



“Of all the persistently good companies we studied in *Good to Great*, only one was led by a CEO who had an MBA,” reports author, Jim Collins, interviewed in *Business 2.0* magazine. **But...**they all had a vision and a mission with which to set their goals and objectives.

In a fascinating study conducted at Yale University, each member of a mid-50s graduating class was interviewed and asked if they had written down their life goals. Three percent of the class responded “yes” to the question. Twenty years later there was a follow up to the study. Astoundingly, the three percent of the class that had written their goals upon graduation had, in twenty years, amassed a collective fortune that exceeded the other ninety seven percent of the class!

There is a direct correlation between detailed goal setting and success. Statistics bear this out:

- Three percent of the population set goals and actively pursue them. Three percent of the population is financially independent.
- Ten percent set goals but do not regularly follow their plans or track progress. Ten percent of the population is considered well off.
- Sixty percent of the population set goals during a crisis only and ignore the goals after the crisis. Sixty percent of the population lives paycheck to paycheck.
- The balance, twenty seven percent, does not set any goals. That group typically needs financial assistance to survive.

Do you see the connection between goal setting and success?

Goals must excite you; they should focus you like a laser. But they will need fine-tuning from time to time. Once achieved, goals no longer serve as a motivating force in your life. Goals must constantly be replaced to keep you moving forward.

The strategic planning hierarchy goes like this:

- Vision (values—where you want to be, what you believe in)
- Mission (purpose—why your business is here, where it will go)
- Goals (how you get there, accomplishments, results, always begin with the end in mind)
- Objectives (strategies or action steps to support the main goal)
- Policies (guidelines, standards)
- Procedures (dealings, transactions)

People who succeed in life use goal setting to get in the driver's seat and step on that accelerator pedal known as "accomplishment." By driving yourself through the planning process, and heading off in a specific direction, you create the opportunities from which real success can be realized.

When you just "let things happen" with your life, career or business, you take the steering wheel of success out of your own hands. You'll always be at the mercy of someone or something else. Get back in the driver's seat with S.M.A.R.T. goals and take control over where you really want to take your skills and talents.

Let's get started

**Test your knowledge by filling in the blanks. You'll find the answers on the last page**

**A. Without Goals**

- Struggle for \_\_\_\_\_
- Develop tunnel vision rather than \_\_\_\_\_
- Practice a \_\_\_\_\_ approach rather than total systems approach
- Make excuses –  
(secrecy, don't know the process, \_\_\_\_\_)

**B. Goal Setting Obstacles**

- Individual \_\_\_\_\_
- Fear of not being able to \_\_\_\_\_
- Lack of \_\_\_\_\_

**C. Removing Barriers**

- \_\_\_\_\_ will help you overcome the obstacles and lead to self-confidence as well as a quest for challenging, questioning, analyzing, appraising, and seeking relevant information. The planning process becomes easier.

**D. Goal Areas of Business**

- Marketing (market share, sales)
- Technological (trends, competitiveness)
- Profit (reinvest, cash flow)
- Resources (availability of services/products)
- Efficiency (cost controls)
- Effectiveness (growth potential)

**E. Goal Areas of Life**

- Family and home
- Financial and career
- Spiritual and ethical
- Physical and health
- Social and cultural
- Mental and educational

**F. Types of Goals**

- Performance Goals
- Outcome Goals
- "Do Your Best" Goals

## G. Start with SMART Goals

S \_\_\_\_\_

M \_\_\_\_\_

A \_\_\_\_\_

R \_\_\_\_\_

T \_\_\_\_\_

Add In A, B, C, D, &amp; F:

A \_\_\_\_\_, B \_\_\_\_\_, C \_\_\_\_\_,

D \_\_\_\_\_, F \_\_\_\_\_

## H. Follow with Objectives

- Create actions that support the main goal
- Make them ambitious and not a “to do” list
- Also give them a deadline and cost analysis

## I. To Achieve Goals and Objectives

- Regularly and vividly, imagine your goal as accomplished.
- Share your goal with as many people as possible so they can support and encourage your actions in achieving the goal.
- Break the goal into small steps or tasks and set deadlines to complete the smaller steps too.
- Review your progress regularly.
- Plan each task or step on your calendar by making an appointment to work on a particular part of the task. Block out the time necessary and do not allow interruptions, phone calls, email or other tasks that distract you.
- Make the decision that you will accomplish the goal.

## J. To Ensure Victory

- When you accomplish a goal or a challenging objective give yourself a \_\_\_\_\_, something that is meaningful to you.
- Establish a \_\_\_\_\_ with another peer, friend or family member. Sign a \_\_\_\_\_ with them.
- When your goals are established, every time you make a decision during the day ask yourself this question, " \_\_\_\_\_? " If it doesn't, why would you do it?"

*"If you can imagine it,  
You can achieve it.  
If you can dream it,  
You can become it."*  
– William Arthur Ward

*"If you can write it,  
It will become you"*  
– Sharon Jansen

# Answers

## A. Without Goals

- Struggle for day-to-day survival
- Develop tunnel vision rather than overall picture
- Practice a micro approach rather than total systems approach
- Make Excuses –  
Secrecy, Not enough time, Don't know the process

## B. Goal Setting Obstacles

- Individual apprehension and insecurity
- Fear of not being able to meet goals and objectives
- Lack of self-confidence

## C. Removing Barriers

- Continual practice will help you overcome the obstacles and lead to self-confidence as well as a quest for challenging, questioning, analyzing, appraising, and seeking relevant information. The planning process becomes easier.

## G. Start with SMART Goals

- Specific (comprehensive–vague concepts lead to vague actions)
- Measurable (quantifiable and reckonable)
- Action-Oriented (performance or results)
- Realistic (achievable, consistent with your values)
- Tangible (written on paper or in a computer file)
- Add In ABCDF:  
Affordability, Binding, Challenging, Deadlines, Frequent review

### **More: Objectives should be specific, attainable, yet challenging.**

- Is the objective appropriate for the business at this time?
- Does it take the organization in the direction it wants to go?
- Does it support the overall mission of the business?
- Is it compatible and complementary with the other objectives?
- Is it acceptable and understandable to the majority who will be charged with implementing it?
- Is it affordable for the organization?
- Is it well-defined, measurable and achievable?
- Does it require positive action?
- Is it ambitious enough to be challenging?

## J. To Ensure Victory

- When you accomplish a goal or a challenging objective, give yourself a reward – a movie, a massage, or something that is meaningful to you. This will also help in motivating you to accomplish the goal.
- Establish a monitoring system with a peer, friend or family member
- When your goals are established, every time you make a decision during the day ask yourself this question, "Does it take me closer to my goal?" If not, why would you do it?