

# GOALS ALIGNMENT KEY TO SUCCESS

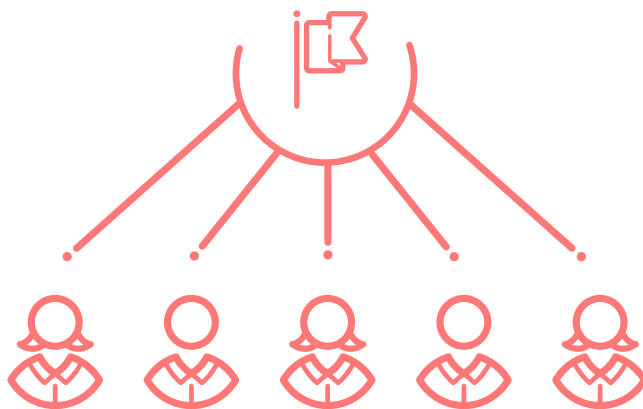
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# GOALS ALIGNMENT - KEY TO SUCCESS

A Goal answers the questions - why, what, where and how an organization ideally has to be in the near and far future. A generic phrase to express what an organization should be in next 5 years is 'A dramatic increase in stock values' and a more focused phrase to reach is 'identifying the organization's goals and aligning them with the individual's goal's.



In this paper we will go through the following sections.

- 1) Setting organization goals
- 2) Setting individual goals
- 3) Benefits of aligning goals
  - a) Employee engagement
  - b) Employee attrition
  - c) Faster goal achievement
  - d) Improves the organization's revenue
  - e) Higher productivity
- 4) What Synergita offers

## 1. SETTING ORGANIZATION GOALS

Aligning organization goals with individual employee goals is the key to success. The thumb rule to be followed before plunging into the goal setting process is to realize the inner strengths and weakness of the organization like human capital, finance available, competitive advantage built, etc. It is equally essential to determine the opportunities and threats to the organization which includes competitors, legal issues affecting the human capital, etc. These strengths, weakness, opportunities and threats are to be given

appropriate weightage while setting the organization's goals.

This organizational goal setting process is to be followed by defining the department goals and drip down to individuals' goals that eventually contribute to achieve the organization's goals. There also exists a shared accountability between the departments and between the employees in many cases which brings in shared goals.

Consider an organization which has four departments has set its goal to reach 100 Million dollar. Here, the department goals translate to the following.

- Marketing/Sales Department – To acquire 50 new customers with 1 Million Dollar revenue each.
- Product Development – To build the product with 5 new innovative features which can drive new customer acquisition
- Finance Department – To find ways to fund US operations with expanded sales and operations team.
- HR Department – To recruit new employees as early as possible and to attain low attrition

Let's take up a scenario and analyze every step of goal alignment process.

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## 2. SETTING INDIVIDUAL'S GOALS

Individual employee goals are set holistically by the manager and employee together. It is taken care that employee goals are aligned to the organization's goals and also add value to the employee.

An individual's goal goes by the SMART principle. For a goal to be efficient and achievable, it has to be specific, measurable, attainable, relevant and time-bound.

Considering the above example, the individual employee goals boil down to:

- Marketing/Sales Employee – To acquire 10 new customers per sales person.
- Product development employee – To build the feature #1 by October 2015.
- Finance Department Employee – Find new methods to keep costs at optimum level.
- HR Department Employee – Roll out new employee engagement activity (eg. Introducing awards mechanism to the company).

- **S**pecific – state exactly what you want to accomplish
- **M**easurable – an indicator to evaluate the extent to which the goal is met
- **A**ttainable – define the action to achieve the goal
- **R**elevant – define the KRA and how is it aligned to the organization's goals
- **T**ime-bound – define the target date of completion

For a goal to be highly effective, Feedback is another most essential concept apart from the SMART principle. A goal set and not reviewed on a regular basis is equal to the goal not identified. To achieve the full essence of a goal, it has to be measured at regular intervals and a feedback of how much is done and how much to be done is essential. This makes the goal more reachable.

