E EQUALS WHY

E3 Take on SMART Goals

EXPRESS: Think idealistically rather than realistically when you express what the outcome looks like and feels like, along with the impact it will have and the results it will deliver.

ENGAGE: Inspire and enable your team to engage by sharing WHY the desired outcome is important to them individually, to the team, the company and hopefully even the community. Ensure you communicate in the forum that connects best for them.

EXECUTE: To achieve the desired outcome you have expressed; it is critical to be SMART when defining the expectations for each of your team members.

Express • **Execute** • **Engage**

Specific	• Clearly express what a successful outcome looks like. Paint the picture of what the end result including details and WHY it is important. They should be well-defined and clear cut. Confirm their understanding by asking them to repeat the specific outcomes. • *Warning! Avoid telling them how to do it!*
Measureable	• Clearly quantify the desired results to demonstrate change; numerical is often the most common/effective. Start with an existing or related measurements and articulate how it might be improved, i.e. increase by X%, move from X to Y, etc. • *Warning! Be careful not to add metrics for the sake of numbers, because they can lead to unintended consequences*
Achievable	• Jointly assess whether the team member has the skills, capabilities, tools, resources, and willingness to achieve the desired outcome. If there is a gap, then ensure there is a plan to fill that gap through enablement or support from others. • *Warning! Do not assume everyone knows what good looks like because it can lead to excuses at the end*
Relevant	• Provide the context of the team member's role in the overall expressed outcome, along with the impact to the roles and responsibilities of others. • *Warning! Without purpose and context individuals can lose focus and engagement*
Time Bound	• Clearly define the expectations of when the outcomes need to be completed, and any necessary interim deliverables. Be specific regarding dates and times to avoid confusion. • *Warning! Delivery timelines like "soon", "in a couple of days" or "in a few days" leaves room for misinterpretation*

Clarity and ownership of these elements at the start eliminates excuses after the fact.

E EQUALS WHY