

Engaging Staff in Setting Goals and Expectations

<http://www.youtube.com/watch?v=4ZIfReH8znM>



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NOTRE DAME

Session Objectives

- Clarify the supervisor's role in engaging staff to set goals and expectations.
- Identify specific actions necessary to help staff create their prioritized list of goals/expectations.
- Examine tips and tactics to engage the reluctant.

Your Job? Create connection and commitment to goals!

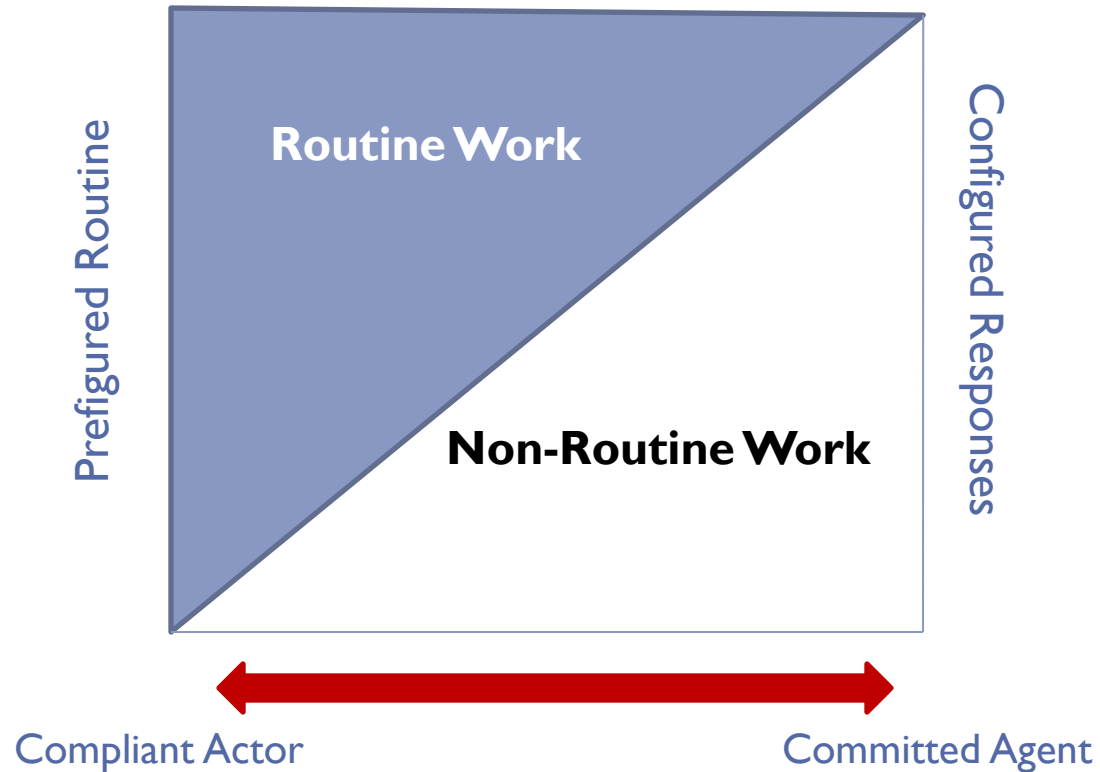




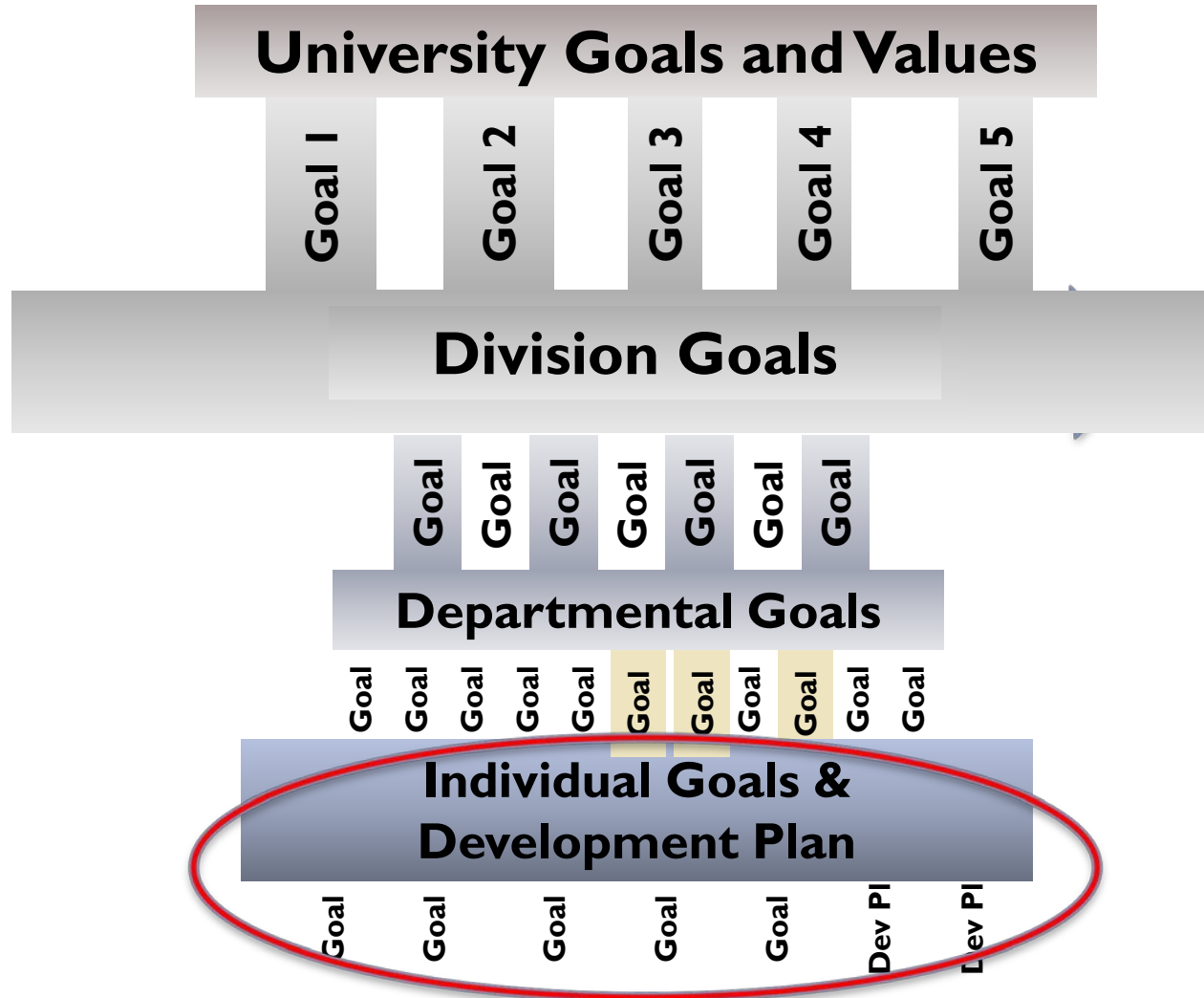
"Would you tell me, please, which way I ought to go from here?" asked Alice. *"That depends a good deal on where you want to get to,"* said the Cat. *"I don't much care where--"* said Alice. *"Then it doesn't matter which way you go,"* said the Cat.

