

# Goal Setting



# HELLO!

I am **Karen Maher**

I am an experienced HR consultant and workforce development specialist originally from the North East of England.

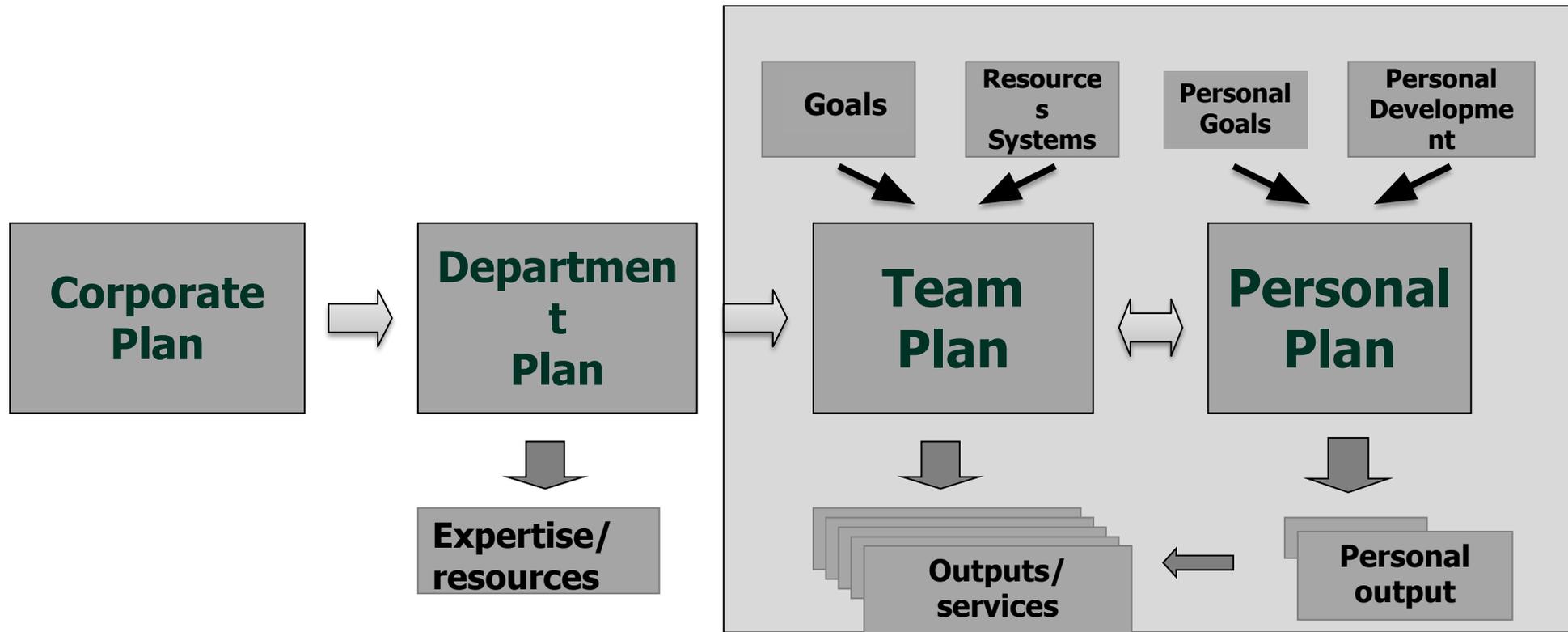
I specialise in coaching, mentoring, mediation and training delivery. I am qualified to administer and deliver psychometric tests including EQi2 (Emotional Intelligence) and MBTI (Personality Types).



# Content

- The importance of Goal Setting
- Common challenges
- Strategies for realising your personal and professional goals
  - Time management
  - Dealing with distraction
  - Making decisions
  - Being Assertive
  - Motivation
  - Making it Work

# Roles and Responsibilities at Work



# SMART(ER) Goals



**S**pecific  
**M**easurable  
**A**chievable  
**R**elevant  
**T**imely  
**E**valuate  
**R**eview

## Could do better



Sally has been your admin assistant for the past six months. She accurately completes the work you give her, often finishing before the deadline. As a result of being an efficient worker, she usually has spare time on her hands. The problem is that she spends that time unproductively.

What goals might work for her?

