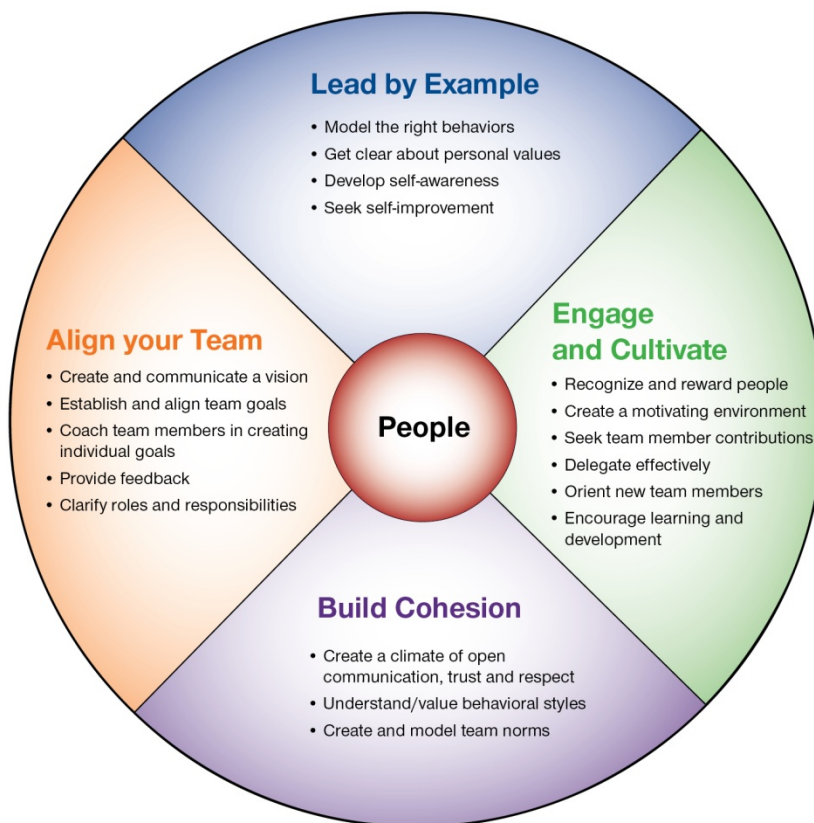


# Align your Team



## SMART FORMAT

**Activity:** Create a team level goal based on the strategic objectives of the organization using the SMART format. .

<b>S = specific</b>	Each goal should be written in a positive tone and should be as specific as possible.
<b>M = measurable</b>	Each goal should be precise, using dates, times, amounts, etc., so that you can measure your results and know exactly what you have achieved.
<b>A = actionable</b>	Goals should be written in the form of an action statement.
<b>R = realistic</b>	They should be achievable, but they should still stretch and challenge you. Take note of the obstacles, but do not limit yourself. Your goals should push you slightly out of your comfort zone.
<b>T = time-oriented</b>	Every goal should have a target completion date assigned to it.

## The Goal Setting Conversation

**Activity:** Using the team goal created in the previous exercise, script out how you would have a goal setting conversation with a team member using the 5-step process below.

**Step 1:** Share organizational and team level goals with your team member(s).

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**Step 2:** Ask the team member for input on what they think their goals should be. Give the team member time to create their goals and standards.

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**Step 3:** Review the team member's goals and standards. Coach the team member until there is an agreed upon set of goals that meet your high expectations. Acknowledge their personal aspirations and goals and ask other questions to learn more about their motivations (see next page).

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**Step 4:** Ensure the goals are SMART (see previous page).

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**Step 5:** Agree on a schedule/timeframe to review goals. Provide consistent, timely, and specific feedback.

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