SETTING S.M.A.R.T. GOALS FOR SMART STAFF DEVELOPMENT

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Alice: Which road do I take?

Cat: Where do you want to go?

Alice: I don’t know.

Cat: Then it doesn’t matter.

(Alice in Wonderland)
WHY DO WE FAIL WHEN WE KNOW WHAT WE WANT TO DO?

- Not well considered
- Not in writing
- Not specific
- No plan
REMOVING THE OBSTACLES
CONTEXT

- people factor
- reality factor
- plausibility/possibility factor
- openness factor
Staff Development Goals

What do you want to achieve?

- a skill or ability
- a behavior or attitude change
Staff Development Goals

- **What do you want to achieve?**
  - a skill or ability
  - a behavior or attitude change

- **What is the nature of your goals?**
  - concrete/self-fulfilling
  - sustainable/self-renewing
Staff Development Goals

- What do you want to achieve?
  - a skill or ability
  - a behavior or attitude change

- What is the nature of your goals?
  - concrete/self-fulfilling
  - sustainable/self-renewing

- What is each goal’s relationship to the position responsibilities?
  - does it help do a better job
  - does it add dimension to the job?
# S.M.A.R.T. GOALS

<table>
<thead>
<tr>
<th>Project Management</th>
<th>Performance Management</th>
<th>ACRL</th>
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<tbody>
<tr>
<td>Specific</td>
<td>Specific</td>
<td>Specific</td>
</tr>
<tr>
<td>Measurable</td>
<td>Measurable</td>
<td>Measurable</td>
</tr>
<tr>
<td>Achievable</td>
<td>Attainable</td>
<td>Attainable</td>
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<tr>
<td>Relevant</td>
<td>Realistic</td>
<td>Results focused</td>
</tr>
<tr>
<td>Time Bound</td>
<td>Timely</td>
<td>Timely</td>
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SMARTER GOALS

Evaluated

Recorded/Reviewed/Rewarded
QUESTIONS TO ASK

- Does it make sense?
- Does it support the mission?
- How will it be measured?
- Are there any obstacles to success?
- What is the timeline?
PLANNING: THE FIRST STEP

- Who
- What
- When
- Where
- Where
Planning: Second Step

- Larger view
- Details
CONSIDERATIONS

● The chaotic consideration
● The circular consideration
● The cumulation consideration
● The culmination consideration
EVALUATE

- Will accomplishment of the goals affect the staff morale, knowledge, and performance?
- Do the goals focus on desired outcomes rather than inputs?
- Do the goals address the issues that need to be addressed?
- What are the consequences of not reaching the goal?
- Will achievement of some goals be rewarded?
- Are the goals flexible?
THE EMPLOYEES VIEWPOINT
PERSONAL BALANCED SCORE CARD

- Internal
- External
- Knowledge and Learning
- Financial
WHO AM I?

WHERE AM I GOING?

WHAT TYPE OF RELATIONSHIP WOULD I LIKE TO HAVE WITH OTHERS?
How would I like to fulfil different roles in my life, in order to realize my personal mission and vision?

WHICH FACTORS MAKE ME UNIQUE?
Which factors in my personal ambition are decisive for my personal well-being and success? What are my most important competences?

WHICH RESULTS DO I WANT TO ACHIEVE?
Which measurable short-term personal results do I want to achieve? What are my most important shortcomings? What is the most important change I face regarding my work and career?

HOW CAN I MEASURE MY PERSONAL RESULTS?
What makes my personal objectives measurable? Which values do I have to obtain? What are my targets?

HOW DO I WANT TO ACHIEVE THE RESULTS?
How can I realize my personal objectives? Which improvement actions do I need to achieve this? How do I see to it that I learn continuously?
CHALLENGE
- Accept larger challenges by selecting a more difficult objective and corresponding improvement action from your PBSC and get on with it.
- Choose a more challenging objective in line with your new skills, with purpose and courage, when the current improvement action starts being boring.
- Enjoy the pleasant experience

PLAN
- Formulate or update your PBSC, focussing on your work and your spare time
- Perform the breathing and silence exercise

ACT
- Check if the improvement action is working and take action when it is not
- Evaluate the results.
- Develop your skills to achieve the objectives you selected

DO
- Start with a simple objective with its corresponding improvement action
- Choose a person you trust
- Be committed and determined in the execution of your improvement action
- Ask for feedback
Helping employees identify staff development needs – An exercise

<table>
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<tr>
<th>Based on current job description</th>
<th>Based on wish list</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Skills</td>
<td>Skills to Add</td>
</tr>
<tr>
<td>Dream Skills</td>
<td>Dream Skills</td>
</tr>
</tbody>
</table>
QUESTIONS?

Without goals, and plans to reach them, you are like a ship that has set sail with no destination.

-- Fitzhugh Dodson
REFERENCES


PHOTO CREDITS

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