

**How smart
are your
SMART goals?**

**Glenn Hughes
Smartashell.com**

The benefits of

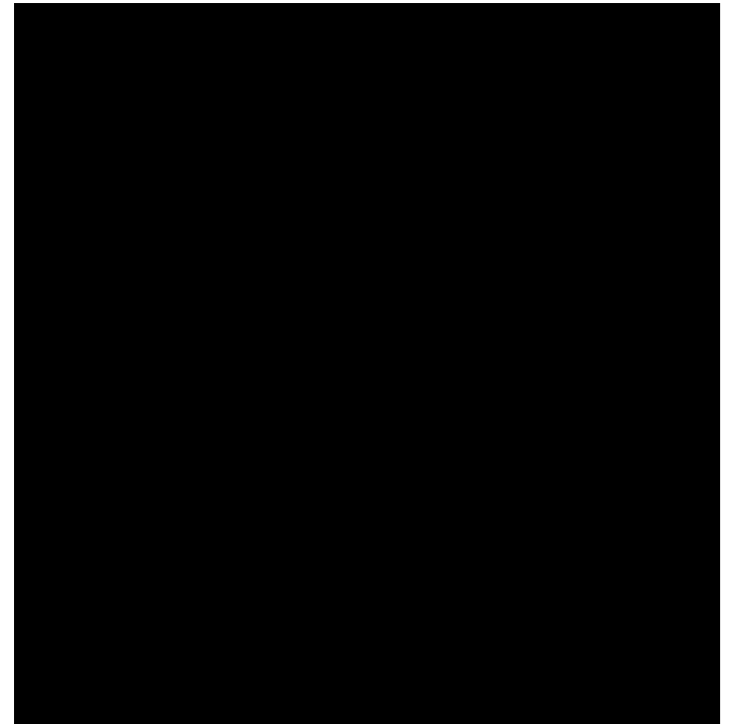


goals?

Goals
affect
outcomes.

The benefits of clear goals

1. Set direction
2. Clarify expectations
3. Establish priorities
4. Provide focus
5. Enable feedback
6. Encourage planning
7. Spur creativity
8. Relieve boredom
9. Drive accountability
10. Increase satisfaction
11. Facilitate recognition
12. Stimulate competition
13. Raise productivity
14. Create momentum
15. Reduce variability
16. Tell when to stop



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15. Reduce variability
16. Tell when to stop

Cross-train fellow engineers on common tasks to help free up time to work on improvement projects.

If your goals aren't
SMART,
your results probably
aren't.

Our Outcomes

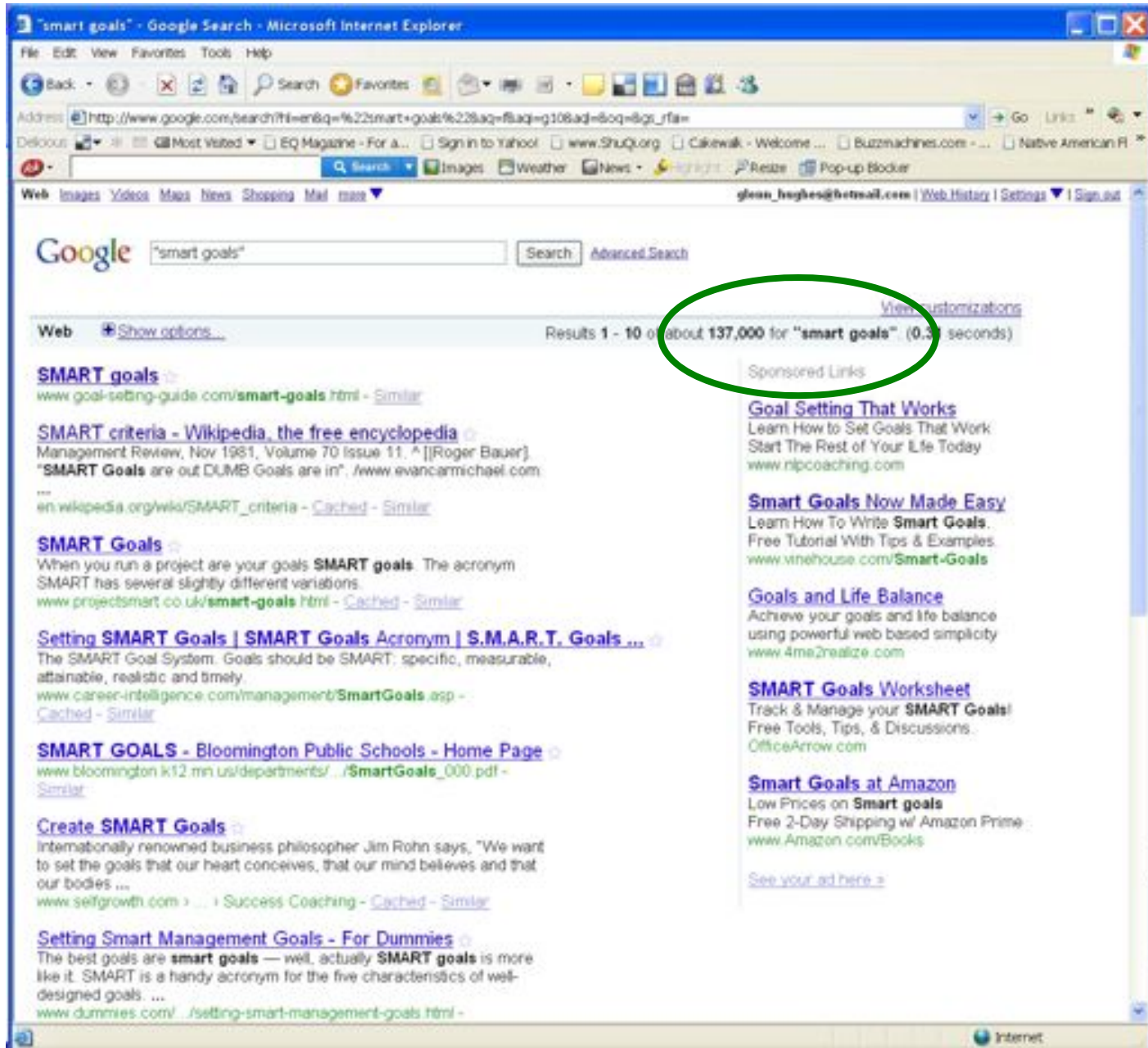
- Define SMART

Our Outcomes

- Define SMART
- Using the '**SMARTometer**', measure the 'temperature' of a goal

SMART is a framework

**SMART is a framework
that triggers us to write
goals in a way that
increases the chances of
hitting those goals.**



18 Months of Research

18 Months of Research

- 400+ books



18 Months of Research

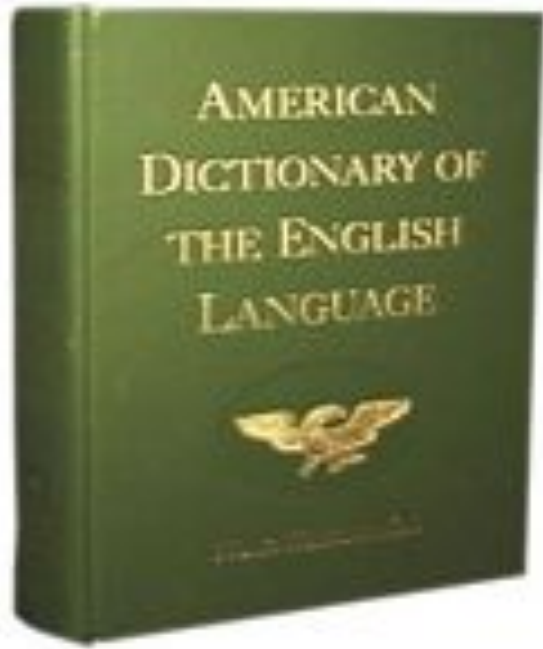
- 400+ books
- 25,000 goals



18 Months of Research

- 400+ books
- 25,000 goals
- 30+ workshops

**How
smart
is
SMART?**



Define S.M.A.R.T.

Specific

Specific & motivating
 Specificity
 Strategic
 Stretching
 Stretch
 Sensible
 Smart
 Savvy
 Simple
 Small
 Standards-based

Measurable

Motivational
 Motivating
 Meaningful
 able to be Monitored
 Manageable
 Measured

Attainable

Achievable
 Agreed
 Acceptable
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 Aligned
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 Aggressive yet achievable
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Relevant

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 Reinforce a reason
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Time-bound