Role of the Supervisor

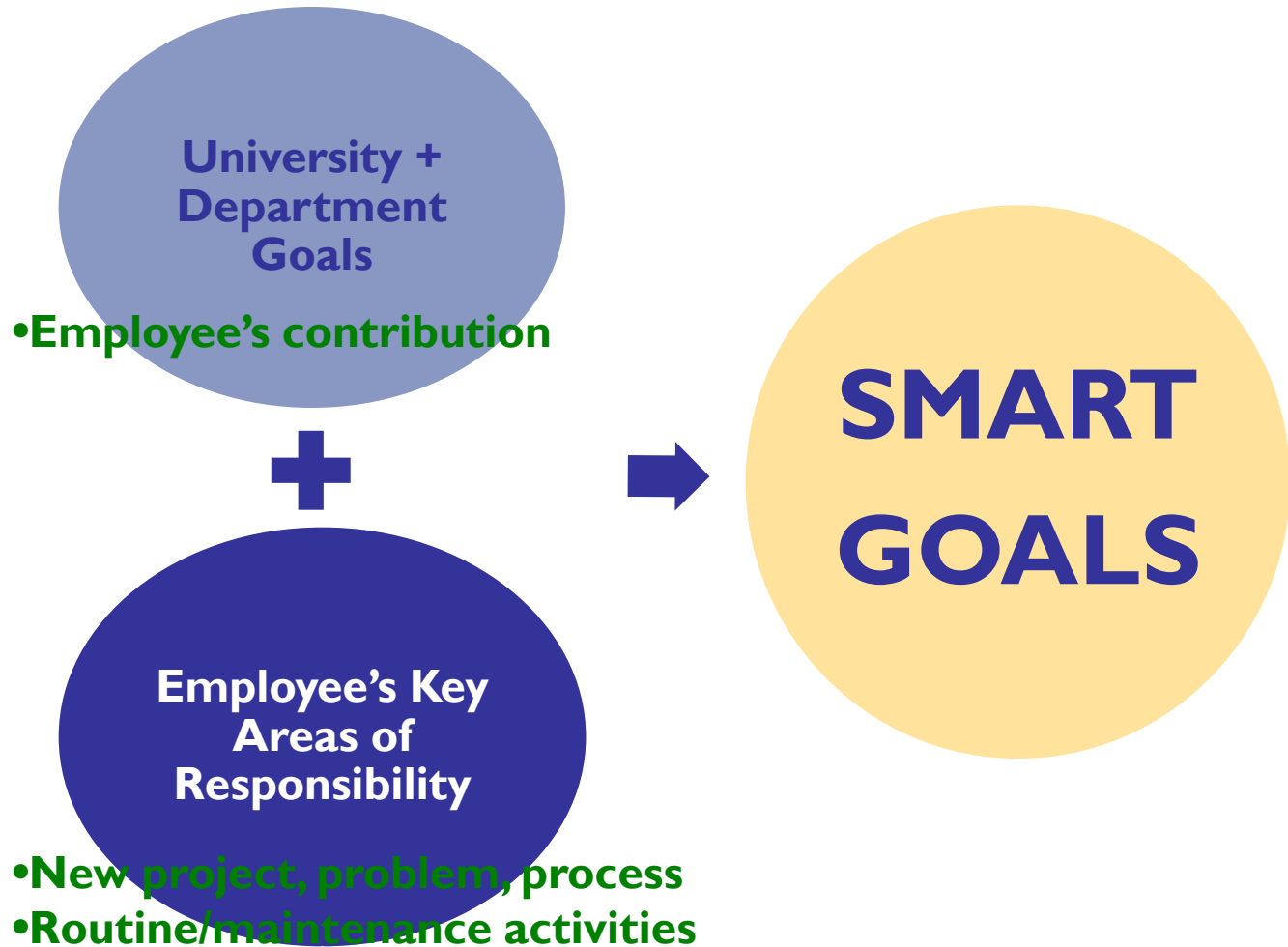
Should you **specify** employees' goals or should you **solicit** them???



Vision, Mission and Goal Alignment



Sources of Goals



Cascaded Goals

Supervisor's Responsibility!

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Enhance Manager-Employee Relationships



DIVISION

Provide means for employees to provide feedback to supervisor.



DEPT/WORK UNIT

Pilot one hourly area with Upward Feedback tool and roll out to campus by April 30, 2012.



INDIVIDUAL

Coordinate/Implement/evaluate hourly pilot by 12/31/12, and implement campus-wide by 4/30/2012.

STEPS to Setting Goals



Dealing with Resistance

- Listen First! Sell Later!
- Purpose
 - Get the right things done.
 - Documentation to support decisions.
 - Justification for merit recommendations.
 - Clarify expectations and establish priorities.
- Importance
 - For fair evaluation of performance
 - Development of job skills and/or future career skills (i.e., keep up or fall behind)



= *A written statement that clearly describes tasks or actions with measurable results.*

And in summary...



- Help make the connection to the University goals.
- Communicate division, department and your (work unit) goals.
- Prioritize what needs to get done in their area.
 - Projects, contributions to work unit/dept goals
 - Performance standards for their routine tasks (to maintain or improve)
- Help them finalize SMART goals by reviewing, offering refinements, and clarifying specific outcomes.

