

Content

How to use this Booklet	4
A Framework for Thought	5
The Importance of Goal Achievement	6
What is a Goal?	9
Goal Setting	10
Traits of Excellent Goals	14
Creating Goals	20
Lessons Learnt	23
Goal Achievement Program	24
GAP Triad	31
Maintaining Focus	34
Mapping your Actions	36
Making it Happen	38
About the Author	42



The Importance of Goal Achievement

What is one of the most important lessons that was learnt from the Dot Com era? Remember the Dot Com era, it was a time when many business leaders thought their world had been turned upside down over night, that new start-ups were going to use the Internet and digitalisation to overrun their market positions, and if they didn't act today then there would be no tomorrow.

Companies that were not doing something sexy with the Internet were savaged in the share market and almost any idea that sounded almost plausible attracted huge amounts of capital. These were days in which companies had to act immediately and no amount of money was too much to be thrown into projects; whatever it took and more was the amount that would be spent.

And what did many companies discover during this time? Quite simply that as an organization they could not make things happen quickly, no matter how much money was applied. There existed an organizational approach to goal achievement and project management that allowed things to happen in time periods of years, certainly not months, and absolutely not in days.

The lesson that became so apparent was that the organizational capability of getting things done quickly, efficiently, to established objectives and achieve them was one of the most important competitive traits that exist.



But if we pause and reflect on that statement then we will all recognise that we already knew that the ability to get things done was a critical competitive trait. What makes for a top employee? It is their ability to get things done, to make it happen when it needs to, to overcome obstacles and to take the initiative. What many business leaders had not remembered was that in a competitive market, you are either leading the market or chasing someone else. Many companies and their leadership teams were 'comfortable and safe' in their market position and did not recognise the changes occurring in the market and by the time they did they were not fit enough to play catch up.

As a business leader if you do nothing else but to build an organization that is capable of achieving its goals then you have build an organization that can compete effectively. All organizations must have a process for setting and achieving their goals. A process that underpins its competitiveness and ensures that it is always evolving, adding value, reinventing and stepping out from its competitors.

Goal achievement is about having an organization that knows how to make it happen.

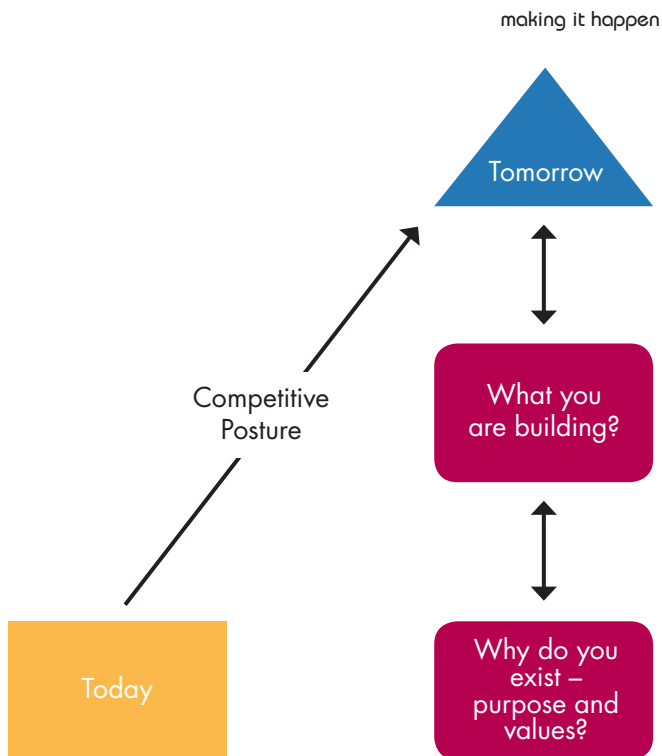


Questions

Where is it that you want to take your business? Describe in less than 15 words.

Goal Setting

The commencement of goal setting is ensuring that you clearly understand and can articulate succinctly at what destination you eventually want to arrive. Goal setting and achievement then becomes a process of setting out the stepping-stones or stages towards arriving at that destination. Strangely enough though, if you don't know what destination you are seeking you will probably never arrive. How many businesses do you know that really don't know where they are going but would like to make a lot more money on the way?



In my view your ultimate goal (what you are seeking for tomorrow) should be the building of the type of organization that you dream of, one that exists for the purpose and values that you have established and one that will continue for many generations after you are no longer at its helm. This is an organization that is 'purpose-focused' and is solely interested in delivering improved customer value day after day.



If you have been able to develop your vision to this level (a clear vision of tomorrow) then your focus on purpose will ensure your enduring competitive success whilst attracting the best people and loyal customers who are willing to pay for the value they receive. Profit will follow and is not the constant focus.

Individual goals year by year are the stepping-stones that you set to move your organization towards tomorrow. The strategic business planning that you have developed for your business will define and articulate your vision, values and purpose and describe how you intend to achieve these outcomes. The competitive posture that you have developed for your business will reflect how you intend to achieve your goals in the competitive environment in which you exist.

Questions

What is your dream for your business?

Are you able to express that as a vision you can effectively communicate? Say it in 3 words: