

# Human Performance

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## Human Performance: **Setting SMART Objectives**

Objectives should be SMART:

- \* **Stretching/Specific**
- \* **Measurable**
- \* **Achievable**
- \* **Relevant**
- \* **Timebound**

1. **Stretching/Specific:** Every objective should provide a stretch to take the current situation above and beyond the normal performance to encourage growth and increase skills; whilst specific really means unambiguous - everyone should share a common understanding of what the required outcome will be.
2. **Measurable:** This relates to what extent the objective will be quantifiable. You should agree how many, how well or how efficiently something will be done. It will include a quantity of some description - showing the number to be completed or the standard to be reached. This assists the objective to be specific.
3. **Achievable:** This usually means agreed by those responsible for the objective's achievement. Unless those involved feel that the resources have been made available to match the required outcomes, then its achievement is unlikely. Those involved need to feel that what has been asked of them is possible or they are unlikely to put in the required effort to ensure they meet the objective.
4. **Relevant:** Relates to the degree to which the objective relates to the organisation or teams goals and will take into account the competing demands on time and resources.
5. **Timebound:** How soon does the objective need to be achieved. This should be unambiguous again. An effective objective always has a time limit by which the measurable goals will have been achieved.
6. **Reviews:** Every objective has written and confirmed review dates to ensure that time is set aside to check on progress and offer additional support if required. This allows time to monitor progress and provides opportunity to receive additional guidance and support to achieve the objective.

**N.B.** You must ensure that your objectives cannot be left open for misinterpretation. It should remove all subjective assessment and clearly indicate all significant factors that determine success. All contingency and "what if" factors should be considered at the outset. In simple terms the objective should be describing to all everyone involved the full end result against which you and your team will be assessed against. Getting this right now will save a lot of discomfort and criticism at the end! Consider all the things you consciously look for but never openly express. There should be no surprises about what is being measured!

Produced by James Turner of The Performance Group Limited © The Performance Group Limited - April 2011

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