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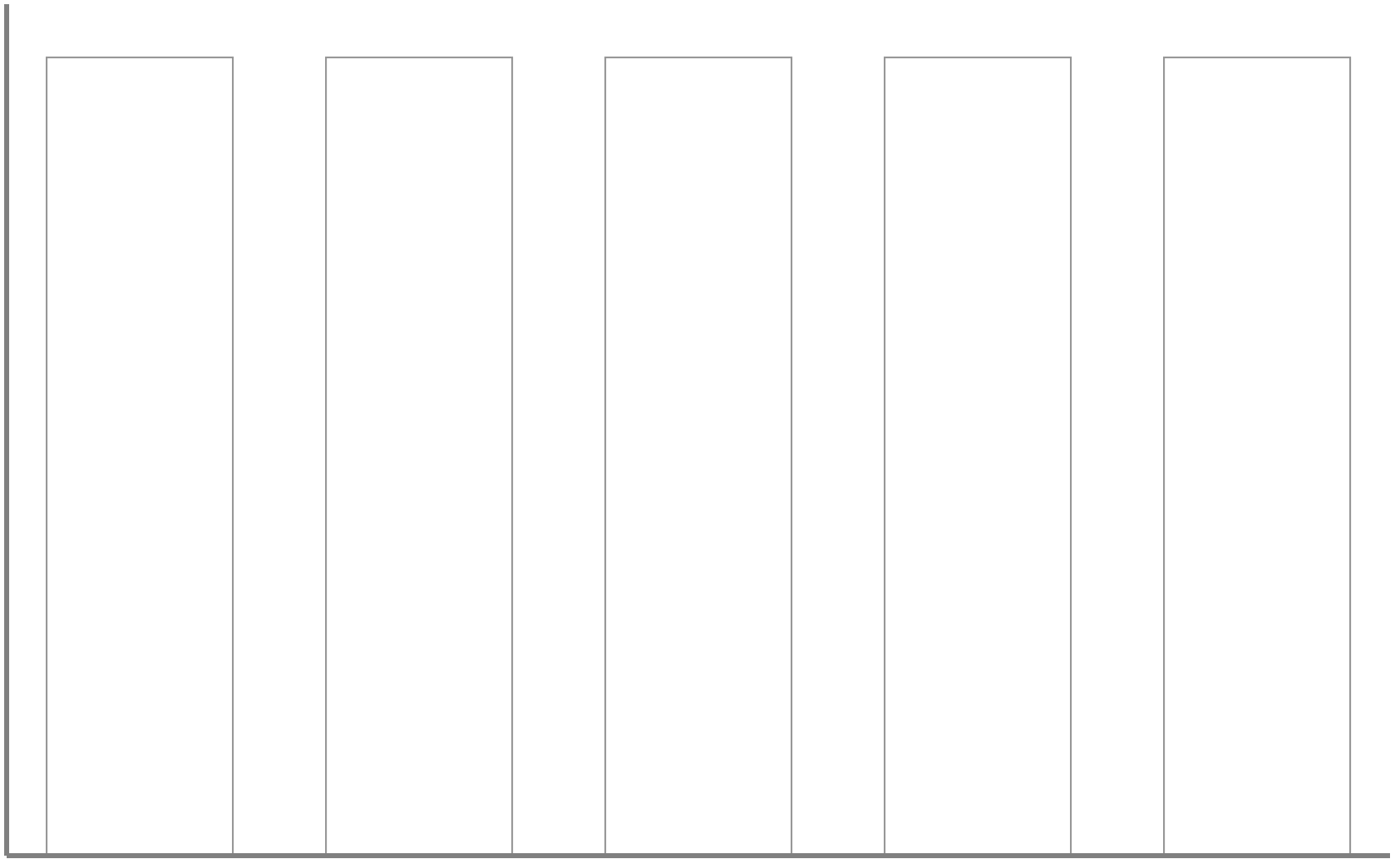
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1,147,608
combinations



