

JUST DON'T BORE ME

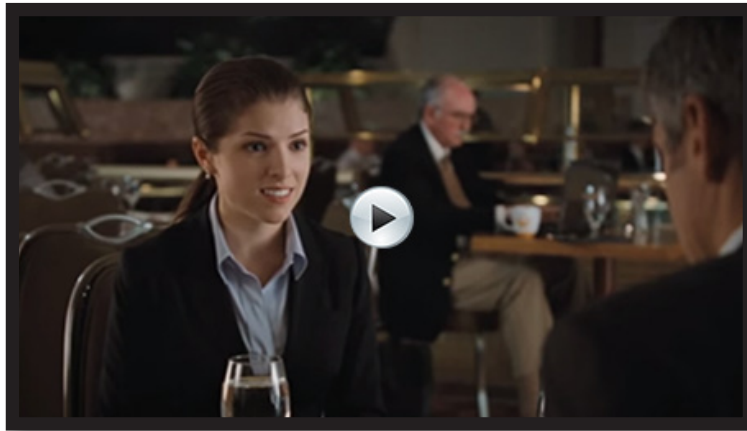
| PERFORMANCE GOAL SETTING WITH YOUR PEOPLE |

9. JUST DO IT #1

Asking Employees To Participate In Setting Their Own Goals

YOUR GOALS, MINUS YOUR DOUBTS, EQUAL YOUR REALITY.

- RALPH MARSTON



Did you catch Anna Kendrick's response to the goal? *"That's it?"*

It's a reaction that most direct reports will do a better job masking when they hear their goals. It often has little to do with the goal itself, unless they're the impassioned type. The "That's it?" reaction happens when direct reports *don't get it*. They understand what the goal is, and how it's being measured and all of the technical components of the goal, but they don't see the big picture. "It's a little abstract." They don't see why it *really* matters and as a result, aren't behind it 110%.

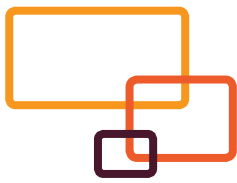
Clooney didn't appreciate that reaction, and neither would you. Sure, they **work** towards the goal. We'd rather see them **chase** after it. Is it too much to ask for a little intensity? We don't think so.

To this point in the module, we've talked to you about setting goals for your direct reports as a manager of people. We've talked types of jobs, types of performance, and types of goals. Talked, talked, talked.

Now it's time to switch gears and teach you how to walk that talk.



When was the last time you got the "That's it?" look from one of your direct reports? If you committed to involving them in their own goal setting and provided context around how their goals connect to the success of the company, do you think you'd still get that look?



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Saying So Don't Make It So: Participation Matters

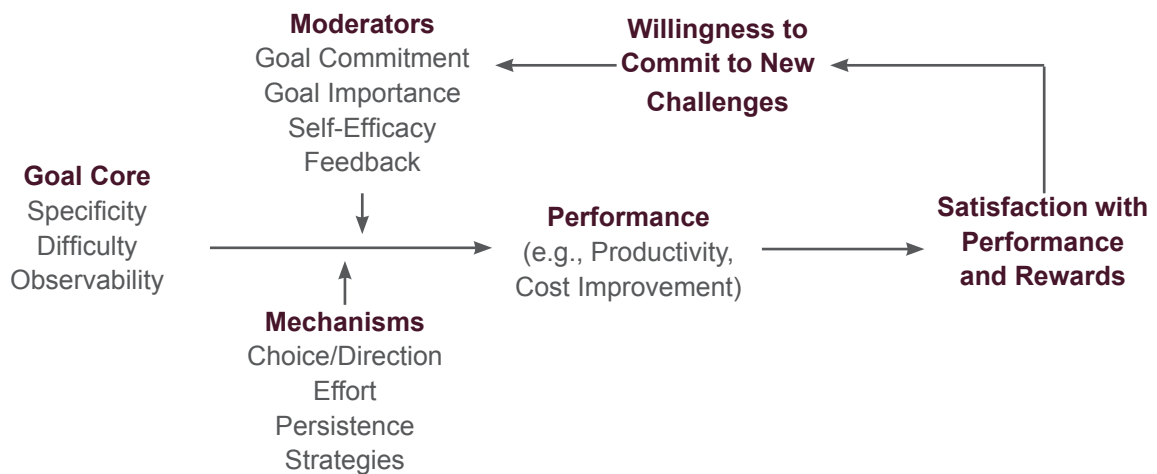
Remember Jim Halpert from NBC's hit show *The Office*? He's hilarious. A prankster and a key member of the Dunder Mifflin gang. Here's him describing his job:

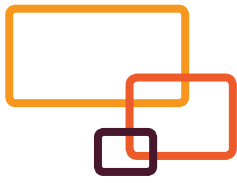


Talk about intensity! Jim knows his job and how to get it done, which means that he's the type of employee that is certainly capable of meeting effectively set goals. But—given that intense enthusiasm—you think Jim will actually meet or exceed goals? Maybe.

