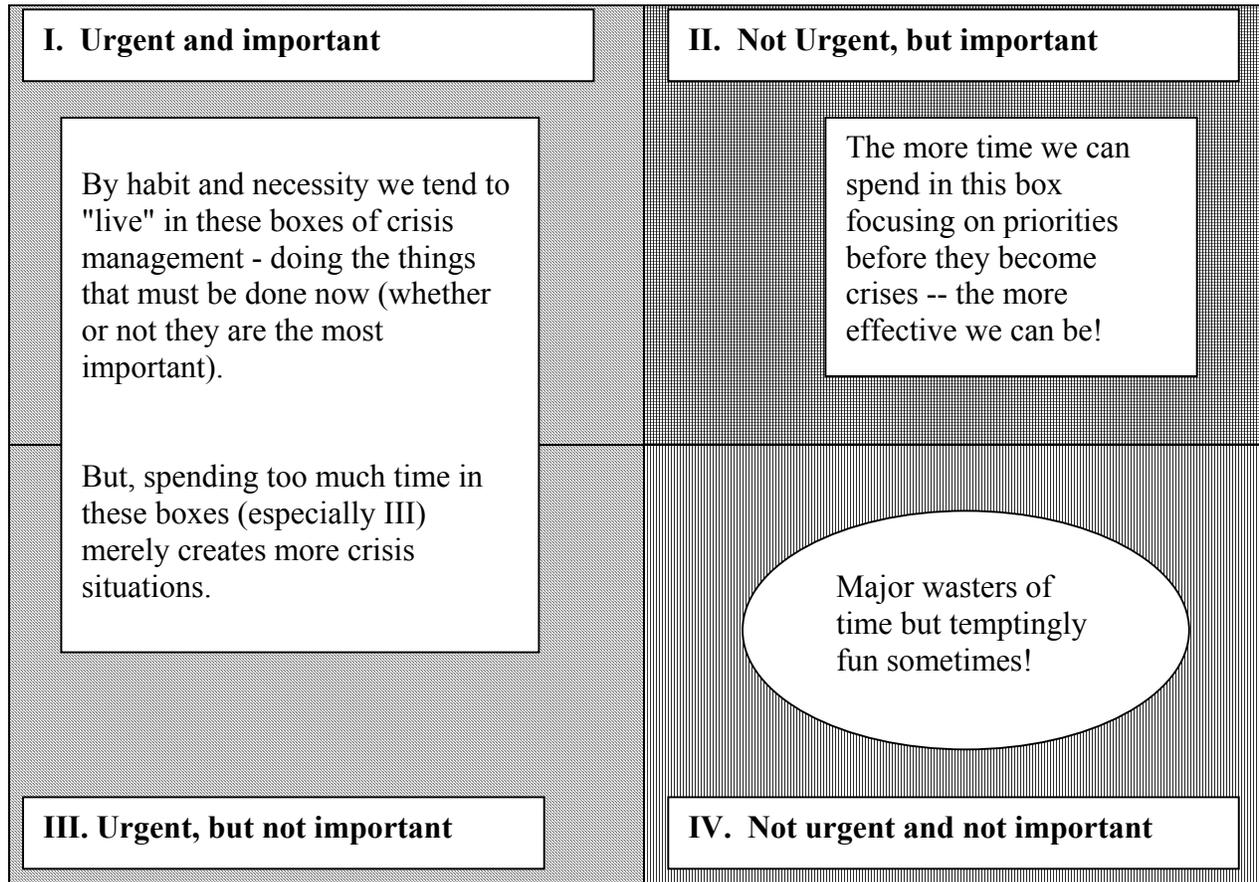


## Goal Setting Helps Your Organization Keep its Eye on the Prize!

Stephen Covey in his series of books on effectiveness suggests that we tend to be "adrenaline junkies" who are in the mental habit of focusing on the urgent, rather than the important. Establishing goals enables us to distinguish between the truly important activities that move us toward success and those things that beg our attention because they "in our face."



Creating goals for your welfare to work program can help you keep you, your staff and your agency focuses on the true priorities -- those items that lead to program success.

Want to read more? Try: Stephen Covey, *First Things First*

## How to create 'SMART' GOALS

Experience also shows that it is worth the effort to spend some time articulating goals so that they are meaningful for the people who must try to achieve them. Try running each of your goal through this model to see if they meet the test.

### SMART GOALS CHECKLIST

**S - Specific**  
**M - Measurable**  
**A - Ambitious**  
**R - Reachable**  
**T - Time -bound**

- Is the goal specific? Do those responsible know exactly what is expected?
- Is the goal measurable? Can those responsible and others overseeing the activity count or measure progress against the goal in some way?
- Is it ambitious? Does the goal force the organization to "stretch" to achieve it?
- Is it reachable? Even though it's ambitious, is it realistic?
- Is it time-bound? Does the goal have a deadline?

**Example:** Goal #1: Create a successful Welfare to Work Program

Is it specific -- no; Is it measurable -- no; Is it ambitious -- to the extent that we understand it, yes; Is it reachable -- to the extent that we understand it, yes; Is it time bound -- no

Perhaps what we have above is the "vision" -- a successful WtoW Program.

But to create effective goals we need to define "success" in a much more concrete way.

**Let's Try Again:** Some WtoW goals are easily quantifiable:

#1: Maintain 98% utilization on an annual basis

#2: Increase the average earned income of WtoW participants by 4 percent each year.

But not all goals can be quantified so easily and quantifying the goal may be an early part of working on the goal. For example on the sample Action Plan included in this package Goal #5 is: *Identify additional sources of WtoW Services for unmet needs of participants.* In this case the first several tasks related to this goal will be to identify which needs are unmet, how large the need is and whether there is one or more sources. At that point the goal can be adjusted to meet the specific and quantifiable elements. At that point the goal might be restated to something like: *Increase the capacity of the partnership to provide GED training for 50 participants per quarter.*

For your first round focus on stating the goals you feel are most important -- then work on assuring that they are both specific and measurable.

## Developing Strategies for Overcoming Barriers to Your Goals

One interesting and effective way to develop a strategy for achieving goals is called a "force field analysis." This model assumes that for each goal there is a current state (where we are now) and a desired state (where we want to be). At the same time there are "driving forces" -- factors that drive us toward where we want to be and "restraining forces" that keep us where we are (or even send us backwards). By drawing a picture of these dynamic forces we can then develop a strategy for moving toward the goal.

<b>Force Field Analysis</b>	
<p><b>Current State:</b> Only a few WtoW participants are participating in the training we have to offer</p>	<p style="text-align: right;"><b>Desired State:</b> All of our non-working WtoW participants will participate in at least one training activity.</p>
<p>Courses are available free of charge. —————→</p> <p>Courses are directly related to job-skills that are valued by employers in our community. —————→</p>	<p>Lack of day care has been raised an a problem. ←—————</p>
<p>To move toward the desired state there are two actions we can take (1) add something to the driving forces      —————→</p>	<p>OR remove something from the restraining forces.</p>