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When you align the individual goals with overall organization goals like the example shown above, it will lead to having entire company working with a single objective, to success.

## 3. BENEFITS OF ALIGNING GOALS

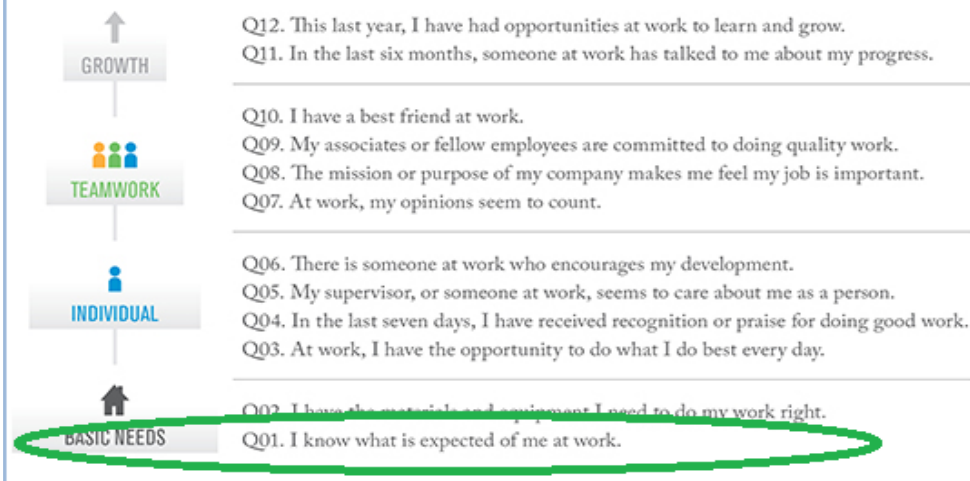
### 3.1 Employee engagement

According to a Gallup's study, an employee knowing what is expected out of him forms the basic need of employee engagement.

It is the manager's responsibility to have an eye on the key performance indicators like absenteeism, customer rating, productivity, etc which gives insights on the competencies of the employees. These insights enables in framing goals specific to the individuals.

## THE 12 ELEMENTS OF GREAT MANAGING: THE EMPLOYEE ENGAGEMENT HIERARCHY

Gallup's research shows that the order in which these 12 employee engagement items are asked is important. When discussing these elements with their teams, managers should focus first on employees' basic needs, then align their employees' and teams' efforts with the company's mission, culture, and brand. This alignment helps companies maximize employee engagement as a key driver of business performance and success.



Communicating and aligning the organization's goals with that of the individuals' provide a better line of sight to the employees about what, where and how they contribute to the organization in reaching the goals. This improves the credibility to the organization and thus employee morale and engagement.

### 3.2 Employee attrition

A Gallup poll says that 51% of employees leave their jobs because they feel disengaged with their organization. One of the remedies for this disengagement is to provide the employees with their time-bound goals. Giving a clear path to an employee of what has to be done and by when; increases transparency, reduces ambiguity and the employee is motivated to complete his tasks.

This when linked with reward system, motivates an employee more and brings in a high performance work culture.

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### 3.3 Faster goal achievement

The clarity of the goal, vision and path to every individual makes the organization achieve its goals at a faster pace. For a faster goal achievement, there has to be shared accountability, cascading of goals which complete the alignment process.

No employee is an island. For an organization to achieve its goal at a faster pace there has to be clear cascading of goals. For example,

There also has to be accountability between departments. For example, for a sale to be successful, the product development, marketing and sales has to work together and take up the responsibility wholly.

### 3.4 Improves the organization's revenue

Highly motivated, engaged employees are triggered to perform faster and better. Building a high performance work culture with goals alignment spills and gives a cascading effect of improving the organization's revenue.

