






Smart training objectives for a team assignment

[Business](#), [Management](#)



- • Appreciation - Extracting maximum information from facts
- 5 Whys - Getting quickly to the root of a problem
- Cause & Effect Diagrams - Identifying the causes of problems
- Affinity Diagrams - Organizing ideas into common themes
- Appreciative Inquiry - Solving problems by looking at what's going right
- Flow Charts - Understanding process flows
- Risk Analysis - Managing the risks you face
- SWOT - Strengths, weaknesses, opportunities & threats
- PEST Analysis - Understanding the big picture
- The Marketing Mix and the 4 Ps
- The Ansoff Matrix - Understanding the different risks of different options
- The Boston Matrix - Focusing effort to give the greatest returns
- Porter's Five Forces - Understanding power in a situation
- Core Competence Analysis - Get ahead. Stay ahead.
- USP/Unique Selling Proposition Analysis - Crafting your competitive edge
- Critical Success Factors (CSFs) - Identifying the things that really matter
- The McKinsey 7S Framework
- Using the Greiner Curve - Surviving the crises that come with growth
- Mind Tools Store
- Problem Solving Tool/Resource Finder
- Decision Making
- Decision Making Main Page
- Introduction to Decision Making
- Pareto Analysis - Choosing which changes to make
- Paired Comparison - Working out relative importances
- Grid Analysis - Making a choice balancing many factors
- PMI - Weighing the pros and cons of a decision
- Force Field Analysis - Analyzing pressures for and against change
- Six Thinking Hats - Looking at all points of view
- Starbursting - Understanding new ideas by brainstorming questions
- Stepladder Technique - Making better group decisions
- Cost/Benefit Analysis - Simple financial decision making
- Cash Flow Forecasting - Testing the viability of a financial decision
- Decision Trees - Choosing by projecting possible outcomes
- Mind Tools Store

Decision Making Tool/Resource Finder Project Management • Project Management Main Page • • Introduction to Project Management & Planning • Estimating Time Accurately • Risk Impact/Probability Chart – Learning to prioritize risks • Scheduling Simple Projects Gantt Charts – Planning and scheduling more complex projects • Critical Path Analysis – Planning more complex projects • Logframes and the Logical Framework Approach • Planning Large Projects & Programs • Kotter’s 8-Step Change Model • Stakeholder Analysis – Winning support for your projects • Stakeholder Management and Planning • Influence Maps – Uncovering where the power lies in your projects • • Mind Tools Store • Project Management Tool/Resource Finder Practical Creativity • Creativity Tools Main Page • • Introduction to Creativity Techniques • Reversal – Improving products or services SCAMPER – Generating new products and services • Attribute Listing – Creating new products and services • Brainstorming – Generating many radical ideas • Reverse Brainstorming – A different approach to brainstorming • Reframing Matrix – Generating different perspectives • Concept Fan – Widening the search for solutions • Random Input – Making creative leaps • Provocation – Carrying out thought experiments • DO IT – A simple process for creativity • Simplex – An integrated problem solving process • TRIZ – A powerful methodology for creative problem solving • Mind Tools Store • Creativity Tool/Resource Finder | Useful Links  |  | | | Maximum Achievement | | Not a | | | Member Yet? | | The Mind Tools Career Excellence  | | Club gives you the training,  | | coaching and support you need to | | | make a lasting success of your | Time CAN be on Your Side with “ Make Time for Success! Discover the 39 essential tools

needed to map | | career. Take our FREE tour, and | out your goals, maximize your effectiveness, and win control of your time and your life. | | find out what it can do for you! More >> | |[pic] | | | Recent Discussions: | Locke's Goal Setting Theory | |[pic]THOUGHT OF THE DAY: Set the | Understanding SMART Goal Setting | | stage for change | Goal setting is a powerful way of motivating people.

The value of goal setting is so well recognized | | | that entire management systems, like Management by Objectives, have goal setting basics incorporated | | | within them. | | | In fact, goal setting theory is generally accepted as among the most valid and useful motivation | | Being Assertive | theories in industrial and organizational psychology, human resource management, and organizational | | | behavior. | | Many of us have learned - from bosses, seminars, and business articles - to set SMART goals. It seems | | | natural to assume that by setting a goal that's Specific, Measurable, Attainable, Relevant, and | | The next steps for my goal setting| Time-bound, we will be well on our way to accomplishing it. | | | But is this really the best way of setting goals? | | To answer this, we look to Dr Edwin Locke's pioneering research on goal setting and motivation in the | | | late 1960s. In his 1968 article " Toward a Theory of Task Motivation and Incentives," he stated that | | | employees were motivated by clear goals and appropriate feedback. Locke went on to say that working | | | toward a goal provided a major source of motivation to actually reach the goal - which, in turn, | | | improved performance. | | This information does not seem revolutionary to most of us some 40 years later. This shows the impact | | Quick Start | his theory has had on professional and personal performance. | | Store: | In this