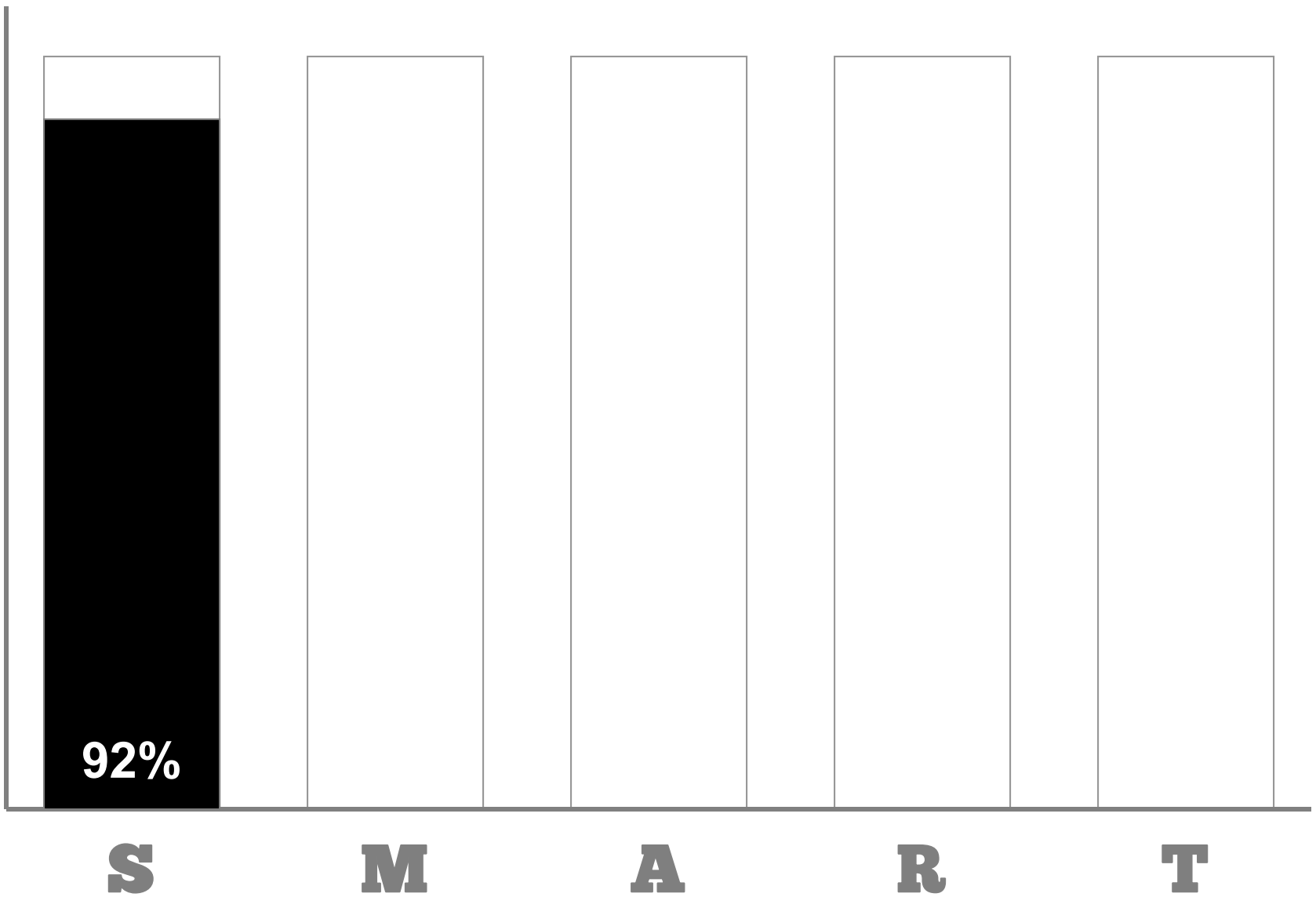
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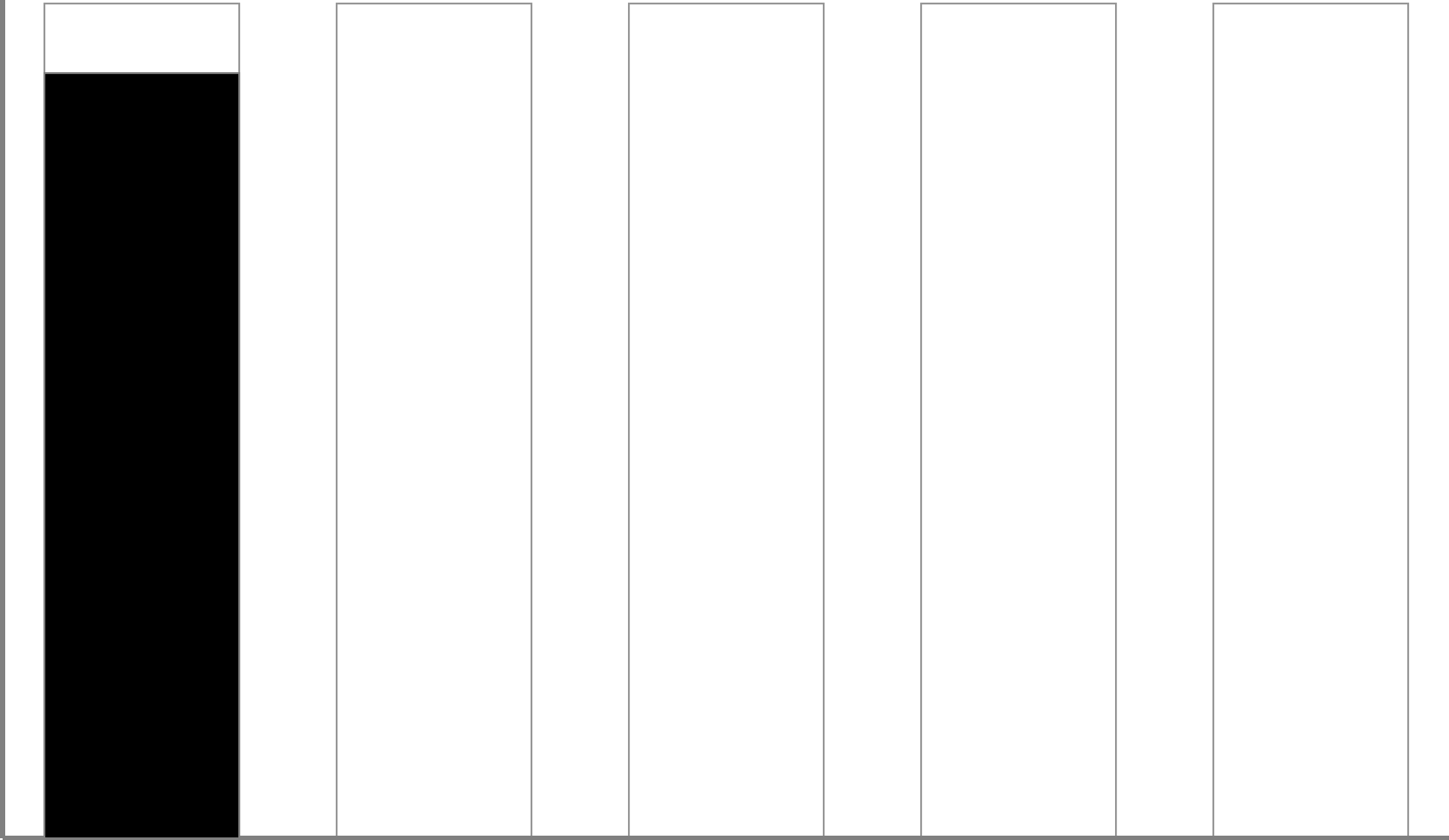
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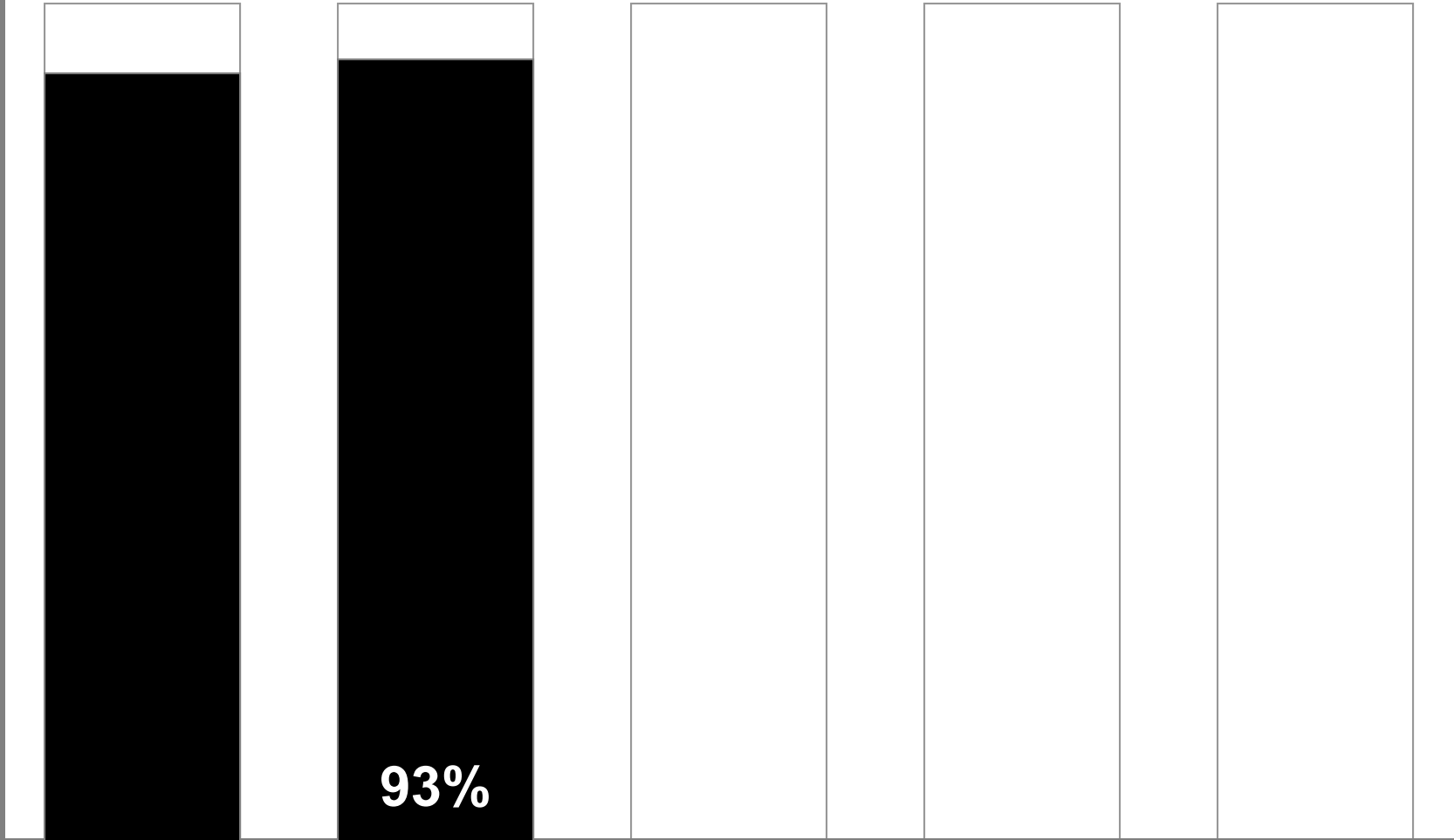
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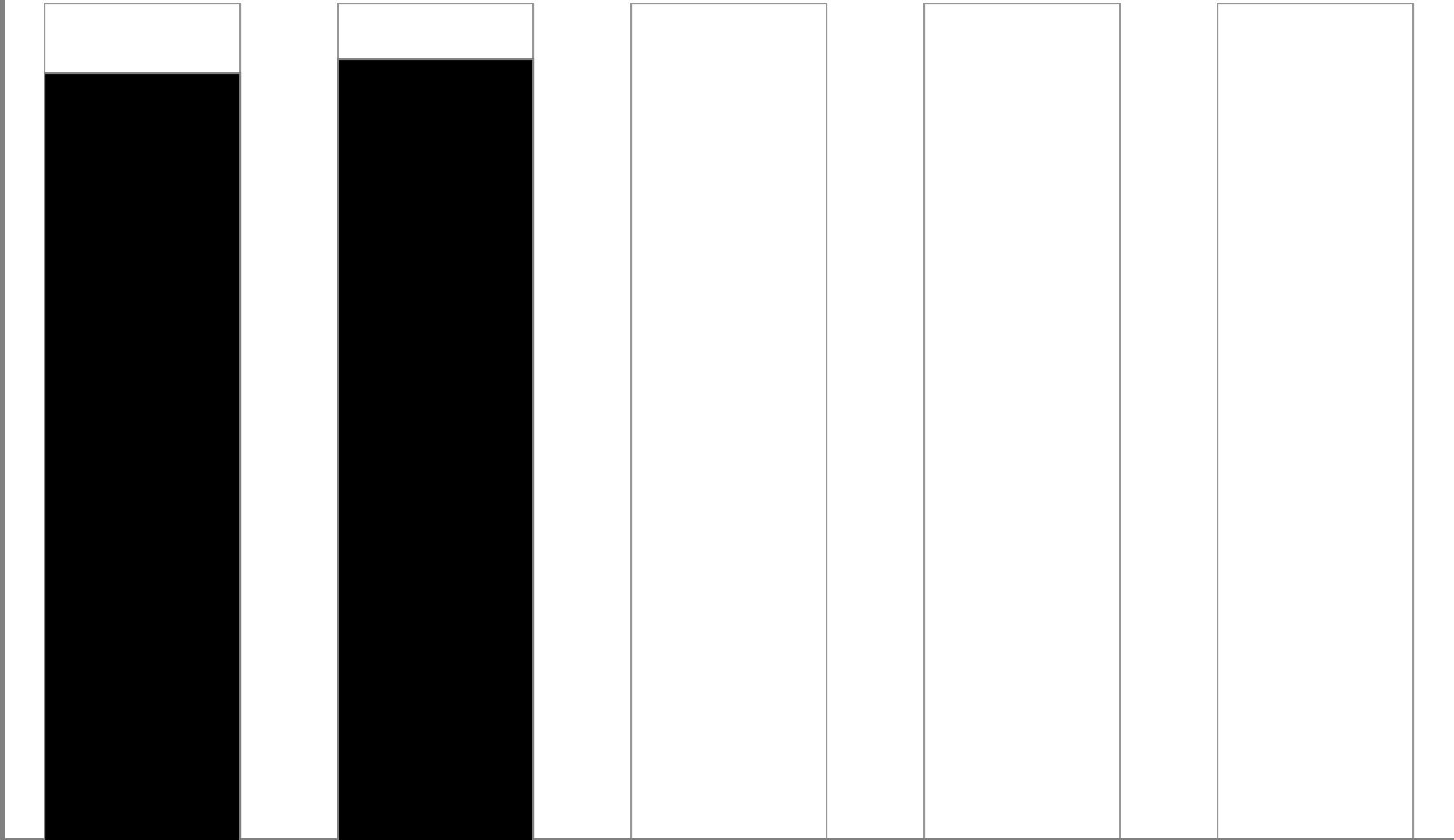
