

Goals That Sustain: An Approach to Create Engaging Goals That Get Done

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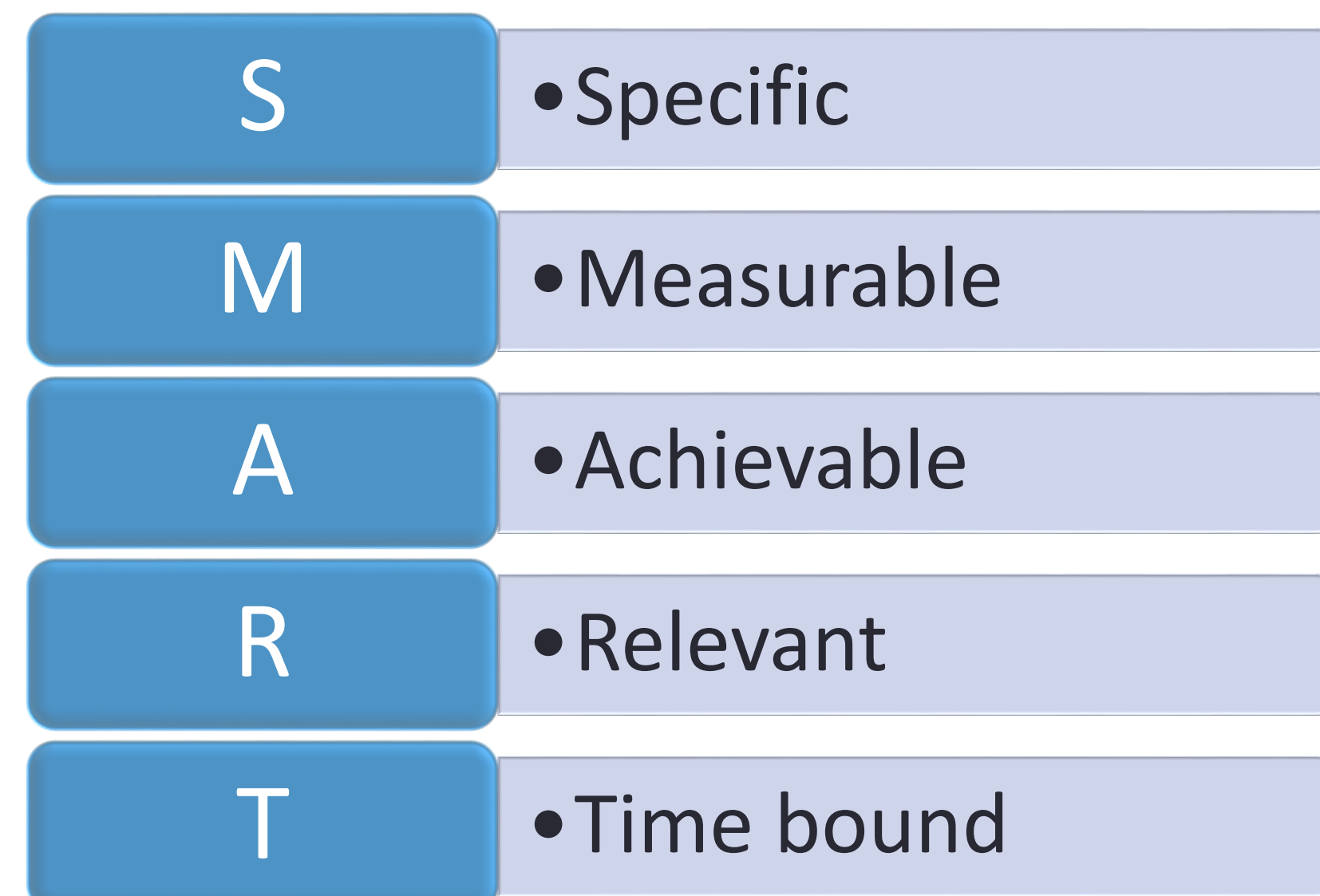
POWER OF GOALS

“Goal setting is a powerful process of becoming **clear about your ideal future**, designing an **action plan** to get you there, launching into action and **persisting** until you reach your destination.” (Addis, 2008)

Goal setting plays a key role in strategic time management. It ensures that the overarching direction an individual or unit wants to move towards doesn't get obfuscated by day-to-day activities and unexpected requests for expertise.

Direction for the types of goals that work are often clear, but the “how” of the goal setting process often gets bypassed because it's believed to be intuitive (or simply unexciting). This poster presents one approach that can be applied at the individual or unit level. The process can be used by front-line library staff or by supervisors in guiding goal-setting discussions at the unit or individual level.

SMART GOALS



SMART Goals have become a popular standard in formatting goals – they help ensure that goals are practical and set a foundation for successful accomplishment.

The approach to goal setting outlined in this poster incorporates the popular SMART framework. This approach gives the librarian a process with more detail to build SMART goals.