But we don't like those odds. They suck.

Remember that bad@\$\$ flow chart we dropped a few sections back? You remember—that section where we dropped some serious knowledge... okay, beat you over the head with some research? Here it is again:





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This chart has the keys to getting more enthusiasm from your people related to achieving their goals. It's that nonsense in the top left corner that we talked about briefly in **Geek It Up: Goal Commitment and Goal Importance**. Look real close if you have to because those things are **kind of a big deal**.

Here's what they mean again:

Goal Commitment: the degree to which someone is personally committed to completing the goal.

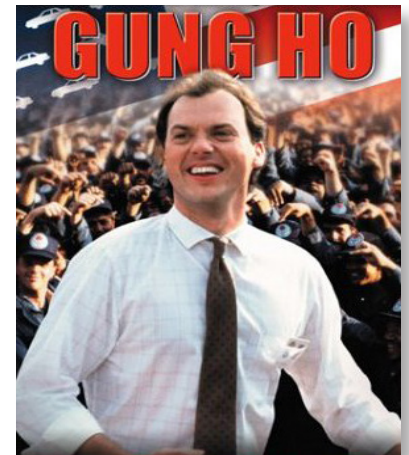
Goal Importance: the degree to which someone views a goal as valuable and essential.

Think you can't have one without the other? Goal commitment indicates that someone truly wants to meet the goal. But if the s### hits the fan and your direct report ends up juggling competing priorities or if they don't see the goal as especially important, guess what's just been deprioritized?

Still think you can't have one without the other? Try this on for size:

Learning Japanese might be a goal that you are personally interested in and committed to achieving. But if you're not planning to leave on a jet plane any time soon, don't anticipate doing any business with Japanese colleagues, or have any other outcome other than crossing it off the bucket list tied to your facility of Japanese... life gets in the way. The goal isn't really valuable or essential... *it's not that important*. Low goal importance means you'll learn Japanese one day, but not today.

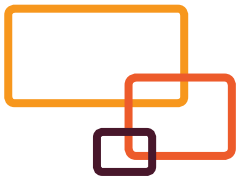
Most direct reports won't see their goals as important or worth committing to automatically. That's the cold, hard truth. Just because you say so don't make it so. They're not machines and that's okay. But that means **it's up to you** to connect the dots and show that their goals are important AND worth committing to.



Lucky for you, we're not leaving you to fend for yourself on this one. One of the best tools you've got to ramp up your employees' goal importance and commitment is to get them involved—it's called **employee participation**. Next we'll dig into how you get that.



Only 18% of Americans reportedly speak a language other than English.



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Skin In The Game

First things first: You're not going to get employee participation in the goal-setting process if you don't ask for it directly. That takes a full conversation. The way you handle that conversation sets the tone for the entire process. So no pressure. Good thing you've got the skills and swag to pull it off.

You've got a few things that you need to cover in this conversation, but the purpose is to give them some context around the goal-setting process you're going to use and to ask them to participate. Remember, getting them engaged and actively participating in setting the goals forces them to put a little skin in the game. When they've got real skin in the game, they'll be more invested in pulling it off.

By the time you're ready to start the goal-setting process with your people, you should have identified the goal-setting approach(es) that you want to use for each role.

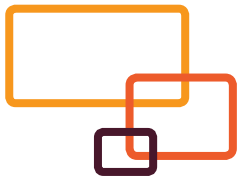
Let's tackle the big points you need to address in this conversation by pulling an example from the Kinetix vault. **Meet Terrance**—he's the new Marketing Coordinator. We recommend hitting the following talking points in this order as you ask Terrance for his participation:



#1 Why are we goal setting? First, explain to them why you're setting goals. Is this about driving more performance? Is this about providing more clarity around performance for you and the direct report? Is this about showing up as their career agent to set them up for the next steps? Is it all of those things?



We're starting a new approach to goal setting this quarter, Terrance. Rather than handing you a to-do list, I think it's important that you be involved in setting goals so I wanted to spend some time with you, one-on-one, to brief you about what you can expect from this process and answer any questions or concerns you might have. First, I want you to know that the reason we're using goals is to...



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#2 How are we goal setting? No matter the types of goal-setting approaches you choose to use, you need to let him know how the process is going to work. This is not the time to start defining their goals—even if he brings that up.

