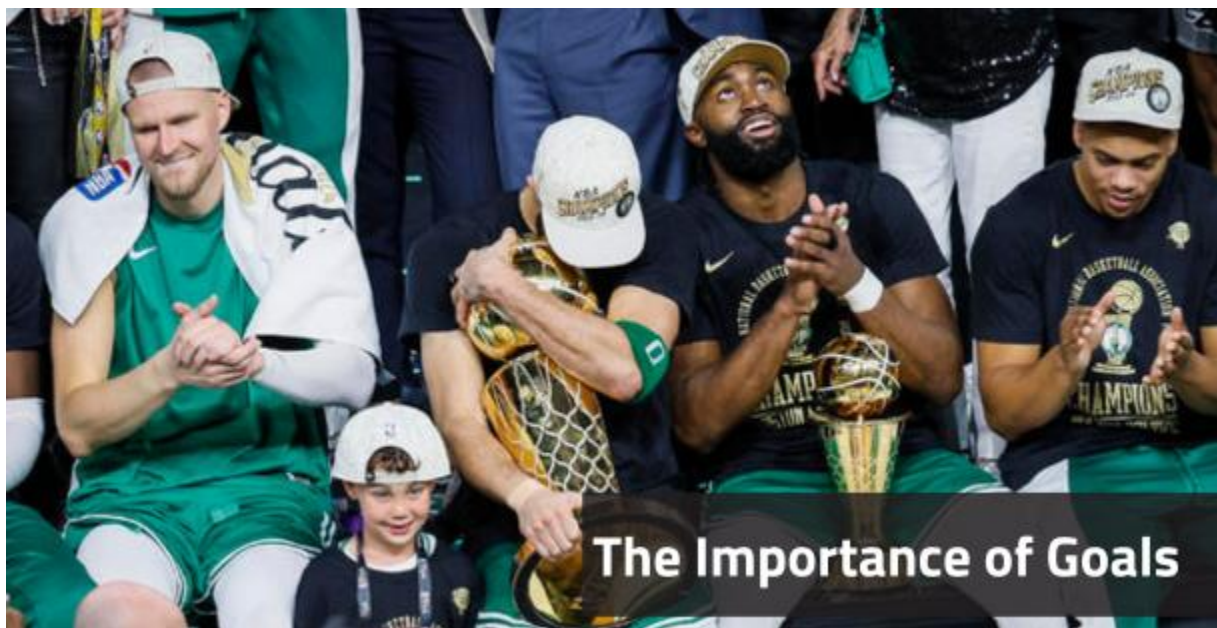


# THE PROGRAM

## LETTERS ON LEADERSHIP

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### - LETTER ON LEADERSHIP #94 -



Goals are performance-based. They reinforce what we want to achieve. Standards are behavior-based. They reinforce how we are expected to behave while achieving our goals. Goals and standards together provide us with structure. And we all perform best with structure. It is our job as leaders- parents, coaches, teachers, and business leaders alike- to provide both.

We have written extensively in the past (see Letters on Leadership #2, #81, and #93) about determining and defining Core Values and the standards that reinforce them daily. How about determining and defining goals?

Start with the end state in mind. Ask yourself, “What is the ultimate achievement I/we hope to attain?” We suggest that all goals should follow the S.M.A.R.T. framework as first outlined by George T. Doran in a 1981 article in the Journal of Management Review. Mr. Doran argued that wishy-washy, flowery goals popular at the time were not only

unimpactful but also detrimental to success. S.M.A.R.T. stands for Specific- clearly defined, Measurable- quantifiable, Achievable- should be challenging but attainable, Relevant- attaining them helps, and Timely- a specific duration of time. This seems almost too straightforward or too simple, but the beauty of this framework is in its simplicity.

After determining the ultimate goal, determine the little goals along the way that will act as markers along our path to where we want to end up. These “breadcrumbs” are almost as important as the final destination. They help us track progress and afford us an opportunity to celebrate the journey. Many leaders attain their positions because they are very goal-oriented. Every member of the team may not be as driven. As leaders, we should not confuse happy with satisfied. You can be happy without being satisfied. Celebrating the little goals along the way to our ultimate success helps reinforce this mindset with all members of our team.

Finally, my wife tells me all the time that she is not really a competitive person. It’s a lie. We are all competitive. In something. My wife truly doesn’t care if she wins or loses a pickup basketball game against our son. Watch her reactions, though, in a close game when our son’s basketball team is playing against All Saints Academy (their rival). She is not competitive when she plays against him, but she wants to rip the heart out of the team our son is playing against. Some of us may be competitive academically. Others, athletically, musically, artistically, in business, in the successes or failures of our children, competitive against ourselves, etc., etc., etc. Why are we so competitive? There are lots of reasons, many of which may be unique to each of us as individuals, but one universal reason is that achieving a goal just feels good.

As former NFL Head Coach and current Nebraska Football Head Coach Matt Rhule says, “A competitive person never finishes second to themselves.” Our goals help ensure this. Then, work like heck to achieve them. It feels good when we do - really good.

Attack!

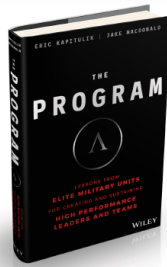


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