

SMARTIE Goals

For goals to be effective in driving an organization's performance, they need to be:

STRATEGIC | reflects an important dimension of what your organization seeks to accomplish (programmatic or capacity-building priorities).

MEASURABLE | includes standards by which reasonable people can agree on whether the goal has been met (by numbers or defined qualities).

AMBITIOUS | challenging enough that achievement would mean significant progress; a "stretch" for the organization.

REALISTIC | not so challenging as to indicate lack of thought about resources or execution; possible to track and worth the time and energy to do so.

TIME-BOUND | includes a clear deadline.

INCLUSIVE | brings traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power. (*Source: OpenSource Leadership Strategies*)

EQUITABLE | includes an element of fairness or justice that seeks to address systemic injustice, inequity, or oppression.

PRACTICE: Measuring Success

Using the examples below, practice making important priorities into SMARTIE goals. Focus on making them measurable by asking, "What would success look like? How will I know it when I see it?"

1. **Priority:** *Ensure the steering committee is highly engaged this year.*

SMARTIE goal:

2. **Priority:** *Build strong relationships with key community stakeholders.*

SMARTIE goal:

3. **Priority for my role:** _____

SMARTIE goal:

PRACTICE – Fill out your Success Sheet

Use this template to plan and get aligned with your manager about what success looks like for you.

Time Bound: My goals between _____ (start date) and _____ (end date) are to:

1. **Strategic, Ambitious, Outcome:** _____

Make it **Measurable** (how I will know success when I see it) _____

The main **activities or tactics** I'll use to make it **Realistic** to reach the outcome include:

- By _____ (date): _____
- By _____ (date): _____
- By _____ (date): _____

2. **Strategic, Ambitious, Outcome:** _____

Make it **Measurable** (how I will know success when I see it) _____

The main **activities or tactics** I'll use to make it **Realistic** to reach the outcome include:

- By _____ (date): _____
- By _____ (date): _____
- By _____ (date): _____

Can you imagine there being any unintentional disparate impact along lines of race, gender, class, ability, access, or power?

How might you change the goals to either mitigate that disparate impact or to make equity and inclusion an intentional feature?