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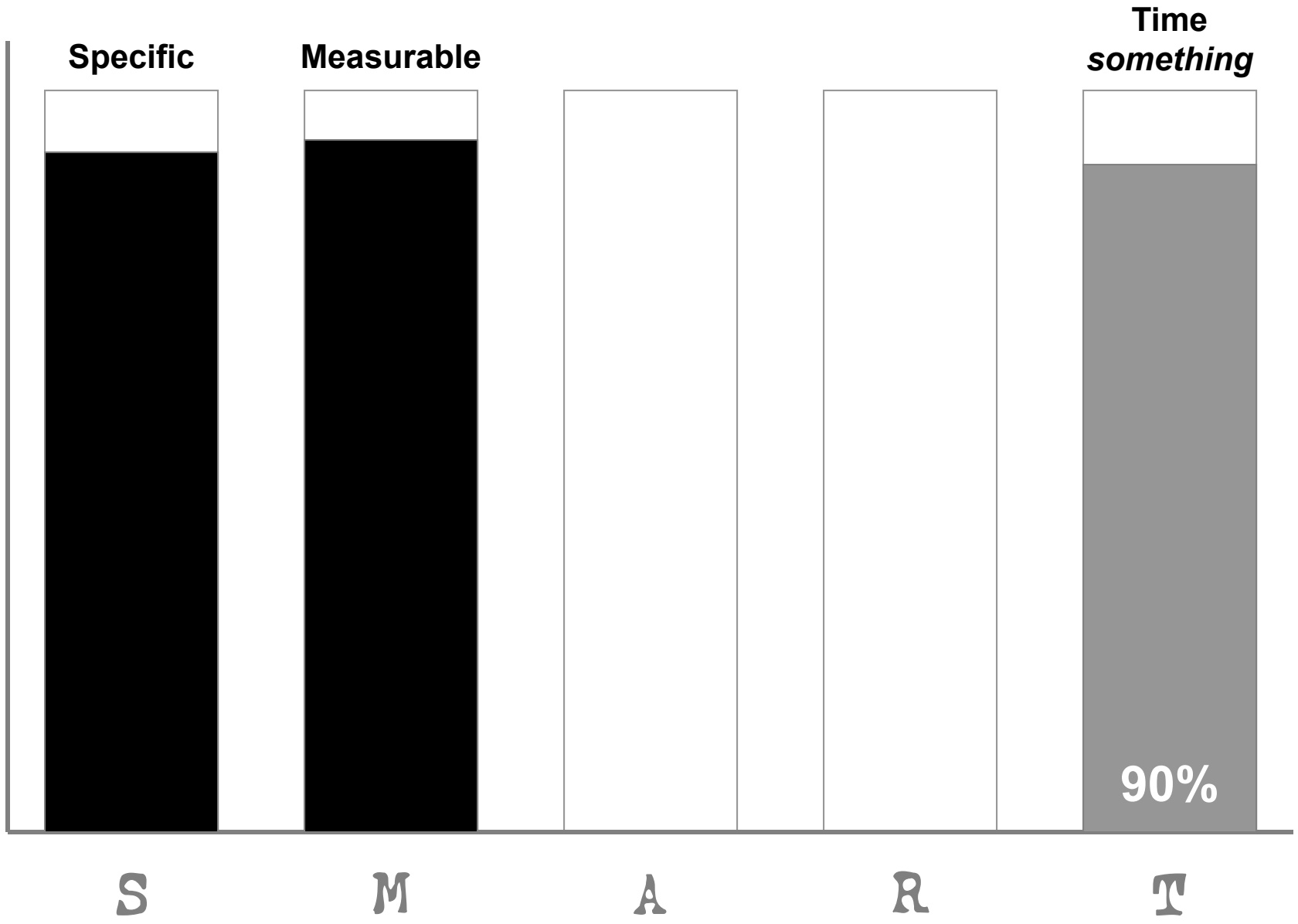
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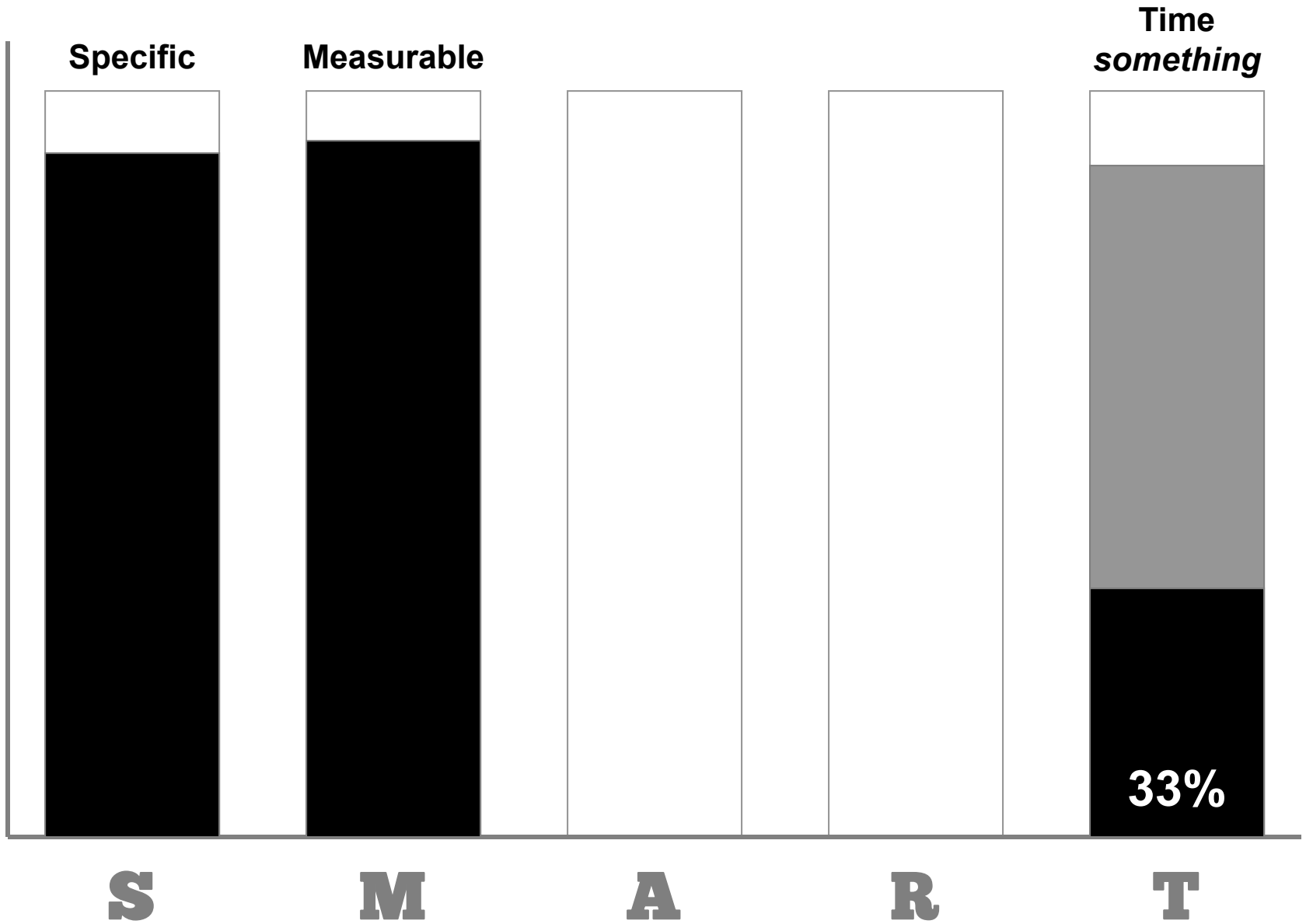
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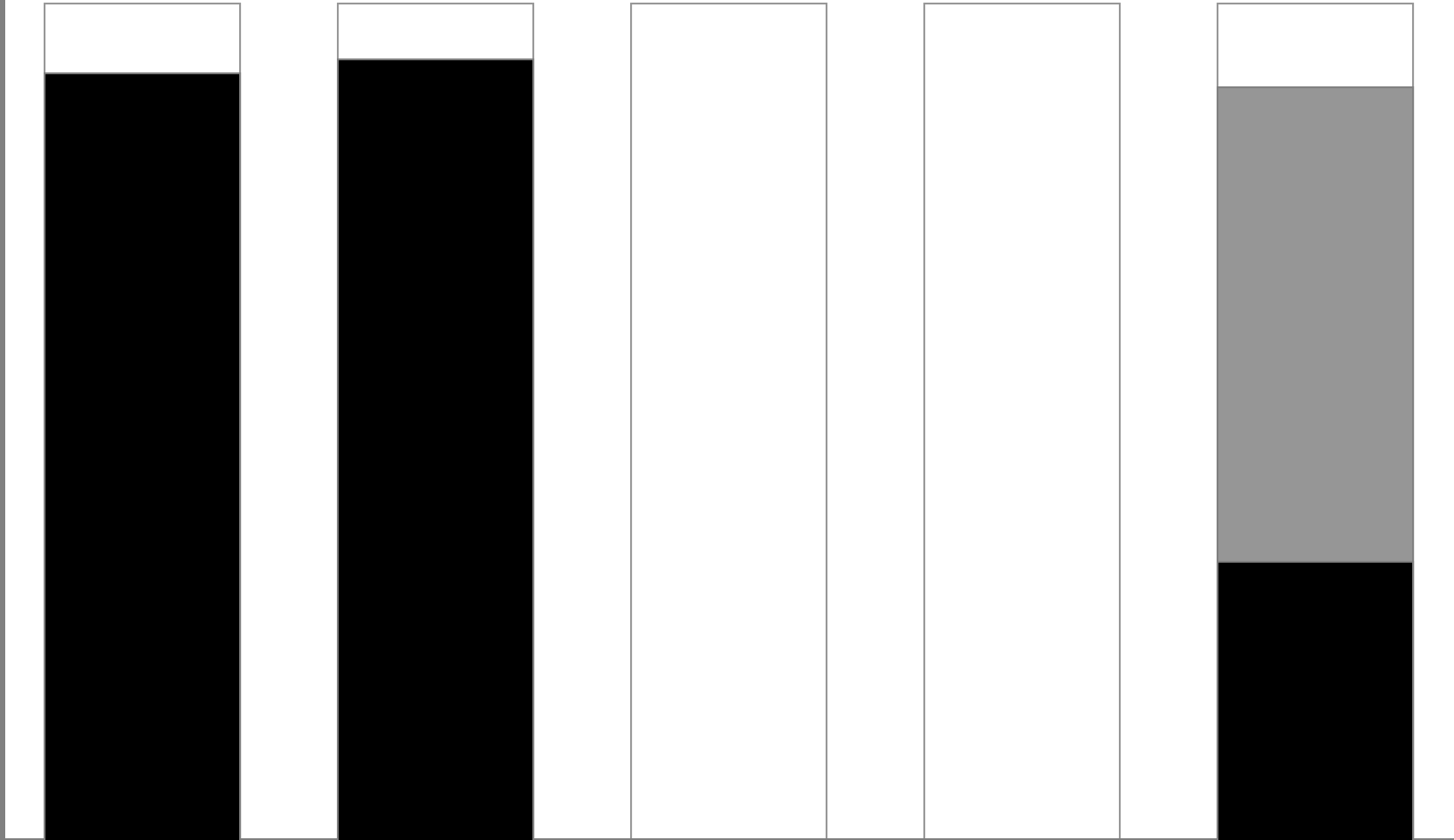




