**GOTR SMARTIE Goals Workbook**



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Goal setting at Girls on the Run

Girls on the Run is committed to individual goal setting to recognize and fully reward performance and contributions of individual employees in achieving the organization’s annual organizational objectives. Individual job objectives based on each employee’s job description are created annually by each employee and her or his manager to fuel performance. These job objectives are ‘SMARTIE’ and clearly align with the employee’s impact on the achievement of department and overall organizational annual goals.

Performance is reviewed based on what employees are achieving and how they are achieving it, including:

1. Attainment of individual job objectives – 50%
2. Employee’s behavioral alignment with Girls on the Run core values and culture – 50%

Together, these two factors are evaluated on an individual basis in conjunction with the organization’s achievement of the overall organizational objectives.

**What are job objectives?**

* Job objectives communicate major individual responsibilities and the related outcomes that are expected of the employee.
* Job objectives are linked to the annual organizational objectives.
* Job objectives capture large projects, initiatives or expectations – not small daily tasks.

What are SMARTIE goals?

SMARTIE goals refer to the statements of the important results that you are trying to accomplish. They are designed to foster a clear and mutual understanding of expected levels of performance, how it will be measured and outlines successful professional development.

SMARTIE goal criteria

The following define each component of a SMARTIE goal:

SMARTIE goal scope

SMARTIE goals are intended to capture your major projects and/or responsibilities for the fiscal year. They are not intended to capture your day-to-day responsibilities. It is important that managers and team members work together to craft SMARTIE goals, to ensure organizational and departmental alignment.

Performance Goals and Personal/Professional Development Goals

SMARTIE goals should include both performance goals as well as personal and professional development goals.

**Performance Goals:**

* Are appropriate to the position
* Relate to job responsibilities and deliverables
* Align to organizational goals and objectives

**Development Goals:**

* Are learning-oriented
* Support higher level performance in the current role and/or career advancement

SMARTIE Development Goals

Development goals focus on learning and learning is key to performance, both for you and for the organization. Girls on the Run is committed to a culture of learning and developing, therefore 1-2 goals for each employee should be a personal or professional development goal.

Where to Start?

SMARTIE goals often include:

* Increasing something
* Making or developing something new
* Improving something that currently exists
* Reducing something

Tips for brainstorming your goals

1. Start by thinking about your whole job and the broad areas or ‘buckets’ of responsibility or areas for which you are accountable.
	* Develop a goal statement for each bucket. Remember, focus on the end results, not the individual tasks.
	* Tasks should be captured in action plans and project planning, but not the goal itself.
	* Goals should be high level enough to encompass core outcomes, but specific and clear enough to measure success.
	* Goals can include both ongoing responsibilities as well as new projects, assignments, priorities or initiatives that are specific to the fiscal year.
2. Having too many goals may indicate that your goals are scoped too low and are focused more on tasks than end results.
	* Remember, goals are intended to focus attention and resources on what is most important to the organization so that you can successfully achieve your priorities.
	* If you have too many goals or they are too task-oriented, consider combining several goal statements into a broader outcome area.
3. The focus and level of your goals will be driven by your role and the way your job contributes to the relevant end results.
	1. Different employees within or across departments may have a piece of a broader goal, contributing in ways that are consistent with their area of responsibility and expertise.
	2. You may be responsible for an outcome that others also contribute to.

Writing your SMARTIE goals

‘S’ – Specific

When setting a goal, it is important to be specific about what you want to accomplish. The goal should identify a specific action or event. This isn’t a detailed list of how you’re going to meet a goal, but consider answering the popular ‘w’ questions:

|  |  |
| --- | --- |
| Who | Who will need to be involved to achieve the goal? |
| What | What exactly are you trying to accomplish? Details matter! |
| When | Set a general timeframe (to be specified in the ‘time-bound’ section) |
| Where | Is a location or event relevant? |
| Which | What are the related obstacles or requirements? |
| Why | What is the reason for the goal?  |

‘S’ actions may include words like:

|  |  |  |
| --- | --- | --- |
| Oversee | Update | Write |
| Coordinate | Upgrade | Process |
| Supervise | Develop | Provide |
| Manage | Create | Maintain |
| Plan | Implement | Reconcile |
| Support | Evaluate | Direct |
| Transition | Produce | Administer |

‘M’ – Measurable

After you have specifically outlined your goal, decide what metrics are important to determine if you’ve met the goal. If the project spans several months or quarters, consider developing milestones and key deliverables through several phases of the project. Milestones are a series of steps along the way that culminate in the completion of a goal.