# Knowing what's important



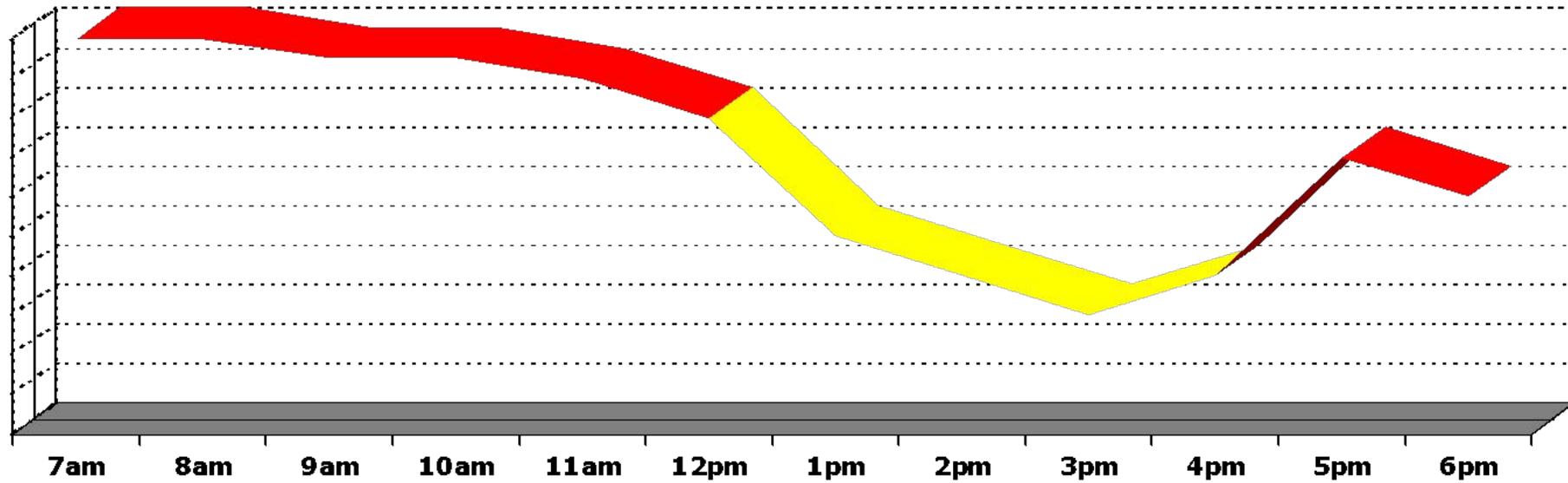
# Time Management

URGENCY

High	3 <i>Low Importance High Urgency</i>	1 <i>High Importance High Urgency</i>
Low	4 <i>Low Importance Low Urgency</i>	2 <i>High Importance Low Urgency</i>

IMPORTANCE

# Productivity –v- Energy levels



...what is it for you?

# Dealing with Distractions

Telephone Interruptions

People dropping in

Poor information

‘Techno-failure’

Changing priorities

Lack of organisational planning

Procrastination

Sifting through unnecessary emails



# Dealing with Distraction

Moving goal posts

Putting things right

Indecision

Badly organised/chaired meetings

Distractions in the workplace

Searching for files/info not stored correctly

Unnecessary checking of others and their work



# Who's got the monkey?



At no time while I am helping you will your problem become my problem. The instant your problem becomes mine, you will no longer have a problem. I cannot help someone who hasn't got a problem. You may ask for my help at any appointed time, and we will make a joint determination of what the next move will be and who will make it.

*Oncker W. Wass 1974*

# Six rules of managing 'monkeys'

1. Monkeys should be fed or shot
2. Every monkey should have an assigned feeding time and degree of initiative
3. The monkey population should be kept below the maximum number that the manager has time to feed
4. Monkeys should be fed by appointment only
5. Monkey feeding appointments may be rescheduled but never indefinitely postponed
6. Monkeys shall be fed face to face or by telephone but not in writing



# Who's got the monkey?



**OK to say “No”**  
Firm but fair

**OK to say “Yes”**

Yes, but when....

Yes, but we'll have to look at some other...

