

Lattice Webinar

Making Goal Setting a Framework for Success

August 11, 2022 – Julia Markish, Matt Raskin



Welcome!

- Thank you for joining us!
- We'd love to answer your questions! Please submit your questions on the Q&A tab.
- Poll questions will be asked throughout.
- This session is being recorded and you'll receive the recording via email after the event.
- You will receive your SHRM and HRCI credits via email after the event.



Agenda

- 01 Welcome, introductions, and poll
- 02 Overview of the HBRAS Report
- 03 Highlight 1: Goal methodologies
- 04 Highlight 2: Goal attainment obstacles
- 05 Highlight 3: Frequency of reevaluating goals
- 06 Considerations for your program



Webinar: Making Goal Setting a Framework for Success

Overview of the HBRAS Report



Overview – HBRAS Report

- Survey conducted by Harvard Business Review Analytic Services
- 372 respondents – HBR audience
- Job function
 - Majority general / executive management
- Seniority
 - 38% Senior management
 - 33% Exec management/board members



Webinar: Making Goal Setting a Framework for Success

Highlight 1: Goal methodologies

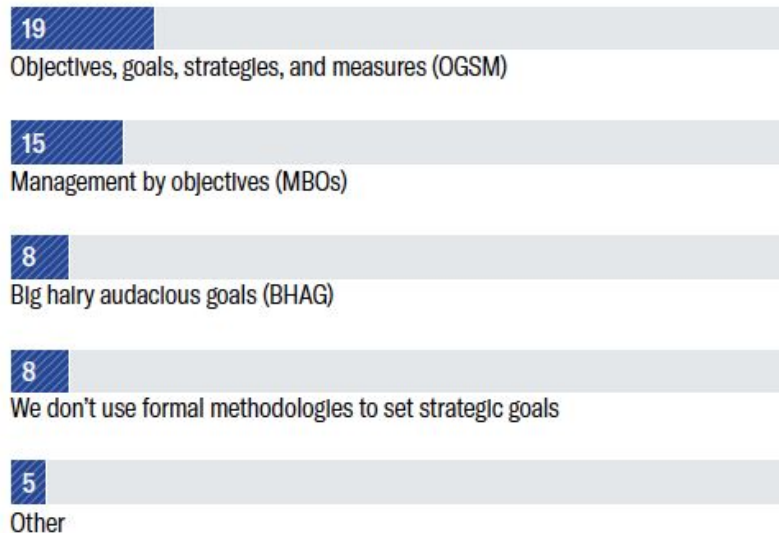
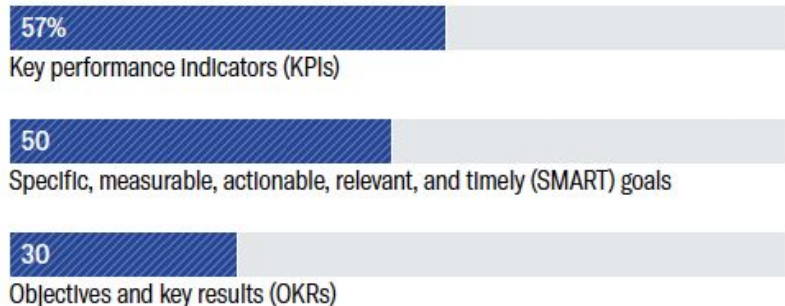


Goal methodologies

The Most Widely Used Goal Frameworks

Many organizations combine two or more methodologies for improved results.

Which of the following methodologies does your organization currently use for setting strategic goals, if any? [SELECT ALL THAT APPLY]



Source: Harvard Business Review Analytic Services survey, May 2022



Goal methodologies

Align Your Operations & Culture

What's right for our neighbor may not be right for us (read: don't adopt a methodology just because another successful company uses it)

