



# SMART OBJECTIVES MISS ONE MAGIC INGREDIENT!



# Why SMART Objectives Don't Work

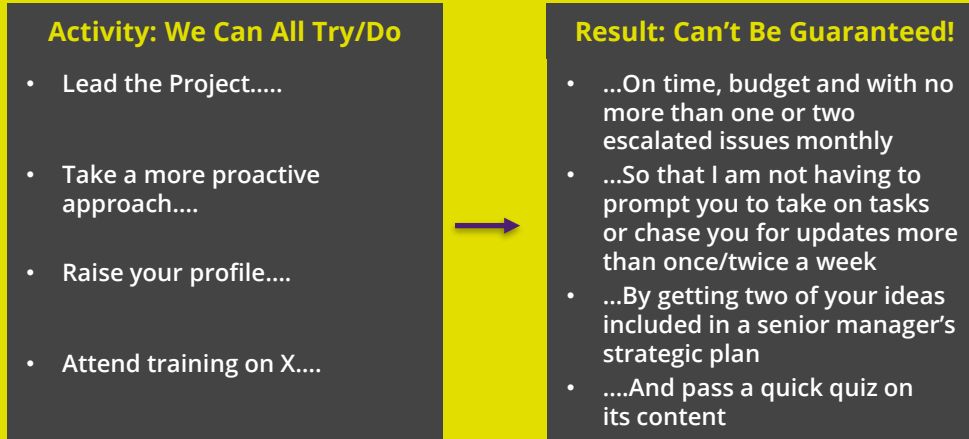
## Managers Lack Practical Guidance Outside Of Being Told An Acronym!

- Managing performance, and particularly when people are remote-working, is tricky. The practical use of objective-setting to help us focus on expectations and outcomes has never been more important.
- Managers have been advised to use SMART objective-setting for years. Now, there is nothing wrong with this approach: Specific, Measurable, Achievable, Relevant, Timebound - but does anyone actually write an objective and recite these five steps as they write one? Almost never! In fact, 86% of objectives aren't SMART and most have one big problem.....:
- Consider these 'objectives': 'Take responsibility for X', 'Lead the project', 'Be more proactive...', 'Share best practice around Y', 'Raise your profile...!' Here's the problem: these are subjective, full of buzzwords but most importantly **they aren't RESULT-focused**. Indeed, most people will argue they have *'done'* the objective and will therefore lead to a *'were they actually achieved?'* debate in many cases. This becomes even more contentious if the objectives have been tied to reward or ratings! So what to do? We have a unique five-step approach to writing powerful objectives that are SMART: one of these steps is the magic ingredient for the **RESULTS** you want ...



# The One Magic Ingredient Revealed....

## One Of Lightbulb's Five-Steps For Powerful Objective Setting



The left hand side 'objectives' above are actually *activities*, we can all 'have a go' at them. At work however, we get a 'well done', pat on the back, recognition, pay rise, promotion etc when we do something that **can't be guaranteed**, so all of our objectives must finish with this 'jeopardy' element. Kicking a football is an activity, scoring a goal is a *result*, writing a document is an activity, the document not having to be amended too much by others is a *result*. Hitting deadlines, beating budgets are all 'well-done' *results*.

So, to make an objective result-focused we add the **can't be guaranteed** test as in the examples above.

# Some More Examples....

## Using Lightbulb's Five-Steps For Powerful Objective Setting

### Result/Outcome-Focused Objectives

- To improve quality of reporting, achieve 90% accuracy when my manager carries out 'random sample checks' on reports each week – 90% to be the standard in two months' time
- To help you hit our new clients target, achieve X number of attendees requesting further information/expressing interest in our services after the next three networking events
- To help me become more self-sufficient, reduce the number of times my manager has to resolve last-minute issues I could have anticipated/handled earlier to no more than one or two a week so that we are at this 'new normal' level in two months time
- To help you get promoted, improve your presentation skills so that you are able to answer 100% of questions asked/handle all audience objections each time – measured by asking a sample of the audience each time you present across the next three months

**All of the objectives above have the can't be guaranteed measure attached to them. With skill, attitude and knowledge the individual should be able to achieve them – and they get a 'well-done' when they do!**

# And Another Thing....

## Reimagine Whatever You've Been Told Before!

Objectives are key priorities pulled out from my 'To-Do' list as things to 'spotlight' focus on for important reasons

Objectives need to be agreed if and when needed, not on calendar-driven quarterly or annual timings – We train a '3 trigger' system

They can last any length of time – we need to stop forcing managers to think in six and twelve month lengths

They don't always need to link to big organisational strategic goals

They aren't always positive! We need to also write objectives to tackle attitude/behaviour concerns early on: We show you how

'Continue to ensure' objectives are pointless – "Don't write down what I'm already doing!"

If you feel you must add buzzwords like 'engage', 'align' and 'embed' then fine: as long as you finish with the plain-English RESULT

If you use OKR's then the Key Result bit needs to have the 'Can't Be Guaranteed' ingredient factored into it

# Check Out Lightbulb!

Visit Us At [Lightbulb.Work](http://Lightbulb.Work) For More Info....



We have given you the 1 magic ingredient from our Overnight Results formula – Our *Managing Performance/Objective-Setting* workshops complete the equation for you:

- The '3 triggers' that tell you if and when objectives will be needed
- Our unique, complete 5-step approach to bring 'SMART' alive in a plain-English, result-focused way
- Plus: The three steps to identify and measure results for *any* aspect of *any* role
- Plus: The holy grail: how to write objectives that tackle concerning attitudes and behaviour without using buzzwords or corporate-speak!



Objective-Setting is also a key module in our Painless People Management Programme



And Check Out Chinwag: Flexible, Personalised Performance Review – Ditch Traditional Appraisals!

# ABOUT US.

## What Do We Do?

Training, webinars, events, advice and consultancy with organisations to help people get stuff done at work in simpler ways and in half the time.

## Why Lightbulb?

For us, it's about practical, plain-English, no-fluff expertise that challenges the clichés and apparent 'best practices' to give you techniques and tools you can actually do something with. Be it opting for a memorable and punchy workshop, ditching your annual performance appraisals and reimagining how you manage performance or needing straightforward, 'real world' employment law support: everything we do is about keeping things jargon-free and painless!

**PAUL MARSH, FOUNDER/MD LIGHTBULB**



**VISIT US AT [LIGHTBULB.WORK](http://LIGHTBULB.WORK)**





"Turned everything I thought I knew on its head! Most useful management training I've had"



"Best thing I have been to in ages - real food for thought"

PRIMARK

"Techniques and ideas I can actually use rather than jargon and theory"



"A really different but fantastic way to approach 121s and moving away from appraisals"



"The best guidance I have ever had when it comes to this subject. Thank you!"

RAYMOND JAMES®  
INVESTMENT SERVICES

"A most interesting morning and I can honestly say that I will be applying many of the tools"

ual: university of the arts london

"It was very refreshing to come to such a lively, inspiring and informative workshop"



"Many thanks - it was an amazing workshop - used a lot of it already!"

CONDÉ NAST