Yes but here's what going to happen

Yes but.....what I'd like you to do

# Decision Making

## Concession

**Giving way**  
**Sacrificing the quality of the decision making in the interests of group cohesion**

## Consensus

**Effective decisions**  
**Genuine agreement**  
**Seeing and seeking others point of view**

## Compromise

**Meeting others**  
**Trading off**  
**Avoidance of real issues**  
**Poor decisions which satisfy nobody fully**

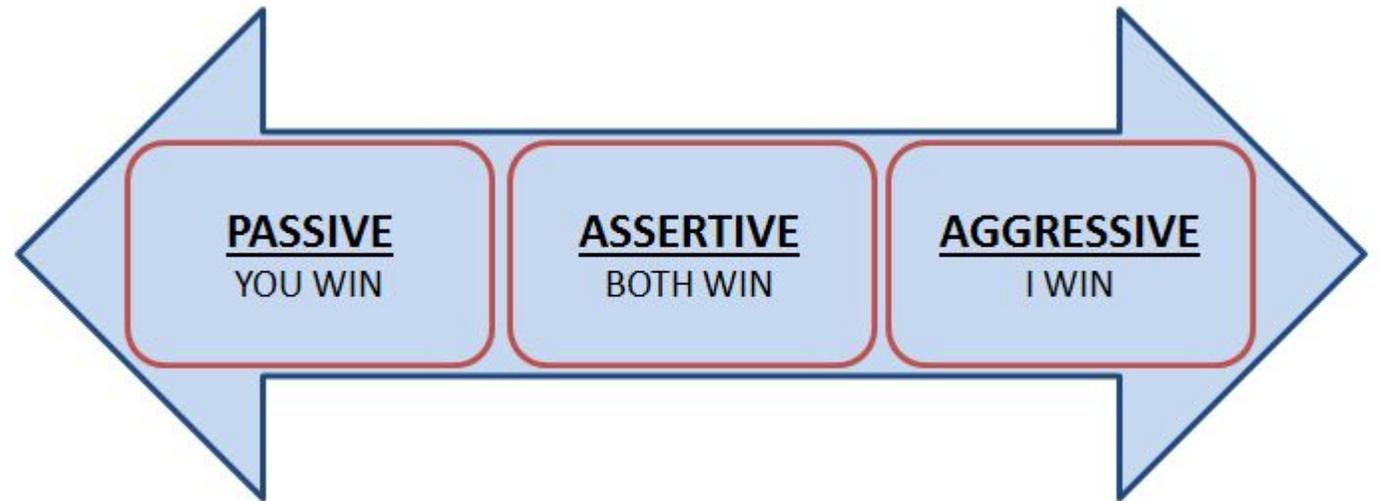
## Coercion

**Bull-dozing**  
**Forcing own opinions through**  
**Domination by loudest members**  
**Quieter members inhibited**

# Assertiveness

## 3 communication styles

- Aggressive
- Passive
- Assertive

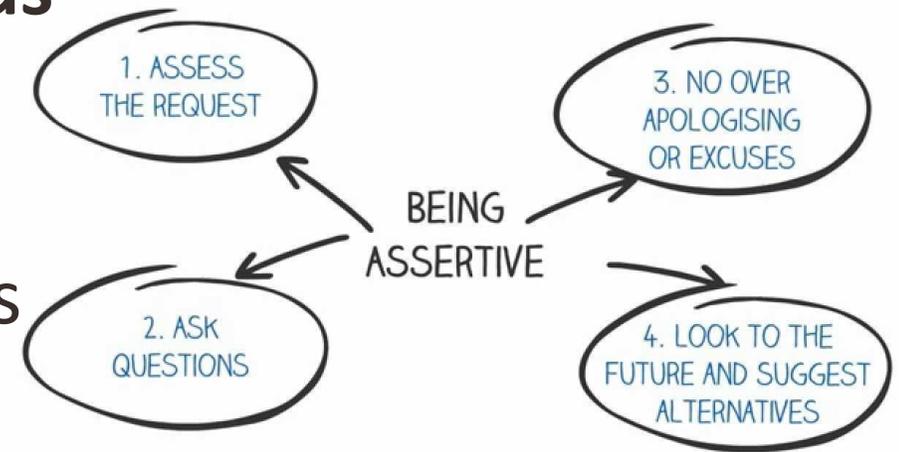


# Assertive communication

Assertive communication is the best of both worlds

— **you meet your needs *and* the needs of the other person.**

Sometimes it can be hard to form this habit and stay away from the other two styles of communication. It takes a bit of self-control.



