

# WITH GOALS, FAST BEATS SMART

Author: Gregory Cleary

Think about the obstacles & how to overcome them. Sprint at the beginning of the quarter so you don't have to sprint at the end.



## DYBCOACH

PINNACLE BUSINESS GUIDES

# WITH GOALS, FAST BEATS SMART

## Definition

## Benefits



### FREQUENTLY REVIEWED

Goals should be embedded in ongoing discussion to review progress, allocate resources, prioritize initiatives, and provide feedback.

- Provides guidance for key decisions.
- Keeps employees focused on what matters most.
- Links performance feedback to concrete goals.
- Evaluates progress and course corrects.



### AMBITIOUS

Objectives should be difficult but not impossible to achieve.

- Boosts performance of individuals and teams.
- Minimizes the risk of sandbagging.
- Forces a broader search for innovative ways to achieve goals.



### SPECIFIC

Goals are translated into concrete metrics and milestones that force clarity on how to achieve each goal and measure progress.

- Clarifies what employees are expected to deliver.
- Helps identify what is not working and quickly course corrects.
- Boosts performance of individuals and teams.

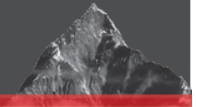


### TRANSPARENT

Goals and the current performance should be made public for all employees to see.

- Makes use of peer pressure to perform goals.
- Shows employees how their activities support company goals.
- Allows for understanding other teams' agendas.
- Surfaces activities that are redundant or unaligned with strategy.

# F.A.S.T. ROCK PLANNER



ROCK OWNER:

DUE DATE:

ROCK TITLE:

DESCRIBE THE ROCK. WHAT DOES "DONE" LOOK LIKE?



Why is this ROCK important?

## ROCK STEPS

BY DATE	ACTIVITY FOR COMPLETING THE ROCK	DATE COMPLETED
	First Step <input type="checkbox"/>	
	Mid-step <input type="checkbox"/>	
	Mid-step <input type="checkbox"/>	
	Mid-step <input type="checkbox"/>	
	Final Step <input type="checkbox"/>	

LIST RESOURCES NEEDED FOR COMPLETION

## ROCK CLIMBING TIPS

1. Start early by identifying any obstacles that need to be overcome and resources needed to complete your Rocks. Set
2. benchmarks and review them in your weekly meetings to ensure that you stay on track. Work as a team, communicate often,
3. hold yourselves and each other accountable and help each other stay on track. Think about the obstacles and how to
4. overcome them. Sprint at the beginning of the quarter so you don't have to sprint at the end. Are you being completely open
5. and honest in your weekly meetings about the progress you're making on your Rocks?  
Are you willing to call out a peer if you sense that they're not really on track?

**F**REQUENTLY REVIEWED, **A**MBITIOUS, **S**PECIFIC, **T**RANSSPARENT



PINNACLE

Are you being completely open and honest in your weekly meetings about the progress you're making on your Rocks? Are you willing to call out a peer if you sense that they're not really on-track?



#### FROM THE STRATEGIC AGILITY PROJECT

The series featured the research of **MIT Sloan** School of Management's Donald Sull and his team of researchers and data scientists, focusing on how companies can achieve their strategic objectives and build strong organizational cultures.

#### ABOUT THE AUTHORS

**Donald Sull**, who tweets @simple\_rules, is a senior lecturer at the MIT Sloan School of Management.

**Charles Sull** is a partner at Charles Thames Strategy Partners LLC.