



The 21st Century SMART Objective

Let's be honest, often when we hear the term "SMART Objective" our eyes roll and the saying of "here we go again" springs to mind. The notion of a SMART Objective was created to bring focus to a person's role back in the days of manufacturing and production. And while many of these valuable roles remain, many of us have never been near a manufacturing or production operation.

A SMART Objective in terms of number of items produced, packed etc makes sense. It's SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC and TIME BOUND, if the acronym is followed as intended. Yet many of us work and represent professions where the output and even the process to achieving the output can and does vary. How do you quantify what great customer service is? How do you determine the capability of one person over another? Better yet, how do you create an objective for someone and give them the best chance of achieving it?

Thankfully the likes of Kim Scott and Daniel Pink have given us answers to several of these questions and Kim have developed a more current version of the SMART Objective.

The Logic

What both Daniel and Kim are clear on is that the dominance of manufacturing and production roles have passed, certainly in Western society. These roles have now been superseded by the establishment of the **Knowledge Worker**. A term coined by Ken Blanchard, the knowledge worker is exactly that, a person who's main role is to capture, manage and act off the back of acquiring knowledge relating to the operations of the business they represent.

Data is showing that the cost of living is rising sharply, this may adversely impact tenants and their ability to meet rent payments. (Knowledge). Utilities companies provide financial support. (Knowledge) Community groups offer food banks. (Knowledge) A local college is offering free training (Knowledge) and the job centre is running job fairs (Knowledge). How do you get someone to act on this information? And this is where the new "M" comes in. **Motivational**. We need to ask the person what would motivate them to do this, which is obvious. Then there's the second part, as their manager, we would also have a good idea what motivates our team.

Pause for a second, think about each member of your team... What are the top 4 values that each member of your team holds?

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|---------------|---------------|----------------|------------------|
| • Uniqueness | • Status | • Imagination | • Curiosity |
| • Unity | • Stewardship | • Independence | • Decisiveness |
| • Winning | • Recognition | • Fairness | • Brilliance |
| • Spontaneous | • Respect | • Family | • Accomplishment |
| • Stability | • Harmony | • Control | • Acceptance |



A Quick Way to Identify Values

Manager; *"What do you enjoy most about your role Jo?"*

Jo; *"Well I like that each day can be different"*

Manager; *"Likewise, we get involved in a lot... Humour me for a sec, with each day being different, what does that give you?"*

Jo; *"What do you mean?"*

Manager; *"With days being so different, I'm curious to know what you feel that you get from doing this work?"*

Jo; *"For me it's the variety and the opportunity to work with many different people to figure things out and get things done"*

Manager; *"Interesting, so a few things that are important to you are Variety, Collaboration, Problem Solving and Results?"*

Jo; *"Yea, that sounds about right"*

Manager; *"Good to know, out of interest, which of those 4 is most important to you?"*

Jo; *"Oh, collaboration without doubt because I really love the vibe and energy of working with others"*

Through this simple conversation we've discovered 4 of Jo's values and we also know which is most important, meaning we can consider establishing some objectives more aligned with collaboration.

Think again about the people on your team, what are their top 4 values and which of these is most important to them? Knowing this means we're able to set objectives that will be motivating and engaging, meaning people on our teams will be more satisfied in their role.

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