

## S.M.A.R.T. Method

Goals should be:

- ◆ Specific: The more specific the goal, the more chance that it will be successful. By being specific from the start, there is less chance that later there will be claims on the part of either party that they did not understand what was expected.
- ◆ Measurable: Specific goals describe the “what” of the goal. Measurable goals define the “how much”, “how well” or to “what level or degree” of the goal. It takes the guesswork out of determining if the goal was met, helping the manager/supervisor to assess both quantity and quality. The key is that for a goal to be measurable it must be quantifiable.
- ◆ Action-Oriented: Action-oriented goals keep the focus on the behavior. Behavior and actions are measurable; attitudes, efforts, and intentions are not.
- ◆ Realistic:

When goals are realistic, they:

- keep the employee on track;
- build self-esteem and self-confidence in the employee;
- build the employee’s confidence in the manager/supervisor; and
- decrease necessity to adjust the goals during the rating period.

When goals are unrealistic, they:

- cause frustration;
- cause loss of self-confidence and self-esteem;
- may cause employee’s to lose confidence in the manager/supervisor;
- may cause the employee to view the manager/supervisor as “setting them up for failure;” and
- make it difficult to hold an employee accountable.

- ◆ Time-Bound: This defines the “when” of a goal. By putting time limits on a goal you prevent procrastination from getting in the way of an employee reaching their goals. This is particularly important when dealing with an employee who is on interim evaluations.