article, we look at what Locke had to say about goal setting, and how we can apply his theory | | Download Site | to our own performance goals. | | Career Community | Goal Setting Theory | | Leadership Training | Locke's research showed that there was a relationship between how difficult and specific a goal was and | | Time Management Training | people's performance of a task. He found that specific and difficult goals led to better task | | Stress Training | performance than vague or easy goals. | | Career Direction | Telling someone to " Try hard" or " Do your best" is less effective than " Try to get more than 80% | | Coaching & Help | correct" or " Concentrate on beating your best time. Likewise, having a goal that's too easy is not a | | Top Skills Areas: | motivating force. Hard goals are more motivating than easy goals, because it's much more of an | | Top Articles | accomplishment to achieve something that you have to work for. | | Achieve More | A few years after Locke published his article, another researcher, Dr Gary Latham, studied the effect | | Lead Effectively | of goal setting in the workplace.

His results supported exactly what Locke had found, and the | | Manage Stress | inseparable link between goal setting and workplace performance was formed. | | Improve Memory | In 1990, Locke and Latham published their seminal work, " A Theory of Goal Setting and Task | | Find Direction | Performance. " In this book, they reinforced the need to set specific and difficult goals, and they | | What we do: | outlined three other characteristics of successful goal setting. | Free help | Five Principles of Goal Setting | | Self-Study Courses | To motivate, goals must take into consideration the degree to which each of the following exists: | | Career Community | Clarity. | | Training Programs | Challenge. | | Coaching & Help | Commitment. | | Who we

help: | Feedback. | | Managers & Owners | Task complexity. | New Managers |
Let's look at each of these in detail. | | Professionals | Clarity | | Employees |
Clear goals are measurable, unambiguous, and behavioral. When a goal is
clear and specific, with a | | Career Starters | definite time set for completion,
there is less misunderstanding about what behaviors will be rewarded. | |
Practitioners & HR | You know what's expected, and you can use the specific
result as a source of motivation.

When a goal is | | About us: | vague - or when it's expressed as a general
instruction, like " Take initiative" - it has limited | | About Mind Tools |
motivational value. | | Contact Us | | | What's New? | To improve your or your
team's performance, set clear goals that use specific and measurable
standards. | Site Services | " Reduce job turnover by 15%" or " Respond to
employee suggestions within 48 hours" are examples of clear | | Directory |
goals. | | | | Relevant | When you use the SMART acronym to help you set
goals, you ensure the clarity of the goal by making it | | Courses & Resources
| Specific, Measurable and Time-bound. | | Challenge | | | One of the most
important characteristics of goals is the level of challenge. People are often |
| Maximum | motivated by achievement, and they'll judge a goal based on
the significance of the anticipated | | Achievement! | accomplishment. When
you know that what you do will be well received, there's a natural motivation
to | | | do a good job. | | | | Rewards typically increase for more difficult
goals. If you believe you'll be well compensated or | |[pic] | otherwise
rewarded for achieving a challenging goal, that will boost your enthusiasm
and your drive to | | | get it done. | | | | Setting SMART goals that are
Relevant links closely to the rewards given for achieving challenging | | Time

CAN be on Your Side with | goals. Relevant goals will further the aims of your organization, and these are the kinds of |” Make Time for Success! ” Discover | that most employers will be happy to reward. | the 39 essential tools needed to | | map out your goals, maximize your | When setting goals, make each goal a challenge. If an assignment is easy and not viewed as very | | effectiveness, and win control of | important - and if you or your employee doesn't expect the accomplishment to be significant - then the | | your time and your life. | effort may not be impressive. | More >> | Note: | | | It's important to strike an appropriate balance between a challenging goal and a realistic goal. | | Setting a goal that you'll fail to achieve is possibly more de-motivating than setting a goal that's | | too easy. The need for success and achievement is strong, therefore people are best motivated by | | | challenging, but realistic, goals.

Ensuring that goals are Achievable or Attainable is one of the | | | elements of SMART. | | | | | Commitment | | Career Excellence | Goals must be understood and agreed upon if they are to be effective. Employees are more likely to “ buy| | with a Mind Tools | into” a goal if they feel they were part of creating that goal.

The notion of participative management | | Coach | rests on this idea of involving employees in setting goals and making decisions. | | | | | One version of SMART - for use when you are working with someone else to set their goals - has A and R | | | stand for Agreed and Realistic instead of Attainable and Relevant.