Specific

Measurable

Time-bound



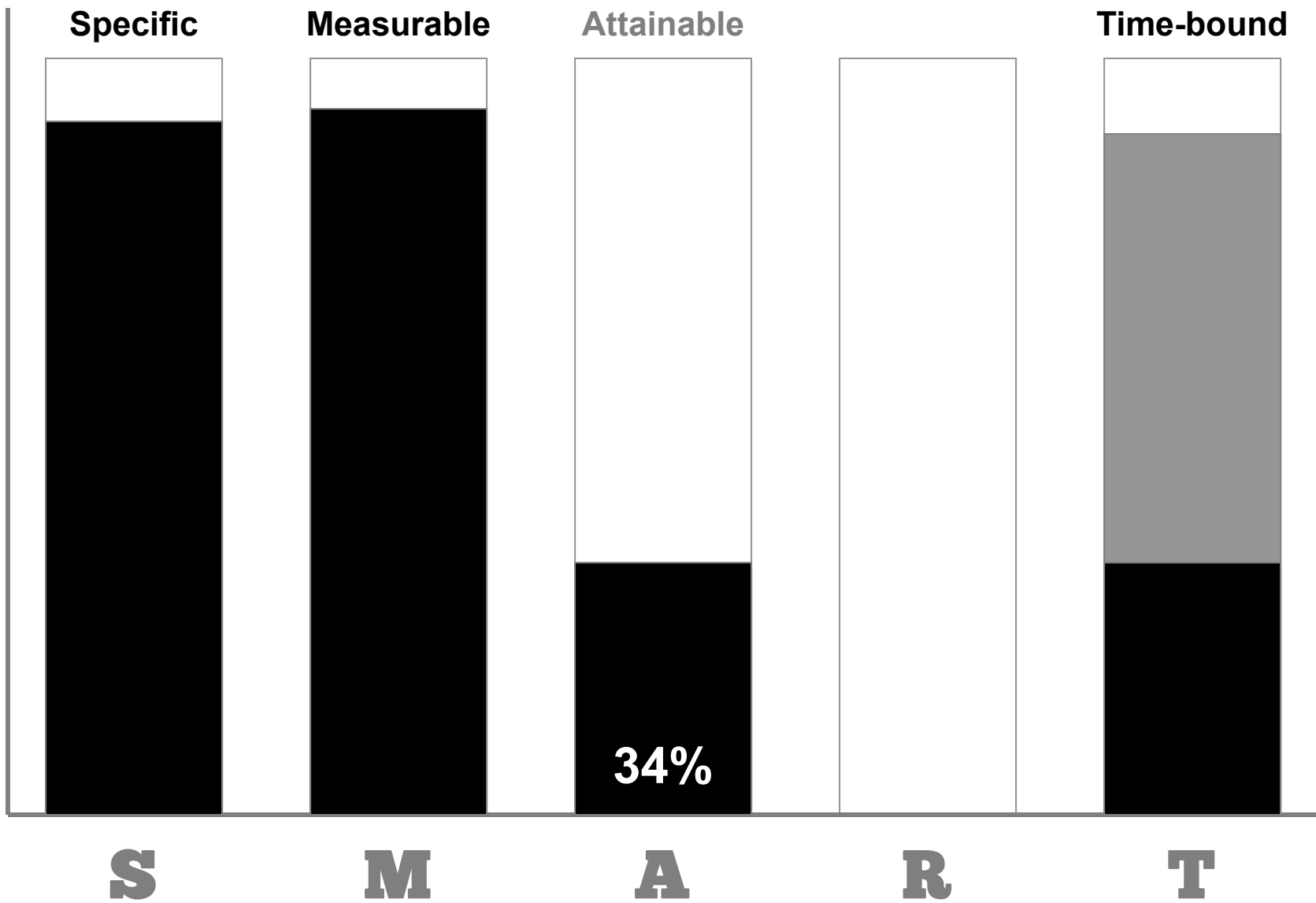
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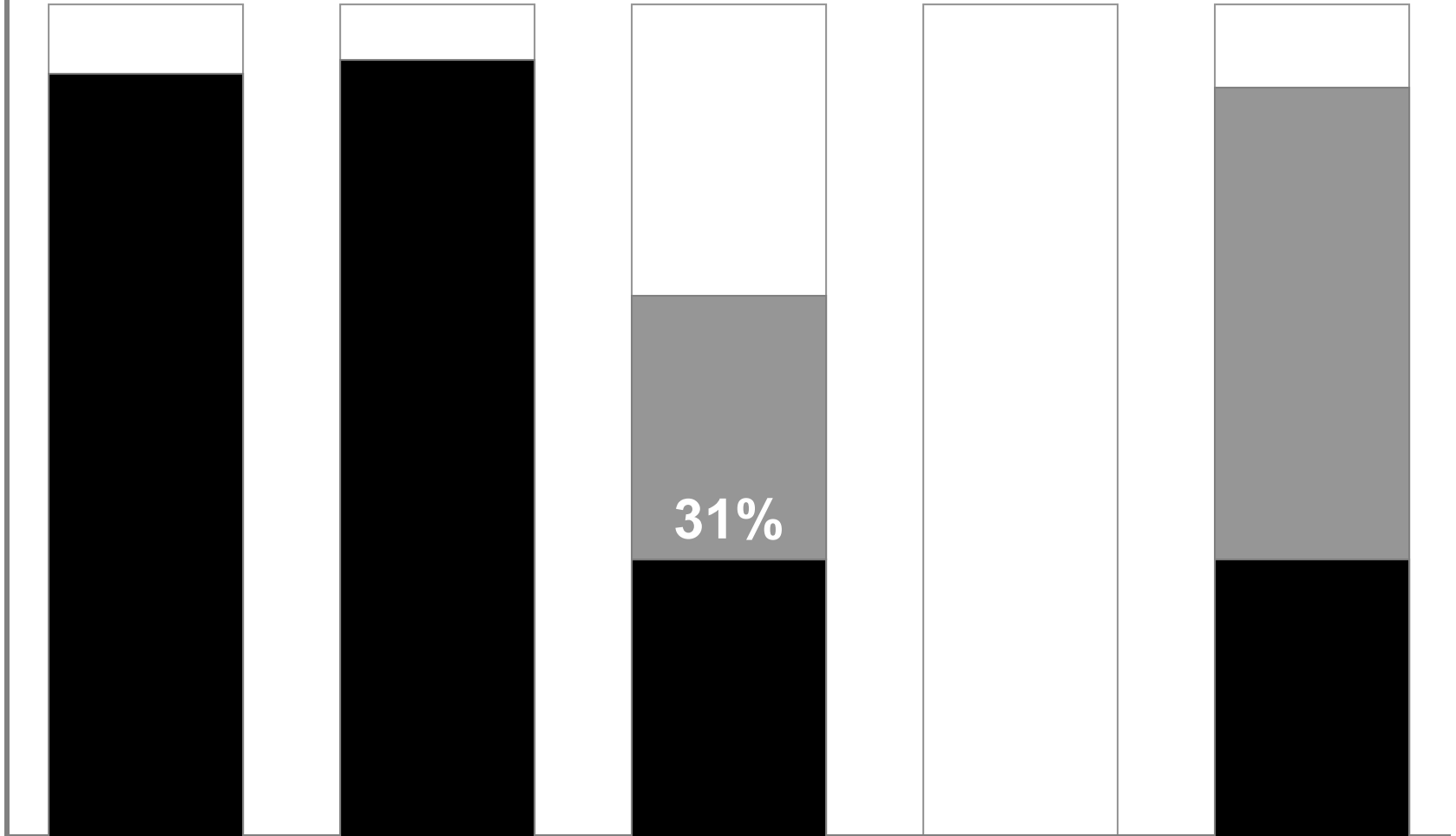