Tips for measurable goals:

* There should be a source of information to measure or determine whether a goal has been achieved.
* The measurement is a direct (or indirect) indicator of what success for a goal will look like.
* You may need to work with your manager to determine what the most relevant and feasible data sources and collection methods will be.
* Measurement methods can be both quantitative and qualitative.

‘A’ – Aligned

To ensure alignment across the organization, departments and individuals, all individual goals should meaningful and align with the organization’s strategic imperatives and marathon goals:



‘R’ – Realistic

Individual goals are intended to inspire motivation and foster accountability. This may sometimes require you to determine how important a goal is and what you can do to attain it. Consider:

* What is needed to accomplish the goal?
* Do you have the necessary tools/skills needed?
* If not, what will it take to get them?

Remember, the goal should require you to stretch some, but allow the likelihood of success.

‘T’ – Time-bound

In order to successfully establish SMARTIE goals, each goal needs realistic timing. Providing a target date for milestones, deliverables and the final completion is important. Consider specific questions about the goal deadline and what can be accomplished within that time period. Establishing time constraints helps to foster accountability and helps to create a sense of urgency when necessary.

‘I’ – Inclusive

The work of IDEA (inclusion, diversity, equity and access) should be embedded throughout all goals. As you develop your goals, consider:

* Can you identify any unintentional disparate impact along lines of race, gender, class, ability, access, or power?
* How is this goal or initiative inclusive of the voices and priorities of historically marginalized people?
* If the outcome specified in this goal is not specifically promoting IDEA, will the *process* of achieving this goal improve inclusion in our team or organization?

There is a fine line between inclusion and tokenism – power. Including individuals means giving them the power to influence in a meaningful way. Consider:

* Will achieving this goal help build or shrink the voices and power of marginalized communities?

‘E’ – Equitable

As part of the goal-setting process, check for disparate treatment or impact and implement ways to mitigate. You may not always be able to anticipate unintended consequences, so build in checkpoints or milestones throughout the timeline and planning. Consider:

* What unintended consequences or disparate impact might result from this goal? Who have I or will I consult with to check for unintended negative consequences? Are there any stakeholders missing?

Transforming SMART goals into SMARTIE goals

A few examples of transitioning SMART goals to SMARTIE goals are included below:

Additional SMARTIE Resources

Incorporating inclusion and equity into the goal-setting process is an important step in aligning our actions to the organization’s commitment to IDEA. The following resources from The Management Center provide additional context and examples for incorporating these important elements into your goals:

* [From SMART to SMARTIE: How to Embed Inclusion and Equity in Your Goals](https://www.managementcenter.org/resources/smart-to-smartie-embed-inclusion-equity-goals/)
* [Sample SMARTIE Goals](https://www.managementcenter.org/resources/goals-bank-2/) (downloadable list)

SMARTIE Goal Formula

The below formula can help with phrasing a SMARTIE goal:

Other tips for writing SMARTIE goals

Here are a few other tips for developing your SMARTIE goals:

1. State goals as declaration of intention, not items on a wish list.
2. A holistic list of SMARTIE goals will include some short-term and some long-term goals.
3. Write your goals down and put them where you will see them!
4. Review and revise your list as needed.

SMARTIE Goals Worksheet

Crafting SMARTIE goals helps to identify if what you want to achieve is realistic and helps to set a deadline. When writing SMARTIE goals, use concise language, but include relevant information. These are designed to help you succeed! Use the following worksheet to develop your SMARTIE goals.

SMARTIE Goals Worksheet Template

Repeat as needed for each of your goals.

|  |  |
| --- | --- |
| Initial Goal | *Write the goal you have in mind.* |
|  |
| **Specific** | *Answer the ‘w’ questions. What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?* |
|  |
| **Measurable** | *How can you measure progress and know if you’ve successfully met your goal?* |
|  |
| **Aligned** | *What organizational and/or departmental objective is this goal aligned to? Why are you setting this goal now?* |
|  |
| **Realistic** | *Do you have the skills required to achieve the goal? If not, can you realistically obtain them? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?*  |
|  |
| **Time-bound** | *What is the deadline and is it realistic?*  |
|  |
| **Inclusive** | *How will traditionally marginalized individuals be included in processes, activities and decision-making and have the ability to influence in a meaningful way?* |
|  |
| **Equitable** | *What are the elements of fairness in this goal that seek to address systemic injustice, inequity or oppression?* |
|  |
| **SMARTIE GOAL** | *Review what you have written and craft a new goal statement based on what the questions above have revealed.*  |
|  |