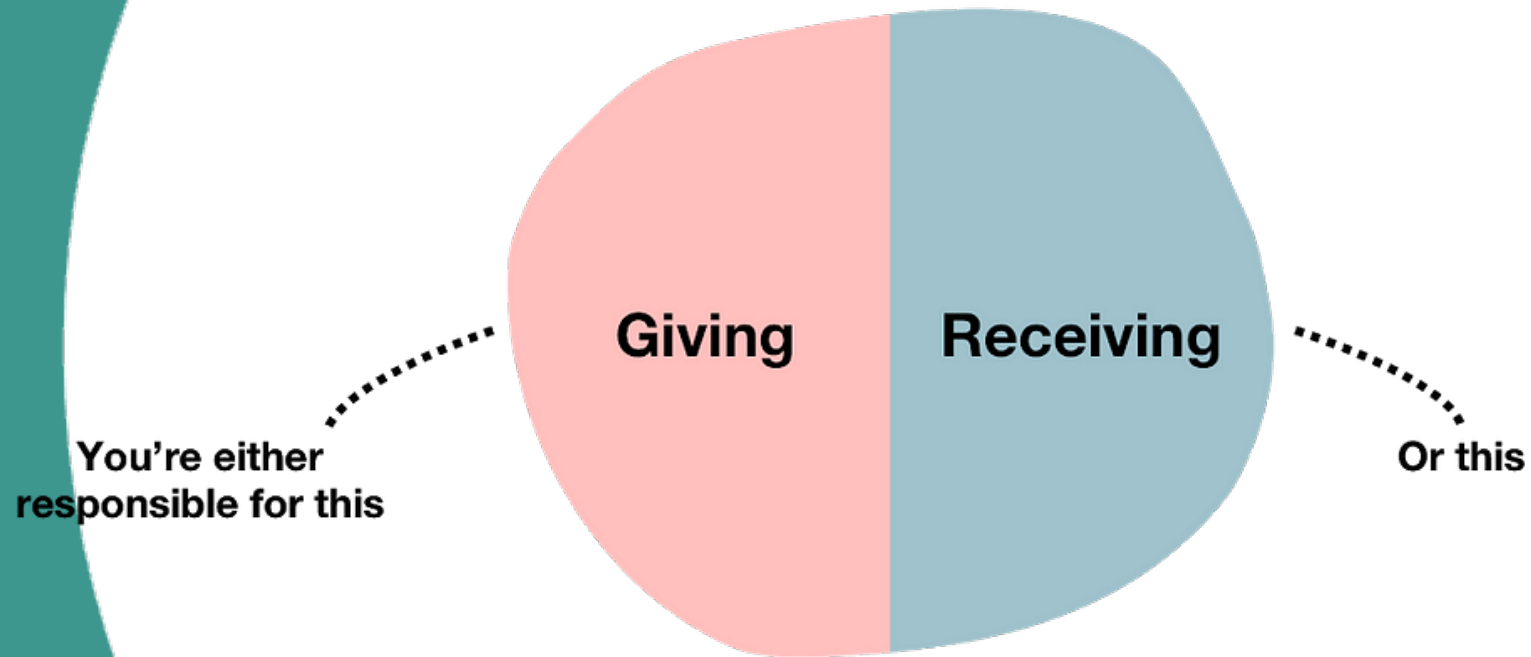
- Longer term (12 months plus – may be split into milestones)
(OR project specific just in time learning)
- Individual improvement related to personal performance, knowledge, professional competence/behaviour
- Define 1-2 personal development goals
- Not only academic qualifications
- On the job learning, self study, one-off training programmes



Appraisals

- Continual process – not just an annual snapshot
- Example:
 - Autumn – 3-6month objectives
 - Spring – objectives and performance review, new objectives set
- Use forms and templates! Record keeping is vital
- Include:
 - review of past objectives,
 - what's working well & key achievements
 - areas to clarify or support
 - Ensure consistent and fair appraisal ratings
- No surprises! Feedback should be a regular part of 1-2-1 time

Sheila Heens TED talk – *Thanks for the feedback*



Feedback Responsibility



3 TYPES of FEEDBACK & HOW TO GIVE THEM

EASY
↑
↓
HARD

1 TASK

FEEDBACK ON A PROJECT,
DESIGN OR PRESENTATION.

I LIKE...

I WISH...

WHAT IF...

2 PERFORMANCE

FEEDBACK ON WORK PERFORMANCE,
MEETING DEADLINES AND COLLABORATION.

SITUATION

BEHAVIOR

IMPACT

3 RELATIONAL

FEEDBACK ON PERSONAL NEEDS, SETTING
BOUNDARIES OR IMPROVING A RELATIONSHIP
AT WORK OR HOME.

WHEN YOU... I FEEL... BECAUSE...
WHAT IF... ?



Why we reject feedback

- It was wrong or poorly evidenced
- It came from the wrong person
- I wasn't in a good place to receive it



Evaluation – rated and ranked against criteria

Coaching - helps you get better

Affirmation - I see and value you



Break out rooms...

- Q. What am I going to do differently as a result of this session today?





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