Agreed goals lead to commitment. | | | | This doesn't mean that every goal has to be negotiated with and approved by employees. It does mean | | | that goals should be consistent and in line with previous expectations and organizational concerns.

As | | | long as the employee believes the goal is consistent with the goals of the company, and believes the | | Mind Tools Career Coaches give you | person assigning the goal is credible, then the commitment should be there. | | the focused personal help you need | | to find direction, think through | Interestingly, goal commitment and difficulty often work together.

The harder the goal, the more | | your goals, and make the very most | commitment is required. If you have an easy goal, you don't need a lot of motivation to get it done. | | of your life and career. | When you're working on a difficult assignment, you will likely encounter challenges that require a | | Find Out More >> | deeper source of inspiration and incentive. | | | | As you use goal setting in your workplace, make an appropriate effort to include people in their own | | | goal setting. Encourage employees to develop their own goals, and keep them informed about what's | | | happening elsewhere in the organization.

This way, they can be sure that their goals are consistent | | | with the overall vision and purpose that the company seeks. | | | Feedback | | | In addition to selecting the right type of goal, an effective goal program must also include feedback. | | Maximum | Feedback provides opportunities to clarify expectations, adjust goal difficulty, and gain recognition. | | Goal Setting! It's important to provide benchmark opportunities or targets, so

individuals can determine for themselves how they're doing. These regular progress reports, which measure specific success along the way, are particularly important where it's going to take a long time to reach a goal. In these cases, break down the goals into smaller chunks, and link feedback to these intermediate milestones. SMART goals are Measurable, and this ensures that clear feedback is possible. Decide how you'll focus your life, and then set the clear, vibrant, With all your goal setting efforts, make sure that you build in time for providing formal feedback. Compelling goals that power you to Certainly, informal check-ins are important, and they provide a means of giving regular encouragement achievement. and recognition. However, taking the time to sit down and discuss goal performance is a necessary Start Now ; factor in long-term performance improvement. See our article on Delegation for more on this. Task Complexity The last factor in goal setting theory introduces two more requirements for success.

For goals or assignments that are highly complex, take special care to ensure that the work doesn't become too overwhelming. People who work in complicated and demanding roles probably have a high level of motivation already. However, they can often push themselves too hard if measures aren't built into the goal expectations to Mind Tools Ebook account for the complexity of the task. It's therefore important to do the following: Give the person sufficient time to meet the goal or improve performance. Provide enough time for the person to practice or learn what is expected and required for success. The whole point of goal setting is to facilitate success. Therefore, you want to make sure that the

[pic] | conditions surrounding the goals don't frustrate or inhibit people from accomplishing their objectives. | | | This reinforces the "Attainable" part of SMART. | | | Key points: | | | Goal setting is something most of us recognize as necessary for our success. | The key tools on the Mind Tools | | | site, brought together into one | By understanding goal setting theory, you can effectively apply the principles to goals that you or | | easily downloadable, easily | your team members set. Locke and Latham's research emphasizes the usefulness of SMART goal setting, and | | printable PDF. | their theory continues to influence the way we set and measure performance today. | More>> | | | | Use clear, challenging goals, and commit yourself to achieving them. Provide feedback on goal | | | performance. Take into consideration the complexity of the task. If you follow these simple rules, your | | | goal setting process will be much more successful . and your overall performance will improve. | | | MindTools. om - Join Our Community! | | | In our next article, we look at the golden rules of goal setting - five useful things that you can do | | | to maximize your achievement. To read this, click "Next article" below. Other relevant destinations are | | | shown in the "Where to go from here" list underneath. | | |[pic]Was this article helpful? | |[pic][pic] | | | | |[pic] | | | | | Spread the Word: | | |[pic] [pic] [pic] [pic] | | |[pic] | | | | | | | | Where to go from here: | |[pic] | | | Join Mind Tools | | | |[pic] | | | Free Newsletter | | | | | | |[pic] | | | Download & Print | | |[pic] | | | Next Article | | | | | | | | | New Articles (Not included in the Mind Tools E-book. | | |* Shows articles available in full only to Career Excellence Club members | | | Golden Rules of Goal Setting - Five rules to set yourself up for success | | | Backward Goal-Setting - Using backward planning to set goals | |

| New Year's Resolutions - Planning for a year of achievement | | |
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Managing your documents... and your time | | | The Urgent/Important Matrix -
Using time effectively, not just efficiently* | | | Treasure Mapping - Visualizing
your goal for greater achievement* | | | How Good is Your Time
Management? - Discover tools that can help you* | | | Pickle Jar Theory -
Make your schedule work. Leave time for fun! * | | | Managing Interruptions -
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