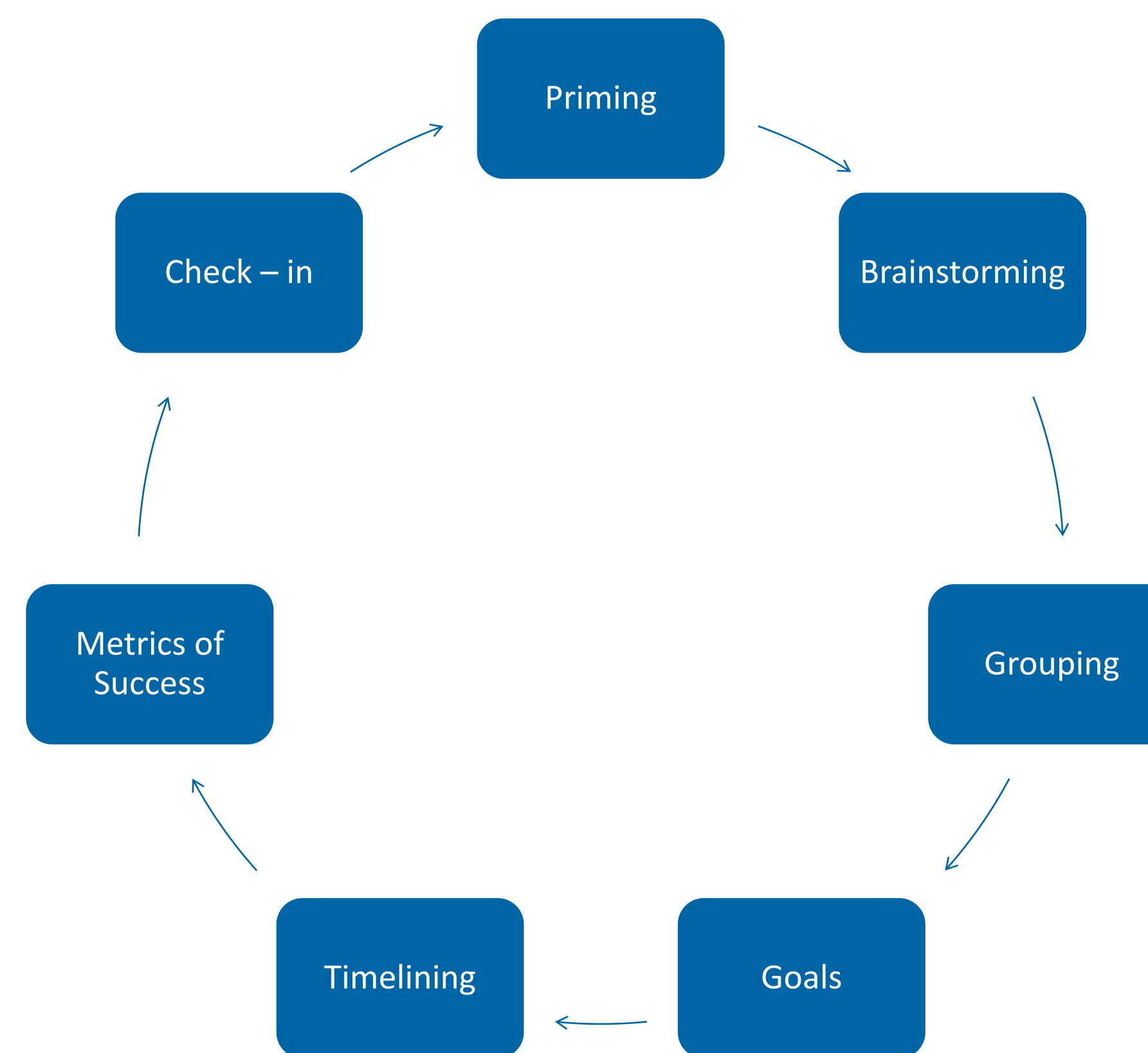
STUMBLING BLOCKS

SMART goals are popular because they're effective, but the need to incorporate all aspects of the acronym can be intimidating and has the potential to stymie goal ideation during the early stages.

Often individuals will self-criticize along the lines of “We can't do that it's not SMART” before fully engaging with possibilities of adapting the core idea into the SMART framework.

Another stumbling block in developing SMART goals is differentiating a “goal” from the component “tasks” that will need to be completed to achieve the goal.

This process aims to facilitate a free flow of ideas, tied to the mission and vision of a library and its home institution, that are then further refined into the SMART framework.



THE PROCESS

The process I've used successfully incorporates seven steps:

1. Priming – Review of relevant strategic documents, preliminary thinking about opportunities unique to the individual or unit. Send out information ahead of time to take advantage of the “incubation” stage of creativity.
2. Brainstorm – Free flow of ideas regardless of whether they're fully formed goals or just a list of component tasks.
3. Grouping – start to connect different tasks and goals and identify a larger scope. From those groups identify which are the most vital to achieving larger mission and hold others for future goal discussions.
4. Goals – Take those groups of tasks and rough goals and format to reach the scope of an overarching goal
5. Timelining – Identify rough timeline that be used to tackle the goals – identify those that have particular time requirements and which are flexible – this ensures goals work happens throughout the year
6. Metrics of Success – Determine how one will know the goal has successfully been accomplished. Identify potential concrete deliverables that will come from the work.
7. Check-in – Set up periodic goals check-ins to ensure that the original thought exercise doesn't get lost in day-to-day busy-ness.

“A good goal should be lofty enough to inspire hard work yet realistic enough to provide solid hope of attainment.”

– Greg Norman (Addis, 2008)

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