# 4 Benefits of Assertiveness

## 1. Better communication

Your assertive behaviour is great for both parties. If YOU communicate wisely, **you can get what you want out of any interaction and leave the other person satisfied too.**

## 2. Less stress

Aggressive communication is stressful (as can be passive); one of the people involved generally ends up feeling humiliated or threatened. Using assertive communication, means you are acknowledging the other person's feelings and desires, while openly sharing yours and trying to find the best solution for the situation.

This communication style equates to very little stress.



# 4 Benefits of Assertiveness

## 3. More trust

Trust is important in personal and business relationships, and being assertive helps you get there naturally. **Passive communication often results in others not taking you seriously, while aggressive behaviour tends to lead to feelings of resentment.**

## 4. More confidence

When you hide your feelings or interact with others without caring about what they think or feel, you're either lowering your self-esteem or building it on the wrong foundation.

Assertive behaviours shows that **you're brave enough to stand up for your rights *and* you're in control of what you're saying.**

You find the balance between clearly stating your needs and giving the other person the chance to do the same and feel equal



# 5 Top Tips

## 1. Say “No” more often.

**Let go of the need to please everyone and do things according to their expectations.**

Assertive communication means being okay with saying exactly what you want, but doing it in such a way that it doesn't hurt the other person's feelings.

This might mean rejecting things you decide are not a good fit for you, but then explaining exactly why you rejected them. The word “because” is a powerful game-changer in communication. If you give strong reasons and say them with determination, no one will be upset that you gave them a negative answer.



# 5 Top Tips

## 2. Watch your tone

Your voice needs to be relaxed; you should sound (and feel) calm. This can take some time, just like any other new skill. Be patient and don't get annoyed if you end up raising your voice without realizing or rushing a conversation because you become irritated.

Assertive behaviour also means not showing hesitation or harshness through your voice. Keep it friendly and calm. Speaking slowly and using a quieter voice is usually enough to bring balance back to the conversation.



# 5 Top Tips

## 3. Be willing to discuss further until you find a solution.

When you don't get the answer you want for some time, it's easier to just agree and walk away; that's passive.

Being assertive means continuing— in a calm and respectful manner— until the issue is resolved. It might require asking more questions, listening more carefully, or getting creative and exploring more options. Whatever it is, it's worth your time as in the end both parties feel good and no one ends up hurt.

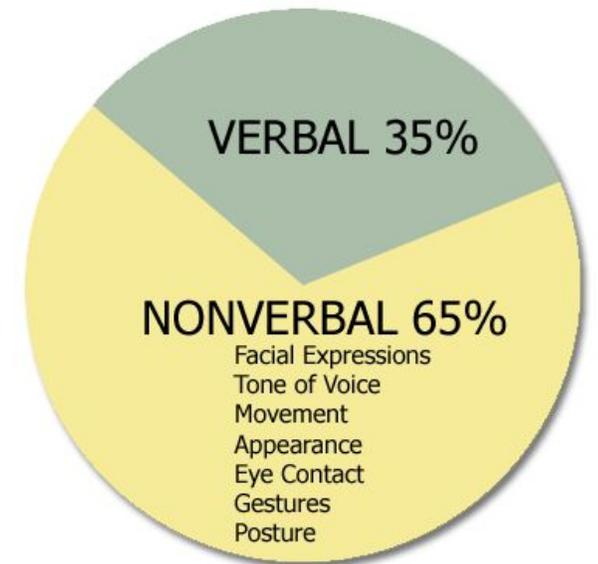


# 5 Top Tips

## 4. Pay attention to the nonverbal communication

By nonverbal, we mean body language, eye contact, posture, listening cues, and reactions. All of these should be done without any sense of aggression or passiveness. The aggression will cause the other person to go into defence mode, while passiveness will make them feel ignored.

**Keeping eye contact helps you stay focused.** Also, it's an easy way to let the other person know you are interested in what they are saying.



