



**INTRODUCE** bite sized workshop in terms of what we will be covering.

**POINT OUT:**

- Setting objectives with staff in an effective way is essential for a manager
- The quality of our objective setting will dictate the **quality** and **quantity** of the task achievement
- Part of the task setting process is to gain people's commitment (will) so that there is every chance they do it to the best of their ability willingly
- This mini training session will help develop the task setting skills.

## Features of Good Objectives

- **Example 1:** To improve telephone manner
- **Example 2:** To answer telephone promptly
- **Example 3:** To answer telephone promptly within 3 rings, each and every time

**ASK** delegates to imagine that they are the boss, and have set a staff member the following performance improvement objectives.

**REVEAL** slide

Q What do you think of the first objective?

A Not very specific PLUS how do you know it's been achieved

Q What about Example 2?

A Better, more specific, but still not measurable.

Q Why is it important that it is measurable?

A Staff know exactly where they stand.

**ASK** the delegates 'what is their STANDARD of performance in answering the telephone - 1 ring?, 2 rings?, 3 rings? ..... **MENTION** :- Universal Parcel Service (UPS) in America have a standard of answering the phone **ON** or **BEFORE** the first ring - as this is in tune with the ethos of business of speed of operation!

**SUMMARISE:**

The word 'promptly' is an attempt at defining a standard, but is still open to interpretation.

Q So what do you think of Example 3?

A Good objective, however how achievable is it 'each and every time' – when only 2 people in the office, and one of them is in the toilet!. So we need to understand what exceptions are there to achievement, when we are prepared to accept a lower standard.

**EMPHASISE:**

- They may feel that Example 3 is far too specific, dissecting work into far too much detail. However this objective was set by a line manager for a member of staff, and was taken from a completed appraisal form . People do do it!!
- Hopefully, these simple examples have helped paint a picture of what good objectives should contain.

## Objectives



- **Achievable** – What barriers in their mind to achieving it?
- **Realistic** - How realistic is this objective? Is it the most urgent and important at this moment in time? What else is on their plate?
- **Timed** - Do they know when you plan to review?

**REVIEW** above slide.

### **ACHIEVABLE:**

- If they walk away with a mental barrier to achievement, it's one more reason for them to not achieve the objective. An analogy is to think about sales people. They will look for buying signals from us. If they don't get them, they'll ask for our thoughts - because if they don't, there is a risk you'll go and buy it at a competitor. It's the same with task setting as a manager
- See yourself as a salesperson – we're selling commitment

Q How can we help promote achievability?

A Breaking down targets into bite sized chunks.

**E.g. 1:** an annual/monthly target broken down into a weekly/daily target.

**E.g. 2:** 'To reduce the response time from 4 days to 1 day within the next 3 weeks' could be transformed into 'To reduce the response time to 3 days within 1 week, 2 days within 2 weeks and to 1 day by the end of the third week'.

- Ask them what they can achieve – one Area Manager stressed that he always asks the team member for a target, as very often they were over-ambitious about what they could achieve. It's a lot easier managing their expectations downwards in terms of a realistic target to achieve