

## Management by Goals, Objectives & Key Results

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The outer layer of Subgoals should represent specific Key Results or tasks that have a measurable degree of achievement.

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Identify about 3-5 Objectives or Subgoals that contribute to your Core Goal. You may add additional Subgoals at the next levels.

Prioritize between your different Subgoals and visualize their relative importance by adjusting their size. Carefully use due dates to enhance work focus.

Place the Central Goal of your enterprise, project or department in the Core of the Goalscape. Make it inspiring! Physician Training Professionally, Humanly and Economically Successful Hospital Centredness Develop DA

Make sure someone is assigned as responsible in each goal and add supporters where required.

> Now go ahead and let your Goals drive you!! You can filter for tags etc. - but don't forget to regularly get back to the Big Picture...

Hold regular team discussions to review progress, adjust priorities, reassess confidence level and agree actions. Consider effective work with FAST Goals! (explained below)

Frequently discuss your Goals, Objectives and Key Results to adapt to evolving situations. Set Goals for weeks, months, years or an Olympiad... Follow your Goals and *thrive*!

## **Best Practice Tips**

- Focus work on a manageable | Communicate and discuss number of Goals.
- Order and filter the goals with Now or Next tags.
- The goals of the Goalscape should not become overly granular. Add details in the Goal Panel instead.
- Work with colors to highlight goals where action is needed.

- intensely to ensure that you are pursuing mutual goals.
- Start with why apply Sinek´s Golden Circle and put your why in the goalscapes center (TED).
- Celebrate achieved major goals! (from 80% upwards)

Effective Goals can be evolved using the FAST acronym: Frequently discussed, Ambitious, Specific, Transparent.

An Objective is an ambitious but achievable Goal. It often has a more qualitative, guiding nature.

A Key Result is clear and quantifiable. It is meant to indicate whether you have achieved a goal. (TED)

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