

S.M.A.R.T. Goals

S—SPECIFIC: The devil is in the specific details

- Clear, specific, and picturable
- Exactly what you want in concrete terms
- You will know your objective is specific enough if:
 - everyone involved knows the specifics of their involvement
 - everyone involved understands and is clear about the desired end result
 - your objective is free from jargon
 - you've defined all your terms
 - you've used only appropriate language
- These are not clear objectives.
 - Increase production and reduce costs.
 - Improve report writing skills.
 - Increase petrophysical knowledge by year-end by increased comfort in log reviews.
 - Create better communication with direct reports by the end of Q2.
 - Create a more positive work environment.
 - Regularly follow up with team members and direct reports.
- These are sound objectives.
 - Increase production: Drill 4 wells, adding 10 Bcf at a \$0.50/Mcf F&D cost by Q4
 - Reduce technical report preparation time by 30% by the end of Q4 and maintain an "excellent" feedback rating from the peer review team.
 - Achieve an "excellent" rating by the peer review team on log reviews (specifically ...) by Q4 end.

S	• Specific: clear, picturable, free of jargon
M	• Measurable: you and others can know it was done (quantity, dollars, time, quality...)
A	• Acceptable : within your control / influence, practical, realistic
R	• Result-Oriented: serves the organization's purpose and objectives, results not actions
T	• Time-bound: clear target date, deadline for completion

M—MEASURABLE: Critical Element

- You will know you've achieved your objective because the metric is the evidence. Others can know, too! It becomes your statement of success.
- Objectives must have some method of tracking progress and measuring success over time.
- Current Reality (HERE) is imperative for metrics.
 - How would you measure weight loss if you did not know how much you weighed?
 - How do you measure employee retention if you do not know the current turnover?
 - Establish baselines (current reality) and measure progress from that point.
- Objectives are not masters but servants supporting personal / company values and purpose.
- Define the deliverables, documents, products, and accomplishments desired.

A—ACCEPTABLE (Achievable): linked to measurable

- If you know you can measure it, you can more easily determine whether it is something you are willing to tackle or put effort into.
- Limit the scope to your roles and responsibilities.
 - Define the scope to be within your control and influence.
 - A goal needs to be something you can make or help happen.
- You may not know whether it is achievable or attainable, but do you still want it?
 - Am I willing to be accountable for this, knowing there is no guarantee of getting there?
 - Something you agree that you will put your effort into achieving, even though there is no guarantee you will reach it

R—RESULT-ORIENTED (Relevant): not about actions

- It may not be relevant even if it is acceptable (or achievable). This is where you assess alignment with purpose, mission, and strategy. A key reason it can be achievable but irrelevant is that it's not a high priority. Often, something else needs to be done. If so, set up other objectives in priority order.
- Questions:
 - Is this in line with overall organizational activities?
 - Will this contribute to the goals and objectives of the organization?
 - Is there a higher priority to focus on now?
 - Will this add to, even multiply, as opposed to subtract or divide, the organizational efforts?

Sample Verbs to Use

All-Purpose	Investigative (checking it out)	Consultative
Adapt	Execute	Analyze
Use	Utilize	Explore
Lead	Simplify	Prioritize
Supervise	Gather	Survey
Collect	Select	Verify
Complete	Compare	Locate
Help	Expand	Anticipate
Serve	Decide	Hypothesize
Perform	Recommend	Determine
Initiate	Increase	Identify
Communicate	Decrease	Conduct
Streamline	Revise	Interview
Publish	Discontinue	Teach
Disseminate	Reduce	Benchmark
Generative (making things happen)	Coordinative	Collaborative
Develop	Establish	Accommodate
Modify	Inaugurate	Facilitate
Restructure	Make	Persuade
Construct	Propose	Support
Devise	Simplify	Assist
Design	Redesign	Facilitate
Innovate	Re-engineer	Intervene
Organize		Organize
Revise		Decide
Create		Harmonize
Form		Lead
Invent		Direct
Produce		Implement
		Systematize
		Connect
		Unite
		Contribute
		Help
		Share
		Encourage
		Offer
		Steer
		Synthesize

T—TIME-BOUND: What is the deadline?

- You must include a date; otherwise, your objective will be less measurable.
- Without the target date, the measurement of the objective is incomplete
- Deadlines are not for manipulating yourself or giving you excessive time. Set deadlines based on when the project is needed or wanted.