

## Objective Setting

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### Learning outcomes:

- Recognise the need for objectives.
- Set SMART objectives.

### What you will need:

- Handout 5 – Linking organisational objectives to individual appraisals
- Handout 6 – Objective/target writing activity

### Content and suggested timings:

Why do we need objectives?	15 minutes
Making it SMART	15 minutes
Objective/target writing	15 minutes

**Total duration: 45 minutes**

NOTE: If delegates are not familiar with objective setting and making objectives SMART, allow one hour for this module.

## Why do we need objectives?



Whilst many managers are on board with the principle of appraisals they can come a bit unstuck when it comes to setting objectives – maybe it just sounds too complicated?

The trainer notes have referred throughout to objectives/targets rather than just objectives. It doesn't have to be compulsory for managers to set objectives as part of the appraisal. But what everyone does agree with is that there needs to be measures, targets, goals – whatever you call them! In the simple words of Peter Drucker who wrote 39 management books over his sixty-year career:

“What gets measured gets done.”

**Peter Drucker – Leadership Guru (1909-2005)**



Objectives set as part of the appraisal should be aligned to the appraisee's job description. They should also link to the organisation's vision, strategy and objectives.

The appraisee doesn't need to know all the detail but they need an indication of where they fit into the big picture. The idea is that objectives stretch and challenge an employee and add value to the organisation. There would be no point in setting an objective for something that they were expected to do anyway.

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