Specific

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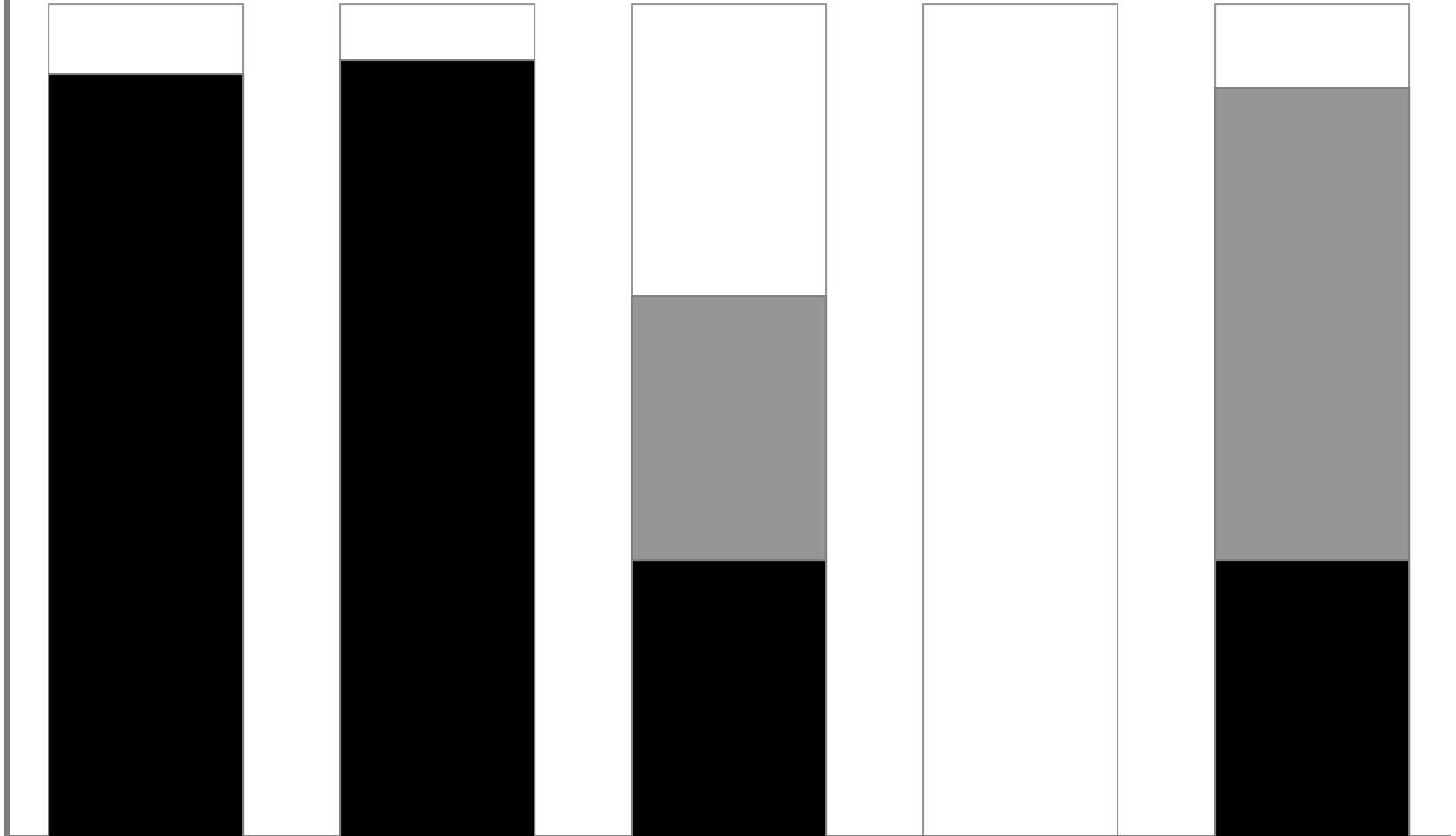
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Specific

Measurable

**Aggressively
Attainable**

Time-bound



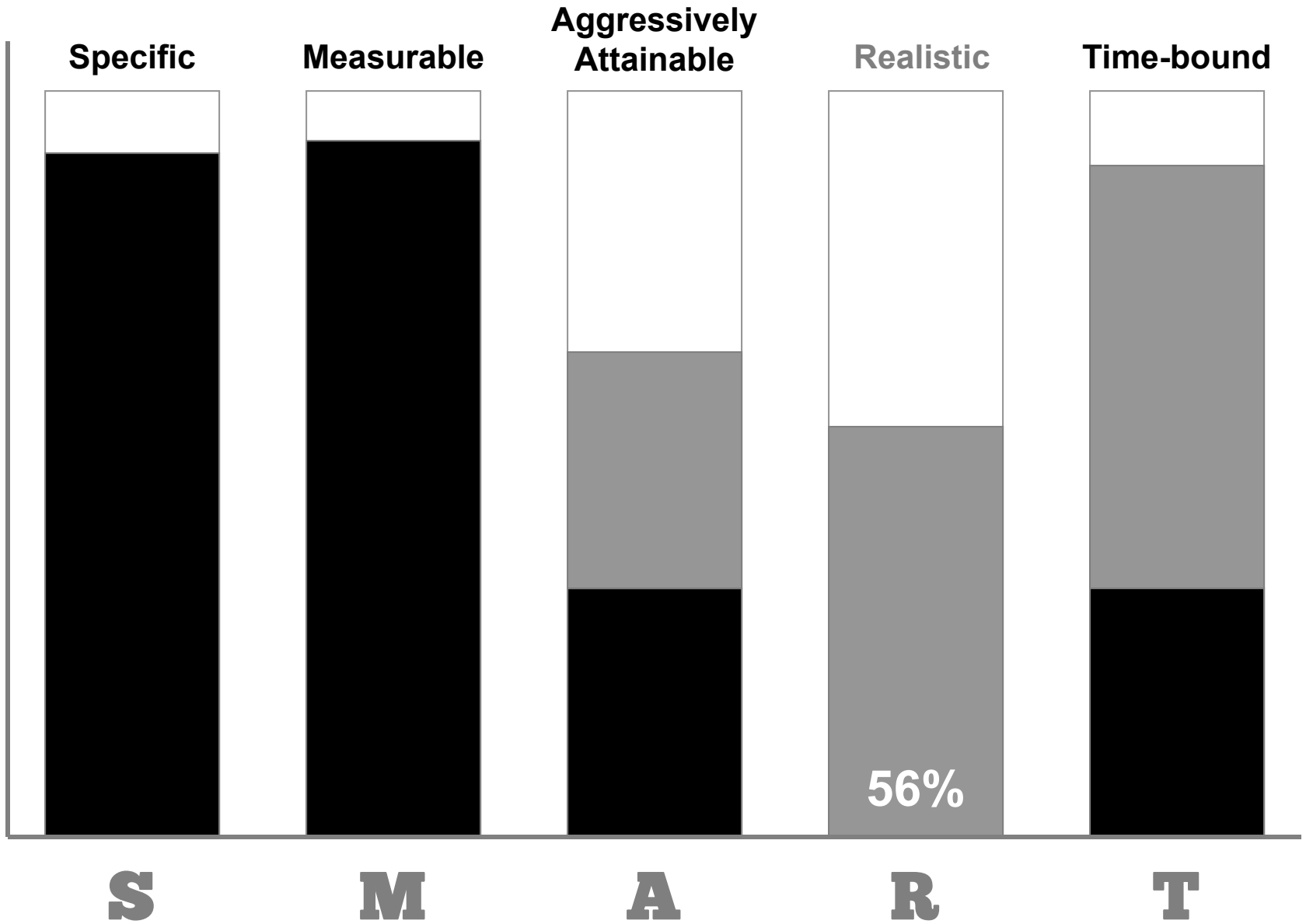
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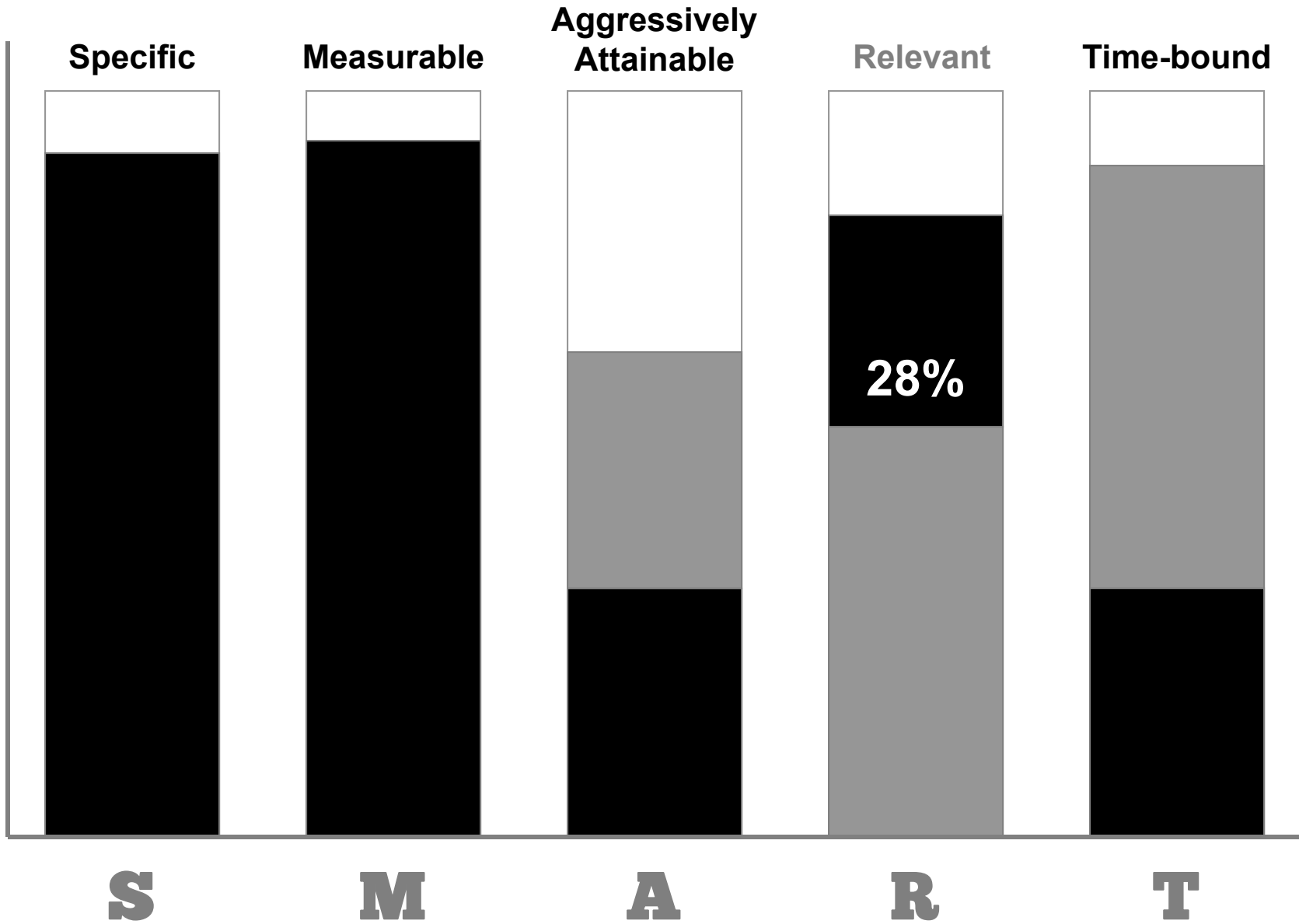
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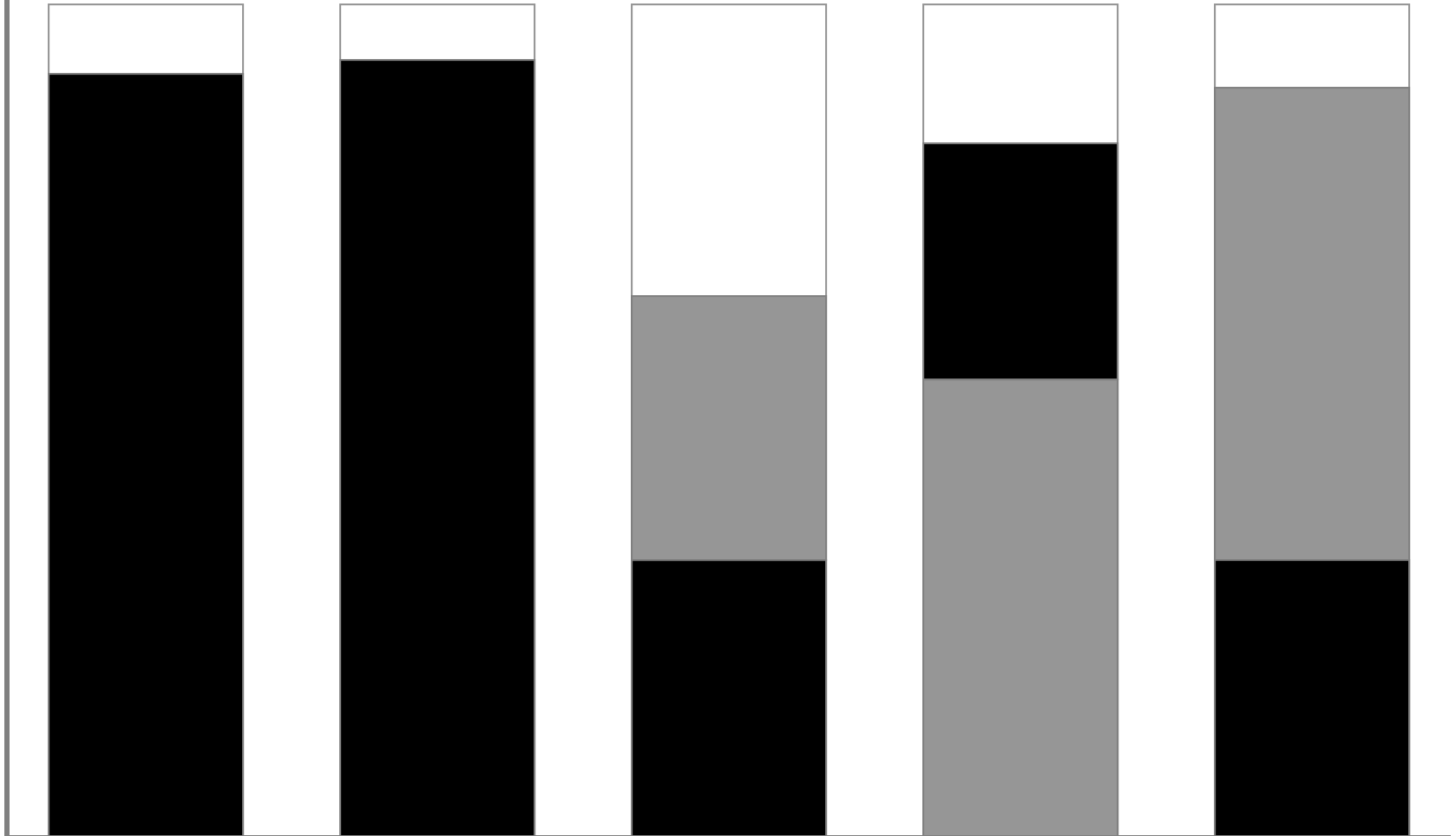
Specific

