
So Why Set Organizational Goals?

Every person in your organization should have two separate, but interrelated goal setting programs. One should be focused on their personal goal achievement, and the other should be focused on organizational goals as they relate to their team or department and the overall organization. The underlying principles governing the goal setting process are identical for each of these programs. The essential difference is organizational goal setting affects the behavior of many individuals as well as your own and, as a leader, this is one of your key areas of responsibility.



Organizational Goals: What Are They?

Organizational goals provide the definition of purpose and the direction for an organization. Goals crystallize and bring life to the *organization's vision* - its reason for existence. Organizational goals that are developed and executed properly foster organizational alignment and success through the three most critical components of an organization: Strategy, People, and Process.

When overall goals are carried through every department, business unit, or division of an organization, they provide the cornerstone for the organization's structure. Organizational goals give you and your team something you can sink your teeth into, provide guidelines for achievement and recognition, and promote pride in the organization. As a leader, a primary part of your job is to communicate organizational goals and their connectivity to your team's or department's goals.

Goals provide the direction around which every part of an organization, as well as the various activities of the individuals within your organization, must be organized. When the physical, mental, and emotional efforts of all contributors are channeled toward organizational goals, your organization's success increases dramatically.



The Power of Organizational Goals

Goals assist your organization in all decision making. When an organization has defined exactly where it is headed, many decision fall into place. All energies can be focused on discovering ways to get *there*, rather than deciding day to day *where to go*! When your goals are identified and action steps determined, it is much easier for all parts of your organization to align. Goals help the members of an organization build unity of purpose. Therefore, communication improve and difference of opinions are shared more rationally because the team's effort is directed to achieving common goals.

Clearly defined organizational goals help your organization anticipate, compensate for, and reduce the impact outside forces have on your operation. Goals help set into motion plans of action which take into consideration a wide spectrum of possible obstacles to be encountered.

A team with well defined goals provides a framework for your team members to set appropriate and meaningful personal goals. For success in today's business environment, it is important that employee's personal goals are aligned with the organization's goals. There is always a much stronger commitment to organizational goals when people see their personal goals and needs are being fulfilled.

Developing Organizational Goals

Your organizational goals should be divided into three broad categories.

- **Productivity Goals:** Productivity goals relate directly to the product, service, or function of your team, department, or business unit. Often these goals are relatively easy to identify and describe. They are quite visible and can be quantitatively measured. In order to set goals for productivity, you must first identify where you currently stand as opposed to where you want to be in the future. Productivity goals include quality control, production quantity, cost effectiveness, turnover, safety, and other appropriate categories.
- **People Development Goals:** People development goals are focused on the organization's most valuable asset - its people. Leaders make decisions, establish policies, and oversee the functions necessary to maintain the team, department, or business unit. Two basic responsibilities you have as a leader include organizing the relationships and interactions which occur among your people - *human development*; and managing the nature and quality of the conditions under which these interactions take place - *creating the best*



climate. No set of departmental or business unit goals would be complete unless goals are set to create and maintain the best work environment.

- **Time Management:** Time management goals are focused on getting most out of the minutes, hours, days, weeks, and months available to each individual. It takes time, resources, and energy to achieve any organizational goal. Time management, then, becomes the strategy by which you determine how you will expend existing resources in the time available. What are your planning strategies? What tools and techniques do you use to get the most out of available time? What are your habits related to time management, i.e., frequently late for appointments, procrastination, distractions, taking work home, etc.?