*I'm sure you're familiar with using goals. In the past, our company has set goals by _____.
Now that you know why we're setting goals, let's talk about how that works.*

We're going to use _____. Here's what each of those goals are _____.

This gives us a chance to work together more effectively because you'll have better clarity around how we'll evaluate those goals while also having the autonomy I know you want.

#3 Shut up. Just shut up. Get his reaction. Ask for his thoughts and answer questions to this point.

I know that's a lot to take in quickly. What questions do you have?

#4 Talk about the role. Spend a few minutes discussing what's unique about his particular role.

Let's talk broadly for a few minutes about your role. Here's how your job fits into the strategy, department, team, or business unit.

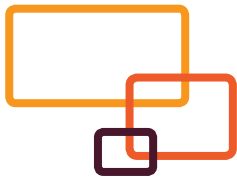
If you're going with Big 5 goals, this is where you want to flex that.

While every aspect of your job is important, I think we can both agree that there are some aspects that are more important than others. I want us to both spend some time brainstorming about what the five most critical areas that you have to master in this role looking towards the next year.

If you're using Developmental Goals:

As your manager, I think it's important that we not solely focus on your current role, but also think about where you'd like to go. You've got a lot of key strengths that would be valuable in roles that would those strengths such as <roles inside the company, and roles outside the company>. I'd like for us to be comfortable openly discussing those so I can help you grow. Let's talk about where you see yourself in the next few years...





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#5 Set expectations. Here's where you actually ask him to participate. Let him know what to expect before your next meeting. That includes what he can expect from you, as well as what you expect from him.

In the next week, I want you to spend some time thinking about the goals you'd like to set. Send me the goals you define so I have a chance to look through them and give them some thought.

If you're using the Big 5:

After you've put some thought into what Big 5 areas you need to own in the next year, I want you to think through some smaller goals to help you tackle those five areas. Be sure to define how you'd define success for each of those goals. Send me what you come up with for your Big 5 a few days in advance for our next meeting. Let's block off some time next week—we'll talk about what we have come up with and lock down some final goals.

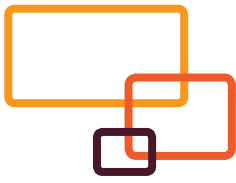
If you're using Developmental Goals:

I think that would be a great next step for you. Let's both spend some time in the next week thinking about what goals we can set to help grow you into that. When we meet next week, we'll each talk about that and set some goals around that together.

There's your working script. You've accomplished several things in this conversation. You've given him some context by introducing and explaining why and how you're both going to be setting goals. You've asked for his participation. And you've explained what he can expect from you. You've also set up a time to take his input and lock down his final goals. Now let's talk about what you can do to help him prepare and how you can prepare for your next conversation.



A 2001 study showed that only 7% of employees have a strong understanding of how achieving their individual goals fit into their company's business strategies. Having conversations like the one above gives your people and company a major competitive edge.



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A Deep Breath And Some Prep

You've asked him to participate. That's huge, because outside of setting up the goals properly, this is probably the best way for you to increase his likelihood of meeting or CRUSHING his goals. Now you've each gone back to your corners of the ring before the next conversation. You've just got one more thing to do...

Follow-Up. Sounds obvious, we know. Send a follow-up e-mail thanking him for his willingness to participate in this process. Then hit him with the recap of what you need from him during your next meeting. Remember, you've had an entire training class on this stuff and you already know how to set goals that rock. This email is less about saying thank you and more about giving him something more concrete to refer to as he works on this. Here's a basic form you can tailor to the direct report and goal-setting approach:



Terrance—

Thanks again for meeting this afternoon. Really appreciate your willingness to jump on board as we set up some goals for you. As a quick recap, spend some time outlining what the five most critical aspects of your role are, looking towards the next year. As you work through setting up this 'Big 5' list, remember to include how you would define success for each goal and how we can evaluate your progress along the way and at the end of the review cycle. Please send me what you come up with on Tuesday—I'll carve out some time to sit down to thoughtfully review what you came up with before we meet.

Let's plan to meet at next Thursday at 10am. We'll spend some time going through what we each come up with in the next week, and lock down some final goals for you then.

Remind him to send his goals to you a few days before your meeting. Close out the email and be willing to answer any questions he may have before your next meeting. Your direct report now has something to refer to directly as he prepares. He has everything he needs from you so you can expect a strong level of engagement from Terrance.



If they say "I don't need written goals because I keep them all in my mind," that's bull. The human consciousness includes about 1,500 thoughts per minute on average which means humans have so much going on in their brains—which also means that statement is absurd.