



SAGANA



EXPECTATION AND GOAL SETTING

January 2024

EXPECTATIONS & GOAL SETTING

"If you don't know where you are going, you will probably end up somewhere else." – Lawrence J. Peter.

1. Before beginning any performance management activities, employees must clearly understand their role and behavior expectations. These should be established in job descriptions or statements of work, key competencies, and/or company values/operation principles. Conversations should be had with all employees about these expectations – so employees have an opportunity to ask questions and/or clarify doubts
2. Once expectations are communicated and understood, employees should regularly develop goals to achieve role expectations and company growth. There are two primary types of goals to be used for performance management processes:
 - **Organizational goals:** Company-wide growth goals, typically in OKR, KPI, MBO structures. Broken down by long-term and short-term. These influence employee and team goals.
 - **Employee development goals:** Employee-initiated goals to support employee growth and development. Typically associated with developing technical knowledge, leadership skills, or stretch capabilities (outside an employee's typical role).
3. At a minimum, goal setting should be completed annually.
4. Once implemented, the status of goals is reviewed regularly in 1-1 coaching sessions and more formally during cycle check-ins and annual reviews.



Best Practices

- ✓ Goal setting annual is good; goal setting throughout the year (bi-annual, trimester, or quarterly) in an agile approach is better
- ✓ Goals should be shared with all levels of the company to promote transparency
- ✓ Goals are more effective if they align with an individual's interests and values, leading to greater ownership



Tools and Forms

- Goal setting forms
- Optional: Performance management software

COMPANY GOAL SETTING PROCESS

- 1) **COMPANY:** Set company goals
 - Decide the type of goals to define (i.e., OKRs, SMART, MBO, etc.)
 - OKRs are great for agile, fast-moving companies . Businesses in more traditional markets might benefit more from KPIs.

- 2) **DEPARTMENT/TEAM:** Communicate goals to team members – ask managers/executives to set their own department goals
 - Department's goals should help build/achieve the company's goals
 - Set owners per each goal
 - Founders & executives align and adjust goals as necessary

- 3) **INDIVIDUAL:** Executive/managers communicate dept. goals to team members – ask team members to set their own individual goals
 - Individual goals should help build/achieve department goals
 - Team members & manager align and adjust goals as necessary