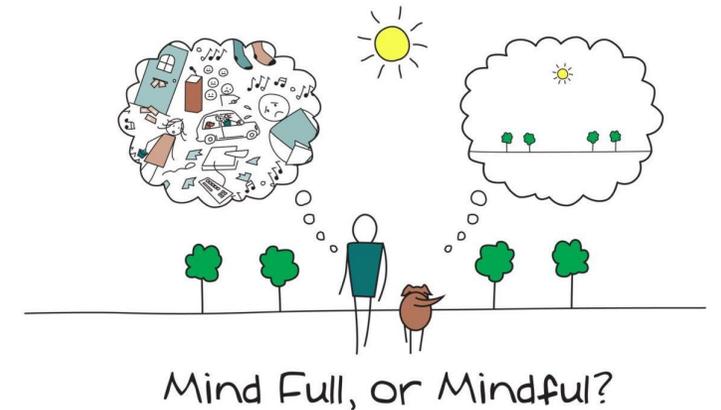
# 5 Top Tips

## 5. Be present

The secret to effective communication and forming better relationships is to **be mindful of what exactly the other person is trying to say.**

Mindfulness means being present and not thinking about anyone else who's not currently around you. Forget about the rest of the world, look at the person you're communicating with at that moment, and listen actively to everything they are saying.

**This is the best way to respond meaningfully — the foundation of assertive communication.**



# Motivation

What **motivates** you?

- 1.
- 2.
- 3.
- 4.

What **demotivates** you?

- 1.
- 2.
- 3.
- 4.

# Motivation



Motivation can be described as a combination of:

What people **value** and hold as non-negotiable

What **role** they play at work

Their experiences of **learning and reward**

# Some Well Known Theories

Theorist	Theory
<b>Maslow (1940-50)</b>	Hierarchy of needs Self actualisation
<b>Hertzberg (1959)</b>	Hygiene Factors Short & long term duration
<b>McClelland (1961)</b>	Complex Man Achievement, Power & Affiliation
<b>Argyris and Schein (1960s)</b>	Psychological Contract Mutual beliefs, perceptions, and informal obligations between an employer and an employee

# More Recent Theories

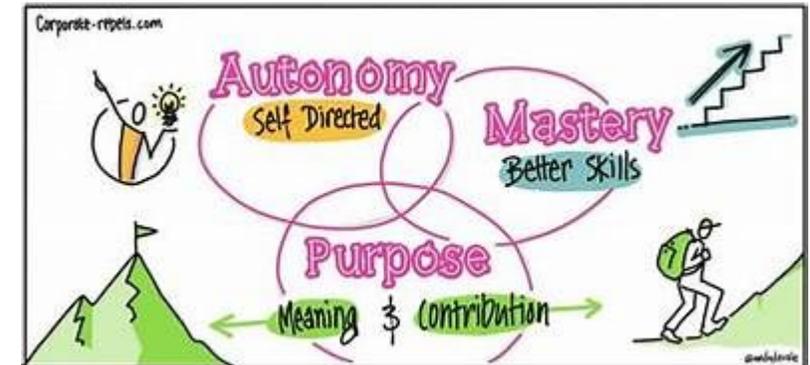


<b>S</b> tatus	Our social need for esteem and respect, and our relative importance to others.
<b>C</b> ertainty	Our ability to predict what will happen next. When the situation is unfamiliar, trying to make sense of it takes more neural energy.
<b>A</b> utonomy	Our sense of control over events and the opportunity to make choices.
<b>R</b> elatedness	The level of comfort and safety we feel with others. We naturally classify people quickly as either friend or foe.
<b>F</b> airness	A perception of fair exchanges between people.

**David Rock**

# More Recent Theories

<b>Autonomy</b>	Look for opportunities for staff to set their own schedule
<b>Mastery</b>	Work with your team to identify steps each member can take to improve
<b>Purpose</b>	Share the why as well as the how



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## TALKS

### Dan Pink: The puzzle of motivation

FILMED JUL 2009 • POSTED AUG 2009 • TEDGlobal 2009



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Career analyst Dan Pink examines the puzzle of motivation, starting with a fact that social scientists know but most managers don't: Traditional rewards aren't always as effective as we think. Listen for illuminating stories -- and maybe, a way forward.

Bidding adieu to his last "real job" as Al Gore's speechwriter, Dan Pink went freelance to spark a right-brain revolution in the career marketplace. [Full bio »](#)

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# Summary & Recap

## Q&A



**GOOD BYE &  
GOOD LUCK!**





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