Positions With Unclear/Qualitative Production Measurements

Too bad every position isn't as clear cut as what we just covered. The reality is that many positions you manage in an organization aren't pure production positions that have one or two clear metrics that indicate if an employee is successful or not.

Many of the positions you'll be trying to set goals for are **positions with no clear production metrics** that are absolute. It's a sea of gray for the rest of the positions in your organization, which means you're going to need a flexible approach to goal setting. The first thing you need to get comfortable with is the concept of **manager observation** related to goal setting.

What does manager observation mean? Remember the last chapter when we introduced the concepts of measuring things from a **Quantitative** or **Qualitative** perspective? Measuring things for pure production positions is Quantitative because you have perfect metrics. **Measuring things from a Qualitative perspective means there's no metric or statistic you can pull from, so you're often left with the difficult position of measuring the goal via "manager observation."**

EXERCISE: THEY LOOK LIKE METRICS IF YOU SQUINT HARD

Below you'll find a list of positions with unclear production metrics in the modern organization. Unlike Sales Representative and Customer Service Rep jobs, these jobs won't have absolute quantitative metrics.

Your task is to create at least two goals you deem important for each position, then identify how you would measure success via manager observation:
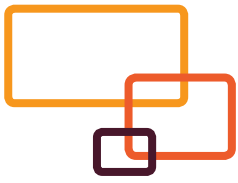
Financial Analyst:

Goal #1:

How measured:

Goal #2:

How measured:

EXERCISE: THEY LOOK LIKE METRICS IF YOU SQUINT HARD CONT.

Administrative Assistant:

    Goal #1:

      How measured:

    Goal #2:

      How measured:

Marketing Coordinator:

    Goal #1:

      How measured:

    Goal #2:

      How measured:

Just because you can't measure a goal via a metric or statistic doesn't mean you can't include the goal in your goal setting for the position in question. What it does mean is that you have to be very clear about what successful performance looks like for that goal. Instead of a metric or statistical goal, you're going to be describing the behaviors that lead to successful performance, then commit to have candid feedback sessions about what you've seen in the review period.