

Setting Individual Goals with Your People

When it all comes down to it, successful goal setting is both a team and an individual process. It is first very important to have a clear Vision and Purpose so that the whole team knows the direction that the company is going. It is important also to have company goals set yearly to reach the Vision. All this, as we have seen, unites the organization and allows for much progress. Further, we need to track our goals and progress so that each department and division knows how they are doing compared to where we have committed ourselves to be. We as leaders have started and in many cases fully implemented this process.

Once the Vision, the Goals and the Tracking of the Goals is set up, we are now ready to break the process down to the most important part of our organization – our people. Not just our people as a whole team but our people as **individuals**.

Each of us arrives at an organization with a huge variety of different backgrounds, skills, self-images, attitudes, roles, beliefs and abilities. A company is made up of each of these multitudes of different aspects. To truly maximize our company's success, we must increase the success of each person in the organization. This is you the leader's key role in the company – **multiplying the success of your people!**

As you walk on the sales, factory or mechanic's floor, you are seeing people – your people. Each person comes to you with different desires, hopes, dreams, skills, fears and past backgrounds. Some are very angry at the organization and trust is low – they've had some bad past experiences that have stuck. Yet this mechanic, salesperson, operator might also have tremendous skill in what he or she does better, in fact, than anyone in the state. What is your role in this case as the leader?

Or you may have Polly Positive. Polly loves goals setting and is one of the greatest supporters of our new goal setting process, "You've just got to think positive". She will say to you with glowing eyes, "Don't ever let a negative thought enter your mind." She loves the goal-setting meetings you hold and is very supportive of what you are doing. The problem is her work

lacks the depth of skill and understanding needed to really produce results. What is your role here as a leader?

The point is, in it finality, goal setting is an individual process and this is where your success rubber hits the road.

Now, your role is to take all these individuals, who are all different as night is to day, and to get them all to work together in *perfect harmony* towards the Vision and Purpose focusing on company goals realizing that you also need at the *same time* to set and achieve goals with each of them *individually* understanding as you have already studied their own unique *quirks, difficulties and problems*. *At the same time*, you need to constantly increase the profit and productivity of your department/sections/plant while *exceeding customer expectations*. How do you do all this?

Time management and understanding your true priorities as leader is very important here.

There is an important point that is made in our Effective Supervisory Management class **“If you have fifty people in your department, you need 50 motivation plans.”** Understanding that each person is unique in your group, I find this statement true. Thus I would suggest that you would have a notebook or three ring binders with at least a page for each person you manage, coach and motivate. With this notebook you become a student of your people. To accomplish individual goal setting, you must then take the time necessary to study your people, set goals and follow-up.

From a time management standpoint, we need to defend this choice. Is doing this – multiplying the success of your people a high pay off or low pay off activity?

How about solving your people’s problems?

How about getting your people to solve their own problems?

Let us say you have 10 people you manage. Through working with each of these people, you figure you can improve their success and efficiency each by 20%. This mean 10 times 20% or 200% efficiency increase. Let’s say you can also, in the same amount of time, increase your

own already stupendous productivity by, say, 10% - which is a better gain yourself or your people?

What's the point here?

There is no better time spent by a manager or supervisor then helping their people get better. This can take time but is there any better time spent?

Why don't we have time to do the above?

We're too busy trying to make sales, do the work, solve the problems, fight the fires, get out production, fix the cars etc. etc. etc. If we are too busy, what is the symptom? What is the cause?

If you are too busy running around like a chicken with its head off, if you are *too busy* and it only seems to be getting worse what is happening here?

IF YOU ARE CONSTANTLY "TOO BUSY", YOU HAVE NOT ADEQUETLY MULTIPLIED YOURSELF THROUGH YOUR PEOPLE. THIS IS YOUR NUMBER ONE TASK.

How do we do this?

This process involves a lot of thinking time. A great local leader once said, "*I didn't start truly succeeding until I stopped doing and started thinking.*" You sit down with yourself and write down each of your people, giving them one page at a time and say "Where do I wish for this person to improve?"

You then get daring and bring the same person in and ask them the same questions, all the while setting goals and then tracking the person's success. Throughout the day and week, you periodically focus on that person. Ask how the items they are focusing on are going. You celebrate their successes and help work through obstacles all on a one-on-one basis.

A wonderful question to ask here is "What are the top five areas you would like to get better at?" Ask this and a lot of ideas start to flow.

This takes time – *this is what you are here to do.*

What are the results from doing this?

Less fire fighting, less solving problems of others that they could better solve on their own. More self-motivation and improved attitude of your people. As this occurs, an interesting thing happens, *by multiplying the success of your people you find you multiply the success of yourself*. You yourself are able to work more on the organization and less on the items your people can better handle. You empower your people and they in turn empower you. You are better able to look at the key hot points of your department's success and then multiplying those hot points. You are able to see the relationship between your people's improvement and overall company improvement.