### 3.5 Higher productivity

The employees who clearly understand their goals are more motivated to work. Once employees know how and how much they contribute to the organization directly, their sense of engagement is higher. The employees work on getting smarter and better. This increases the operational margins and productivity.

Involving employees in their goal setting process along with their primary managers makes them more responsible in reaching them.

### 3.6 Efficient performance appraisals

Dependence on human memory and brains for reviewing an employee's performance will prove the process to be ineffective. The 'Recency' factor takes its stake, according to which the employee is rated based only on the recent performance. There are cases in which the rating guidelines are also surpassed.

This error is overcome and performance appraisals are made efficient and transparent by defining specific goals to an employee based on which the employee is rated.

**'Recency' factor takes its stake, according to which the employee is rated based only on the recent performance.**

## 4. BLEND OF TECHNOLOGY AND GOALS ALIGNMENT - SYNERGITA

### 4.1 Set goals

This feature allows the managers to set goals for their team. It serves as a target sheet to be achieved by every employee. It also allows the employee to create his own short term goals and self-appraise.

View Goals Continuous Feedback View Past Feedback Manage Employee Audit

12 DEC 2014 Date \$60,000 80% Rating Save Cancel

SMART Goal Name

Project Profitability Link Goals

Measure:

Profitability should be increased from 10 to 15 %

Start Date:

10 FEB 2014

Due Date: 12 DEC 2014 Target: Date 5 new customers Weightage: 80% Save Cancel

Add Goal / Choose from Library

Subsection Name

Employee Related Goals

Description

Lorem ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s.

SMART Goal Name

Career Link Goals

Measure:

