

CONSULTING SOLUTIONS



SETTING SMART GOALS



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For decades now, SMART goals and Management by Objectives (MbO) have proven to be quite effective methodologies in helping organizations and employees focus their performance on what counts, literally. Without being able to measure what gets produced, be it a product or a service, one will find it more challenging to manage or improve.

At EcoMan Training & Consulting, we have been helping organizations on establishing MbO systems and SMART goals and objectives at various levels. Our straightforward methodology uses a top down approach which starts with a thorough analysis of the existing strategy to extract the organizational Critical Success Factors.

These are then used as components in building organizational goals and individual objectives which follow the SMART criteria. Our subject matter experts rely on a mix of experiential training and customized consulting solutions, and follow the process shown below to deliver to every organization a set of goals and objectives that are aligned with its strategy from every perspective:



- 1 Analysis of organizational vision, mission and strategic goals
- 2 Extraction of organizational Critical Success Factors (CSFs)
- 3 Identification of Key Performance Areas (KPAs)
- 4 Development of measures and Key Performance Indicators (KPIs)
- 5 Development of SMART goals and objectives

THE PROCESS - EXPLAINED

1

Analysis of organizational vision, mission and strategic goals

In Step 1, EcoMan analyzes the organizational strategy by performing a thorough review of the vision, mission and strategic goals which the organization has in place for its current strategic cycle. This step is usually done at EcoMan's offices by a team of subject matter experts specialized in strategic thinking and planning.

2

Extraction of organizational Critical Success Factors (CSFs)

In Step 2, EcoMan takes the information gathered from the analysis of the strategy and uses it to extract the organizational Critical Success Factors (CSFs). These are then sorted into three categories, namely Key Performance Areas (KPA), core competencies and organizational values. KPAs are those areas which the organization aims to positively influence in a sustainable manner (as measurable outputs), while competencies and values are the inputs and approaches which the organization relies on to produce the outputs.

3

Identification of Key Performance Areas (KPA)

4

Development of measures and Key Performance Indicators (KPI)

5

Development of SMART goals and objectives

In Steps 3-5, EcoMan isolates the organizational and functional KPAs for each business unit and then uses an experiential workshop approach to train the end users in each business unit on using the extracted KPAs to develop the right set of Key Performance Indicators (KPI). In the same workshops, EcoMan experts coach the end users on validating their KPIs using the KPI ID Card which is a EcoMan tool specifically designed for checking the reliability and validity of each KPI developed during the workshops. Once the KPIs have been validated, EcoMan experts use them to help end users in drafting a set of individual goals and objectives which meet the SMART criteria. After the goals and objectives are finalized, EcoMan experts coach the end users on the methodologies which could be used to track and report on the progress of each goal against its desired target. Although the duration of these workshops largely depends on the size and complexity of each business unit, we can safely state that most workshops last between 1 and 2 days.

THE DELIVERABLE

The MbO or SMART goals template which EcoMan commits to have produced at the end of the project will be based on the following template:

Analysis of Organizational Vision, Mission and Strategic Goals					
Part II: Tangible Performance (70%)					
Indicator					
% HR budget utilized ¹					
# of HR e-Newsletters uploaded on intranet ²					
% filed year-end performance appraisals ³					
% of training days completed ⁴					
# automated Human Resources operations ⁵					
% satisfaction in Human Resources Index ⁶					
Average # of training days per national ⁷					
Set of KPI-Based Strategic Objectives		Targets associated with each objective	Section for entering status of each objective (upon demand)	Section for entering status of each objective (upon demand)	Section for entering weight of each objective (in relation to other objectives)
					Section for entering % of achievement against agreed targets

IN PREPARATION FOR OUR CALL

We strongly recommend that you have as many of the following inputs ready as possible:

1. An up-to-date vision, mission and strategic goals (for the organization or the business unit targeted) OR
2. Access to the senior management team for 1-1 interviews with EcoMan experts
3. A willingness to allocate 1 day per business unit for training on development of SMART goals and objectives

The availability of the above will expedite the process of creating a custom fit proposal for your consulting need.

CONTACT US

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