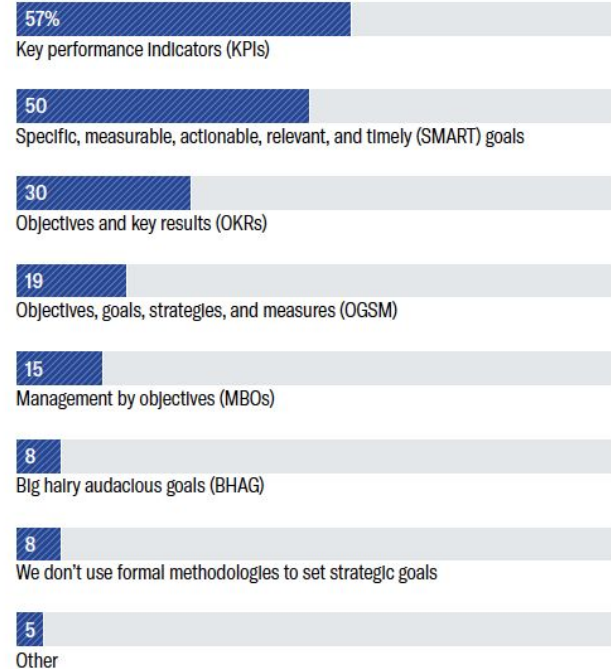
- Format vs. framework
- Goals for your goals



The Most Widely Used Goal Frameworks

Many organizations combine two or more methodologies for improved results.

Which of the following methodologies does your organization currently use for setting strategic goals, if any? [SELECT ALL THAT APPLY]



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Highlight 2: Goal attainment obstacles

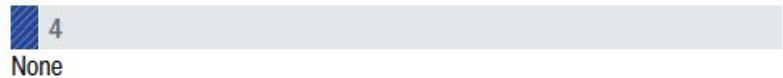
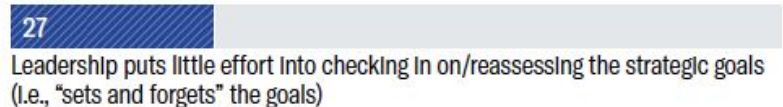
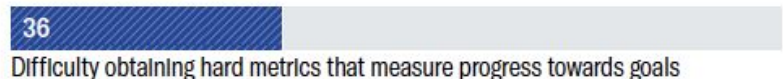
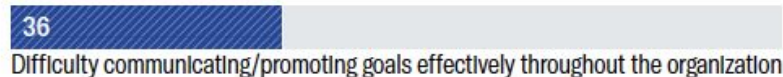
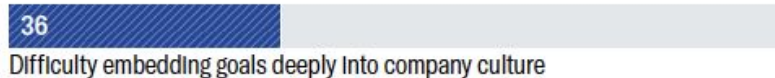
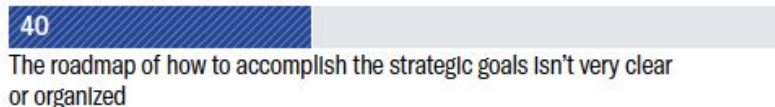


Goal attainment obstacles

Time, Clarity, and Conflicts Pose Challenges

Obstacles abound as organizations put strategic goals into action.

Which of the following challenges does your organization face in putting its strategic goals into practice? [SELECT ALL THAT APPLY]



Source: Harvard Business Review Analytic Services survey, May 2022



Goal attainment obstacles

Don't let ambition obliterate reality

Communicating unrealistic standards or misaligned directions costs you credibility, speed, and motivation.

- Leadership responsibility
- Priority & focus
- Communication habits



Time, Clarity, and Conflicts Pose Challenges

Obstacles abound as organizations put strategic goals into action.

Which of the following challenges does your organization face in putting its strategic goals into practice? (SELECT ALL THAT APPLY)



Source: Harvard Business Review Analytic Services survey, May 2022

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Highlight 3: Frequency of reevaluating strategic goals