Measurable

**Aggressively
Attainable**

Relevant

Time-bound



S

M

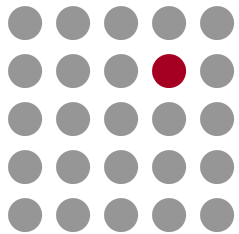
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specific



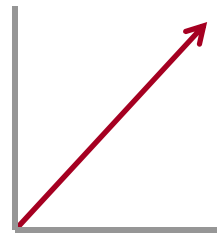
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measurable



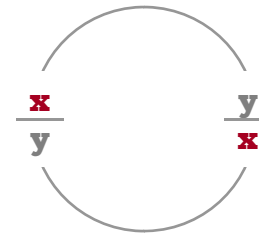
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aggressively
attainable



R

relevant



T

time-bound

Dec						
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

So...
ready to write a
SMART goal?

So...
ready to write a
SMART goal?

Probably not a good
one...

SMART
is an
excellent framework
but a
lousy tool.

People
need
Tools

the SMARTometer

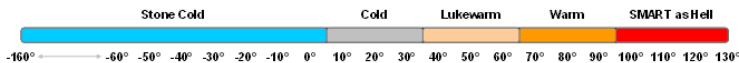
Goal: _____

Why: So that... _____

S

		if yes, +50°	+/-	total	corrective actions
Q1 - Is the goal written?	_____	if yes, +50°	<input type="checkbox"/>	<input type="checkbox"/>	write it
Q2 - Are there multiple goals (verbs, 'and', ',', or ';')?	_____	if yes, -30°	<input type="checkbox"/>	<input type="checkbox"/>	split & weight the objectives
Q3 - Any ambiguous words?	_____	if yes, -20°	<input type="checkbox"/>	<input type="checkbox"/>	make unambiguous
Q4 - Do we answer who?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	5 W's exercise
Q5 - Do we answer what?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	5 W's exercise
Q6 - Do we answer where?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	5 W's exercise
Q7 - Are you telling how to do it ('by', 'through')?	_____	if yes, -10°	<input type="checkbox"/>	<input type="checkbox"/>	move 'how' to the action plan
Q8 - Can you tell when you're done?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	determine target
Q9 - Are robust metrics in place (From' - 'to)?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	find or create robust metrics
Q10 - Do you have a baseline?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	find or create a baseline
Q11 - Is it too easy or too difficult (SET Test)?	_____	if yes, -30°	<input type="checkbox"/>	<input type="checkbox"/>	move date or target
Q12 - Could the baseline shift?	_____	if yes, -30°	<input type="checkbox"/>	<input type="checkbox"/>	create normalized metric
Q13 - Are there major prerequisites?	_____	if yes, -30°	<input type="checkbox"/>	<input type="checkbox"/>	focus on prerequisites
Q14 - Are there clear upside/downside targets?	_____	if yes, +30°	<input type="checkbox"/>	<input type="checkbox"/>	upside / downside sheet
Q15 - Does the 'why' matter (to mission, vision, values)?	_____	if no, -50°	<input type="checkbox"/>	<input type="checkbox"/>	start over
Q16 - Can you satisfy the 'why' without this goal?	_____	if yes, -50°	<input type="checkbox"/>	<input type="checkbox"/>	write new goal
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Q18 - Is there a major counterproductive impact?	_____	if yes, -10°	<input type="checkbox"/>	<input type="checkbox"/>	rewrite or create 'guardrails'
Q19 - Is this a goal to set a goal?	_____	if yes, -10°	<input type="checkbox"/>	<input type="checkbox"/>	rewrite as actionable goal
Q20 - Is the year specified?	_____	if no, -10°	<input type="checkbox"/>	<input type="checkbox"/>	pick a year
Q21 - Is the month specified?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	pick a month
Q22 - Is the date specified?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	pick a date
Q23 - Will this timeline 'win the race'?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	pull in the date

Total _____



A Tool for Quantifying the 'temperature' of a goal.

the SMARTometer

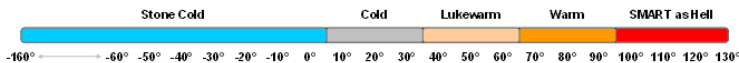
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Cross-train fellow engineers on common tasks to help free up time to work on improvement projects.

