GOAL-SETTING & ORGANIZATIONAL STRATEGY

KELLEY RISTAU
SYNCHRONIZED SKATING DEVELOPMENT SUBCOMMITTEE
ANY GOALS YOU ARE WILLING TO SHARE?
WHY SET GOALS?

- Provide a roadmap for achieving larger strategic objectives
- Demonstrate impact of a group or individual on broader organization
- Target usage of (limited) resources
- Provide foundation for performance management
  - Establish clear expectations and criteria for success
  - Frame progress discussion/feedback
Organizational Objectives

- Synchronized Skating Organization
- Figure Skating Club

Group Goals

- Teams
- Coaching Staff
- Team Management
- Rink Management/ Facilities
- Parents

Individual Goals

- Individual skater
- Individual coach
- Individual parent
- Individual rink staff
- Etc.
Your organization can have multiple objectives
- Can be more nebulous/conceptual in nature, BUT
  - Need to be concrete enough to provide direction/context
- Use mission statements for guidance
- What do you set out to achieve every day? values, environment
- Where do you want your organization to be in 3-7 years? strategic, performance-driven objectives
- Keep skaters involved in figure skating (until they graduate from high school) / (as adults)
- Create a safe environment where skaters feel comfortable around peers and adults
- Provide skaters with experiences and abilities that will allow them to skate on a Team USA synchronized team
- Win a U.S. National Championship at (the Senior level) / (any level)
- Provide (full time) / (part time) employment for (one) / (five) coach(es)
Take a minute to write down at least one objective for your organization
- Keep skaters involved in figure skating (until they graduate from high school) / (as adults)
- Create a safe environment where skaters feel comfortable around peers and adults
- Provide skaters with experiences and abilities that will allow them to skate on a Team USA synchronized team
- Win a U.S. National Championship at (the Senior level)/ (any level)
- Provide (full time)/ (part time) employment for (one)/ (five) coach(es)
- Brainstorm what is required to achieve/maintain the stated objective(s)
- Identify any existing strengths
  - What are you already doing well?
- Identify any existing deficiencies, limitations, or needed resources
  - If you aren’t presently meeting the stated objective, why not?
- Narrow your focus so goals and resources are strategically targeted
- Keep participation costs affordable for the average family in our geographic area
- Promote development of friendships/sense of community surrounding the synchronized skating team
- Ensure skaters have an enjoyable experience
- Have a high level of parental participation within the organization
Take a minute to write down at least one core requirement or developmental need related to the organizational objective you wrote down earlier.
- Keep participation costs affordable for the average family in our geographic area
- Promote development of friendships/sense of community surrounding the synchronized skating team
- Ensure skaters have an enjoyable experience
- Have a high level of parental participation within the organization
SETTLING GOALS

- Share responsibility for goal development between leadership and group/individual responsible for execution
- Performance-related
- Developmental
- Special project
- Focus on the desired result, rather than the specific activities
- Each goal should be S.M.A.R.T.
SMART GOALS

- **Specific**
- **Measureable**
- **Achievable**
- **Relevant**
- **Time-Bound**
o What exactly will you accomplish or produce?
  ▪ Remember to focus on the result, not the specific activities that will be performed to achieve the result
o Description begins with an action verb
o Try to include the 5 W’s: who, what, where, when, why
○ How will you know when you have reached your goal?
○ How will you know that you are moving in the right direction?
○ Identify the observable, measurable (objective) criteria that will be used to determine if the outcome was reached, or if progress has been made towards achieving the outcome
○ **WHAT DOES SUCCESS LOOK LIKE?**
ACHIEVABLE GOALS

- Do you have the authority or control, influence, resources, and work environment support to meet the goal?
  - If not, how will you get them?
- Must be realistic within the stated timeframe
- Consider breaking one goal down into smaller tasks or milestones
- If not currently achievable, consider making goals out of obtaining the skills, resources, improvements necessary to make the end goal achievable
- Why are you doing this?
- Give the goal purpose by tying it back into an organizational priority, developmental need, or necessary support function to another group within the organization
- By when should this goal be accomplished?
- How often will you work on this goal?
- Define target date for completion
- Define frequency of activities
- Consider relationship to other projects, initiatives, organizational priorities, developmental needs, etc. when setting target date/ frequencies
- Coach will meet with each skater individually on a bi-monthly basis to discuss happiness, team relationships, frustrations, concerns, and skating skills so that skaters feel welcome, appreciated, and engaged in our synchronized skating team.

- In support of reducing participation costs for team members, each skater will raise $500 by the end of November to help offset travel costs.

- By April, group will raise enough money/equipment/labor donations to implement off-ice room improvements in order to improve training facilities.
- Parent will attend each Parent Meeting in order to remain up-to-date about team logistics, finances, and to discuss any concerns or issues monthly.
- Build friendships between skaters by holding at least five social events during the year where skaters are able to interact with one another in a fun environment other than the traditional rink/team skating atmosphere.
- Team will demonstrate improvement in execution by earning a PCS of at least 27.00 points at Sectionals.
Were any of the goals shared at the beginning SMART? (link)
  - WAS:
  - SMART version:
Take a couple minutes to write down at least one SMART goal for either yourself, a group, or an individual within your organization (ideally, related to the organizational objective and core requirement you identified earlier)
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○ In support of reducing participation costs for team members, each family will raise $500 by the end of November to help offset travel costs.

○ By April, group will raise enough money/ equipment/ labor donations to implement off-ice room improvements in order to improve training facilities.
- Develop a performance management plan to create an environment of accountability
  - Formal (written)
  - Informal (verbal)
• Establish organizational objectives
• Identify core requirements, strengths, and developmental needs
• Collaborate to author SMART goals
• Develop planned timing/format of intermediate feedback sessions
• Develop planned timing/format of year-end review
• Develop consequences
• COMMUNICATE ALL THESE THINGS TO PEOPLE/GROUPS AFFECTED
INTERMEDIATE FEEDBACK

- Connect on a regular schedule
  - Daily, weekly, monthly, quarterly
- Seek feedback from & provide feedback to people within various groups/levels (360° review)
- Discuss successes and setbacks openly
- Wrap up by agreeing to a go-forward plan
  - Remaining tasks and target time-phasing to achieve set goal
  - Needed resources
Consider a more open forum (multiple groups involved)

Review what the SMART goal was, and determine whether it was achieved → YES/ NO

Celebrate/ reward successes publicly

Discuss reasons for failures
  ▪ Generate ideas for setting more realistic goals
  ▪ Identify developmental needs/ resources

Identify changes to organization, objectives, goals, expectations for coming year
SMART goals are a core component of strategically growing/developing your organization & the individuals within it
  - Provide objective criteria to assess progress & help establish accountability
  - Tie individual and group performance to the overall organization
  - Help allocate resources effectively

Goals should be part of a cycle of establishing expectations, regularly reviewing progress, and recognizing successes, plus understanding failures

Clear, open communication is essential for success