Building Success – Setting Goals for Focus (and Impact)

In this handout

1. Understand why goals help us be successful
2. Understand the difference between a goal and objective
3. Know 3 steps & 3 tools to help us set goals
4. Know how to check the consistency of our logic flow?

This handout goes with the online presentation.

1. Why goals help us be successful?

1. Fill in the missing word

Goals are like a ___________ on a ship
(See picture at right)

2. Fill in the missing word

Note: all word options are possible.
Which do you think are best?

<table>
<thead>
<tr>
<th>Goals</th>
<th>provide</th>
<th>___________</th>
<th>helps you have</th>
<th>___________</th>
</tr>
</thead>
</table>
| Clear themes and goals set direction - they provide focus for our work. | Clear focus means we can better plan our pathway forward (our course to impact). | Impact is our “so what”. It’s why people care about what we do.

Goals are a statement of our program’s purpose. They are like a rudder on a ship; guiding us in the direction we want to go.
2. The difference between a goal and objective

Goals & objectives are often confused. Here’s definitions for our purposes.

<table>
<thead>
<tr>
<th></th>
<th>Goals</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeframe</td>
<td>often &gt;2-3 years</td>
<td>Shorter (often &lt;1 year)</td>
</tr>
<tr>
<td>Scope</td>
<td>Large in scope</td>
<td>More focused</td>
</tr>
<tr>
<td>Contributors</td>
<td>Something you (and others) contribute to</td>
<td>Something you (with others) can achieve (Clear outputs)</td>
</tr>
</tbody>
</table>

Examples
Use the above comparisons to determine if the following are correctly defined:

Goal: Eliminate citrus greening in California

Objective: Assess the effectiveness of dogs in identifying infected trees

Activities, Objectives and Goals

Objectives have clear achievable changes in mind (Changes that will contribute to our goal).

Activities are selected to help us achieve those changes (for each objective).

3. Three steps & 3 tools to help us set goals

Three steps

Fill in the missing words using the options below the table

1. Address a need people care about?
   - What do people need and ______?  
   - What need, if solved, will make a significant difference?

Word choices: want or earn

2. Identify the opportunity
   - What can I ______?
   - What’s my/our comparative advantage?
   (Note: Not all needs have an opportunity)

   change or describe

3. Identify the change we can make
   - When we do solve it what __________ will it make?
   (This is the impact, the change, the condition changes)

   difference or end

Remember
1. Setting goals is a collaborative process  
   Get input from clients, colleagues, supervisor, etc.
2. Goals may change over time
Three common tools used to help set goals

1. Logic model
2. Mind mapping
3. Logframes

Learn more about these on the UC ANR “Learning and Development” site
4. Check the consistency of the our logic flow

- **Goals** will have a desired impact.

- Each goal has (typically) **3-4 objectives**
- And each objective has target changes (specific outputs)

- Each objective has **activities** designed to produce the target changes.
So you ask yourself

1. If I do these activities will I achieve the objective I want?
2. If I achieve the objectives I want, will they contribute to my Goals?
3. If I've set the right goals and target outputs, then I will be contributing to the impact wanted!

Example

If I contribute to improved water savings at the state level, then we have the desired impact!

If I improve water use efficiency at the field level will I contribute to improved water savings at the state level?

If I educate my audience on improved irrigation techniques, will it improve water use efficiency at the field level?

Quiz & practice?

Click here to check your understanding of the module

Practice on the next page.
Exercise – practice for yourself

Three steps to start

<table>
<thead>
<tr>
<th>1. Address a need people care about?</th>
<th>What’s the need?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What do people need and want</td>
<td></td>
</tr>
<tr>
<td>• What need, if solved, will make a</td>
<td></td>
</tr>
<tr>
<td>signiﬁcant difference?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Identify the opportunity</th>
<th>What’s the opportunity?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What can I change?</td>
<td></td>
</tr>
<tr>
<td>• What’s my/our comparative</td>
<td></td>
</tr>
<tr>
<td>advantage?</td>
<td></td>
</tr>
<tr>
<td>(Note: Not all needs have an</td>
<td></td>
</tr>
<tr>
<td>opportunity)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Identify the change we can make</th>
<th>What’s the change you can make?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• When we do solve it what difference will it make?</td>
<td></td>
</tr>
<tr>
<td>(This is the impact, the change, the condition changes)</td>
<td></td>
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</table>

Now defining your activities objectives and goals

Use a logic model, Mind map or Logframe to help you.

<table>
<thead>
<tr>
<th>What is your goal?</th>
<th>What’s the change you want to make and contribute to?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the 3-4 objectives</td>
<td>What will help; you contribute to that goal (what are the outputs)</td>
</tr>
<tr>
<td>Activities</td>
<td>What are the major activities that will provide the outputs you want?</td>
</tr>
</tbody>
</table>