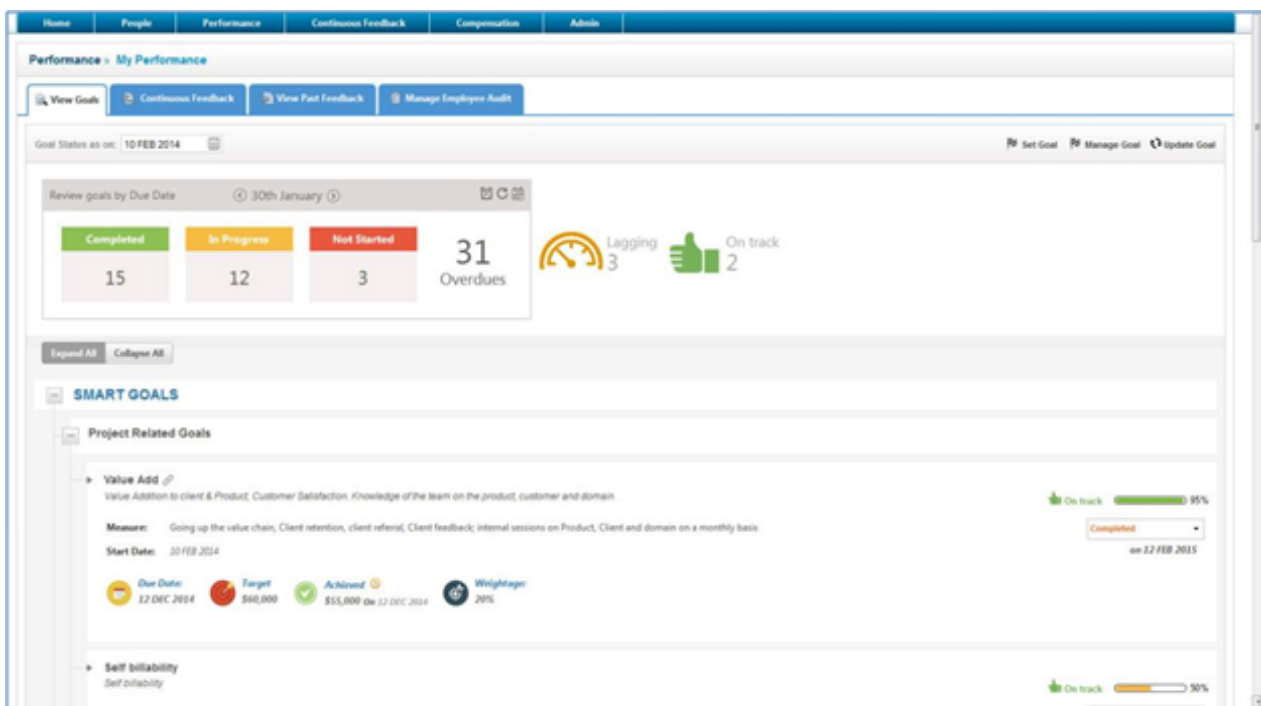


## 4.2 Align Goals

When you define the goal, you can also align that goal with the manager's goals & also your team members goals. That way, every individual will align with their manager's. And, Manager will align with their department head; in turn, department heads will align with the CEO. This will give a single unified view of overall organization goals and how that gets propagated within the organization at different levels.

## 4.3 Measure goals

Goals can be measured constantly and the employees are tracked. An immediate feedback is given on their timely performance which makes him more cautious on the work to be yet performed. These goals can be measured quantitatively on a linear scale and also qualitatively on a behavioral scale.



## 4.4 Give reviews

The software pops out reminder for regular performance reviews and also pops the goal completion levels. This favors the manager in providing authentic reviews and makes the review more transparent.

## 4.5 Recognize & Reward

The 'continuous feedback' feature helps in recognizing and rewarding the good performer. It also helps in identifying the poor performer and provides opportunities to improve with training suggestions, etc.

The screenshot shows the 'Continuous Feedback' section of the Synergita application. The top navigation bar includes 'Home', 'My Profile', 'Manage Performance', 'Reports', 'Manage Rewards Program', 'Continuous Feedback', and 'Quadrant Report'. The left sidebar contains a 'Profile' section for Joseph Stalin (Project Manager) and an 'Archives' section with years 2012, 2011, 2010, and 2009. The main content area is titled 'Recent Posts' and shows four posts by Bernard Shaw, Dominic Chawla Shaw, Richard Stallman, and Steve John, all praising Jim's performance. A 'Total Points: 150' is displayed. On the right, there is a 'Add Continuous Feedback' modal window with a 'Select Category' dropdown (set to 'Awards'), a 'Select an Award' dropdown (showing 'Role Star' and 'Innovative'), and a 'Comment' text area. At the bottom of the main content area, there is a 'GO TO:' section with a calendar icon and a list of numbers 1 through 7.

## 4.6 Dashboards

Highly dynamic dashboards provide the big data on goals, performance, performance reviews and lists the defaulters.

The screenshot shows the 'Performance' dashboard in the Synergita application. The top navigation bar includes 'Home', 'People', 'Performance', 'Continuous Feedback', 'Compensation', and 'Admins'. The main content area is titled 'Performance > My Team Goals Status'. It features a 'Goal Status as on: 10 FEB 2014' filter. Below this, there is a 'Review goals by Due Date' section with a date selector set to '30th January'. This section displays a summary of goal status: 15 Completed, 12 In Progress, 3 Not Started, and 31 Overdues. It also shows a 'Lagging' status with 3 items and an 'On track' status with 2 items. The bottom section, 'Team Goals', lists four team members with their goal status: Donald Parker (10 Completed, 3 In Progress, 7 Not Started), David Miller (12 Completed, 10 In Progress, 5 Not Started), John Smith (17 Completed, 9 In Progress, 2 Not Started), and Williams Smith (12 Completed, 1 In Progress, 5 Not Started).

A disciplined approach aids in reaching goals. The disciplined approach here involves the goal setting process at all levels of management, aligning, measuring and tracking them. The pivot that makes the goal alignment process efficient is the 'feedback loop' that identifies and focus to work on the variations. With this automated process and dynamic dashboards in place hitting the goal is made easy with the help of goal alignment.