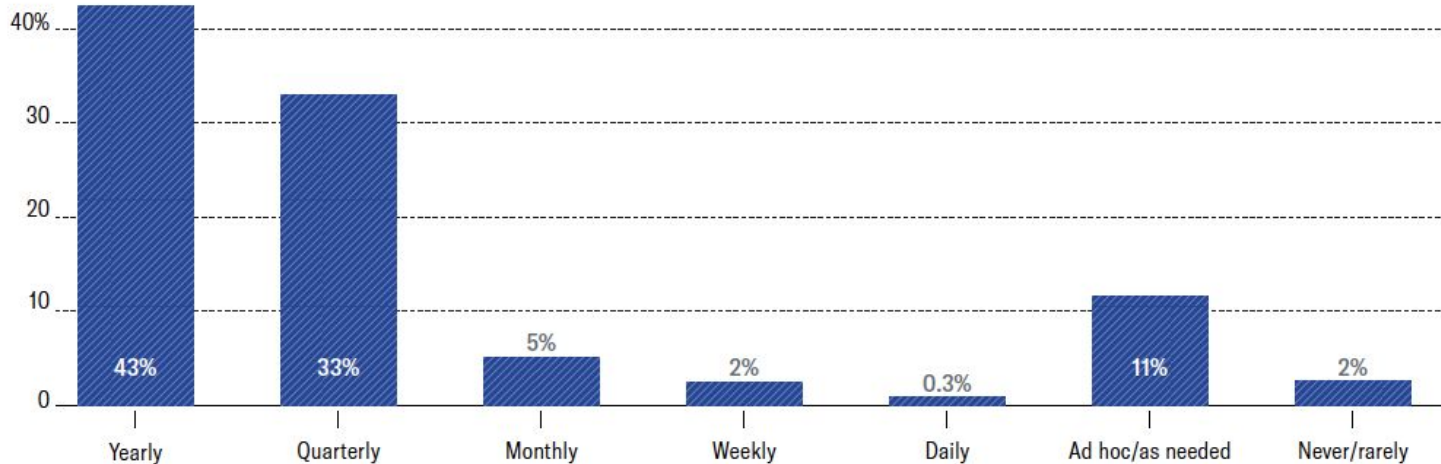


Frequency of reevaluating strategic goals

Reevaluations Are Mostly Annual

The highest share of respondents reassess their strategic goals only once a year.

How frequently does your organization reevaluate its strategic goals to determine if they need updating?



Source: Harvard Business Review Analytic Services survey, May 2022



Frequency of reevaluating strategic goals

Build a balanced cadence

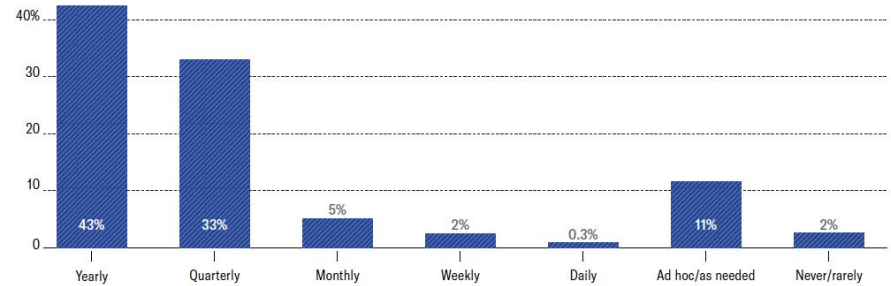
The pace of your organization's business must play a primary role in your people programs, but so must human nature.

- Organization complexity & size
- Intentionality in goal reevaluation:
 - *Commitment? Required Pivot? Distraction?*
- Stability vs strategic imperative

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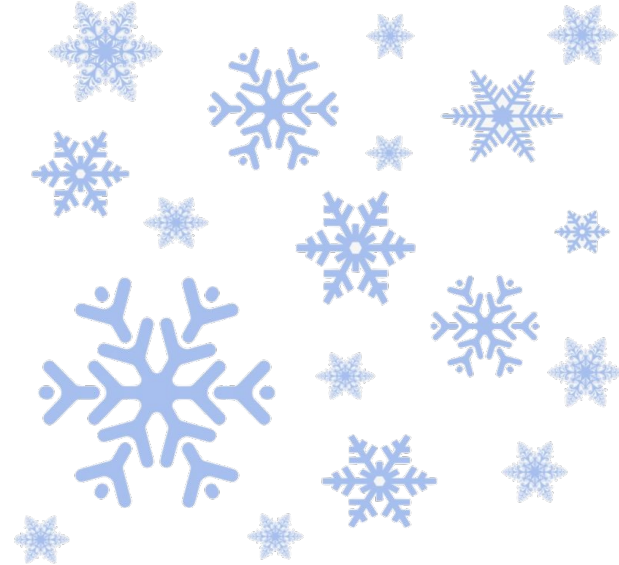
Considerations for your program



Your framework must work for *your* org and where you are in your journey

Design & build your program

- Align operations & culture
- Program design matters
- Less can be more



Planning is not optional

Make time to build clarity & alignment

- Planning is an action
- Intentional planning impacts everyone
- Like people, programs will grow and evolve



Communication is critical to performance

What habits define your program?

- Communication at the core
- Communication habits at key moments
 - Setting
 - Executing
 - Reflecting



Considerations for your program

1. Your framework must work for *your* org and where you are in your journey
2. Planning is not optional
3. Communication is critical to performance

