



# Drafting SMART Goals



What do you want to accomplish or change?

S

\_\_\_\_\_

R

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Understand

S

What Steps will you take to accomplish this? By When?

A

\_\_\_\_\_

R

\_\_\_\_\_

T

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Do

M

What does success look like? How do you know you're "done"?

R

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T

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Verify

Key	
S	Specific
M	Measurable
A	Achievable
R	Relevant
T	Time Sensitive

Goals (After finish drafting SMART goal statements, copy them onto Section 5 and/or Section 6 of the FP&M Performance Review form)

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\_\_\_\_\_

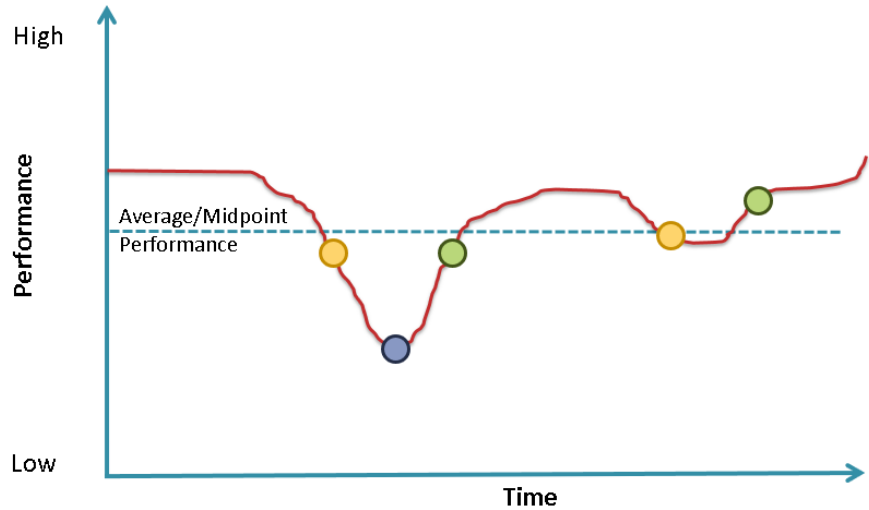
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**TIMING OF PERFORMANCE CONVERSATIONS**

<b>Provide Feedback</b> ●	Communication that calls attention to a problem or a potential problem with the clear intention of feeding the employee's growth.
<b>Performance Discussion</b> ●	Have a conversation when an employee's unacceptable performance or behavior does not change, even after repeated feedback.
<b>Coaching</b> ●	The purpose is to bring employees from where they are now to where they want to be.



**A Recipe for Feedback**  
- When you see it, say it -

1	State what you've observed	I've noticed...
Pause. Listen to the person's response. Listen for their needs.		
2	Describe how I felt	I was...
3	Pick one: • My needs • What happened because of the behavior (consequence) • My expectations	When you...  Because...
4	Check for clarity	What did you hear me say?
Pause again.		
5	• Point to a common goal • Have clear intention of feeding the person's growth • Ask for a specific solution	Let's agree together...

**A Recipe for Coaching**  
- When you see it, say it -

<b>C</b>	<b>1. CURRENT REALITY (Observations)</b>
	<ul style="list-style-type: none"> <li>• What's working well?</li> <li>• What do you think could be better?</li> <li>• What have you DONE so far?</li> </ul>
<b>O</b>	<b>2. OBJECTIVES</b>
	<ul style="list-style-type: none"> <li>• What's your GOAL?</li> <li>• What's your goal for today's coaching session?</li> <li>• What have you done since our last session?</li> </ul>
Move from looking at the current reality as a problem or challenge to looking at possibilities.	
<b>A</b>	<b>3. ALTERNATIVES</b>
	<ul style="list-style-type: none"> <li>• What are your OPTIONS?</li> <li>• What's another option?</li> </ul>
<b>C</b> <b>H</b>	<b>4. CHOICES</b>
	<ul style="list-style-type: none"> <li>• What WILL you do? By when?</li> <li>• Create an Action Plan</li> </ul>