C1:
**Is the goal
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improvement
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**Is the goal
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If yes, +50°

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projects.**

+0°

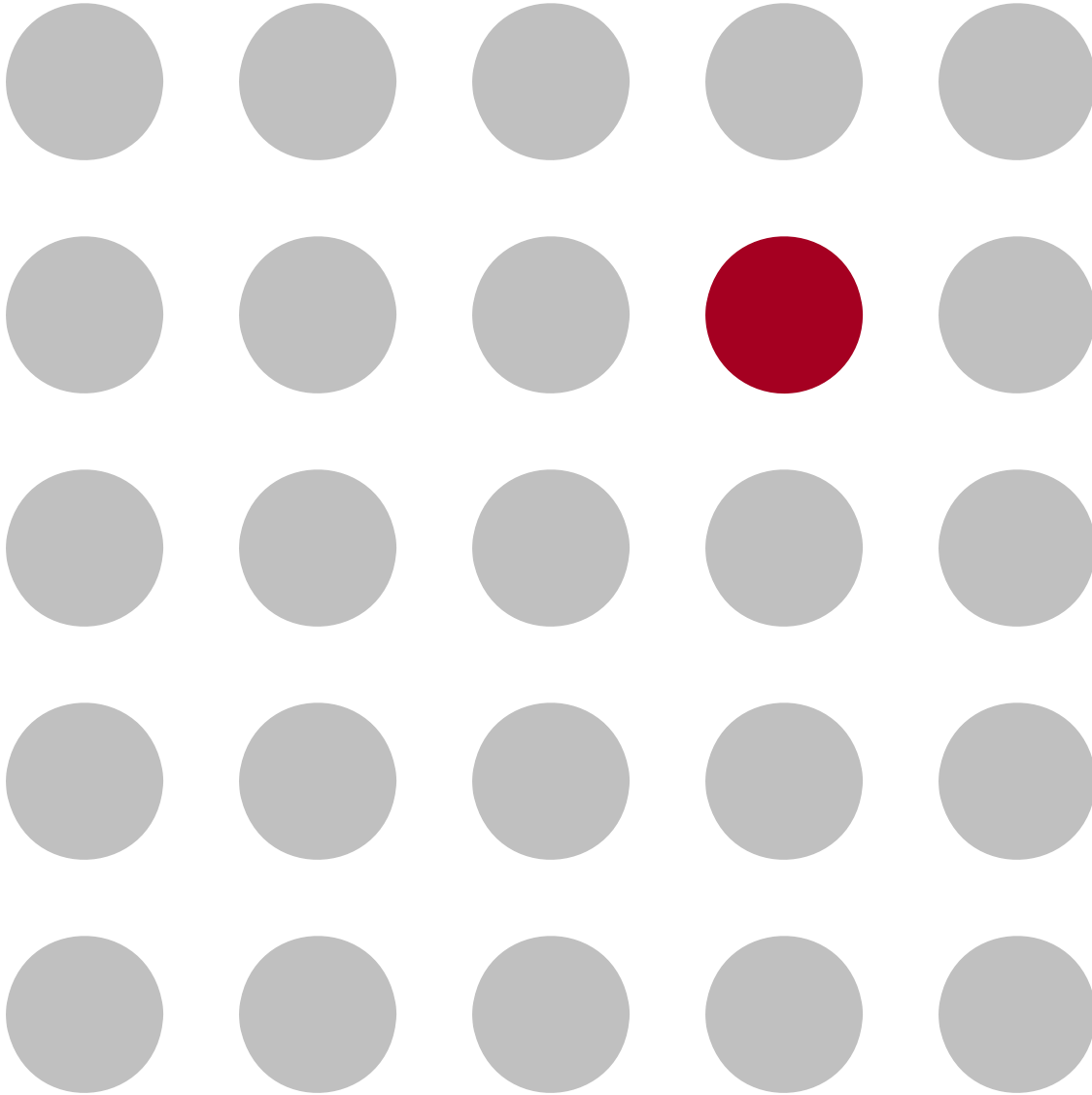
C1: **Is the goal written?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, +50°

+50°

+50°



**At your tables,
complete C2 - C7.
(5 min)**

**Specificity drives
Alignment
(and vice-versa)**

C2:
**Are there
multiple
goals?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

+50°

**Look for commas,
periods, 'ands', or
verbs.**

C2:
**Are there
multiple
goals?**

If yes, -30°

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

$+50^\circ$

C2:
**Are there
multiple
goals?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

-30°

$+20^\circ$

C2:
**Are there
multiple
goals?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

-30°

$+20^\circ$

C2:
**Are there
multiple
goals?**

**Cross-train fellow
engineers on
common tasks to
help **free up time**
to work on
improvement
projects.**

If yes, -30°

-30°

$+20^\circ$

C2:
**Are there
multiple
goals?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to **work on
improvement
projects.****

If yes, -30°

-30°

$+20^\circ$

18632 Goals

18632

Goals

22851

'and'

18632

Goals

22851

'and'

24683

','

18632

Goals

22851

'and'

24683

'

15786

'

**C3:
Are there
ambiguous
words?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

+20°

Sell.

C3:
Are there
ambiguous
words?

If yes, -30°

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

$+20^{\circ}$

C3:
**Are there
ambiguous
words?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

-30°

-10°

C3: Are there ambiguous words?

Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.

If yes, -30°

-30°

-10°

C3:
Are there
ambiguous
words?

Cross-train **fellow**
engineers on
common tasks to
help free up time
to work on
improvement
projects.

If yes, -30°

-30°

-10°

C3:
**Are there
ambiguous
words?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

-30°

-10°

C3:
**Are there
ambiguous
words?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

-30°

-10°

C3:
**Are there
ambiguous
words?**

**Cross-train fellow
engineers on
common tasks to
help **free up** time
to work on
improvement
projects.**

If yes, -30°

-30°

-10°

C3:
**Are there
ambiguous
words?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to **work on**
improvement
projects.**

If yes, -30°

-30°

-10°

C3:
Are there
ambiguous
words?

Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.

If yes, -30°

-30°

-10°

Support	3226
work	2736
plan	2129
complete	1643
improve	1506
provide	1272
deliver	946
help	943
drive	650
maintain	615
implement	414
manage	345
create	288
build	284
train	338
attend	217
finish	138
own	101
utilize	88

**C4/5/6:
Answer who,
what, and
where?**

If yes, +10°
each

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

-10°

C4/5/6: Answer who, what, and where?

Cross-train fellow engineers on common tasks to help free up time to work on improvement projects.

If yes, +10°
each

+0°

-10°

C7:
Are you telling
'how' ?

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -10°

-10°

**How is
'how'
a negative?**

**It limits
flexibility
and
creativity.**



And yet...

**You can use
'how' to manage
the 'cat & mouse'
game**



C7:
Are you telling
'how' ?

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -10°

-10°

C7: **Are you telling** **'how' ?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -10°

-10°

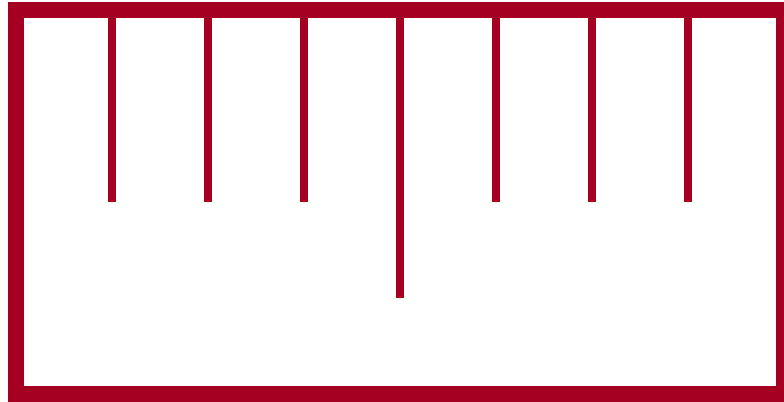
-20°

**Specificity drives
Alignment
(and vice-versa)**

M

measurable

a



b

**At your tables,
complete C8 - C10.
(5 min)**

**If it's Rewarded or
Punished, it must be
Measured.**

C8:
**Can you tell
when you're
done?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If no, -30°

-20°

**Every great moment in
life culminates in an
indisputable
conclusion.**

**Every great moment in
life culminates in an
indisputable
conclusion.**

Birth...



**Every great moment in
life culminates in an
indisputable
conclusion.**

Sporting Events...



**Every great moment in
life culminates in an
indisputable
conclusion.**

School...



**Every great moment in
life culminates in an
indisputable
conclusion.**

Love...



**Every great moment in
life culminates in an
indisputable
conclusion.**

Shouldn' t Work?



C8:
**Can you tell
when you' re
done?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If no, -30°

-20°

C8:
**Can you tell
when you' re
done?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If no, -30°

-30°

-50°

C9:
**Is robust data
in place?**

If yes, +10°

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

-50°

Revenue

Cost

Margin

Units

Shipments

Defects

Rework

Timeliness

Deviation

Reliability

Accuracy

Speed

Cycle-time

MTTR

Leads

Sat. Score

Loyalty

Referrals

Complaints

Returns

Retention

Renewals

Market Share

Ranking

Growth

Attrition

Injuries

Overtime

DOAs

Reject Rate

Yield

First Pass Yield

Capture Rate

Sensitivity

Capacity

Utilization

WIP Days

ROA

ROI

Stock Levels

MTBF

What is 'robust' data?

- Available
- Timely
- Complete
- Clear
- Reliable
- Consistent
- Accurate
- Benchmarked

A collection of mathematical symbols and numbers arranged in a cluster. The symbols include a division operation $5 \div 2$, a fraction $\frac{3}{4}$, a power 14^8 , the decimal 3.14 , the large number $300,000$, and a square root $\sqrt{9}$. The symbols are rendered in a light gray, sans-serif font and are slightly tilted and overlapping.

C9:
**Is robust data
in place?**

If yes, +10°

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

-50°

C9: Is robust data in place?

Cross-train fellow engineers on common tasks to help free up time to work on improvement projects.

If yes, +10°

0°

-50°

2046 \ '% '

541 \ 'hours'

483 \ 'days'

306 \ '\$ '

144 \ 'weeks'

3519

C10:
**Is there a
baseline?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, +10°

-50°

**Do we have a valid,
historical set of
data to compare
to?**

C10:
**Is there a
baseline?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, +10°

-50°

C10: **Is there a baseline?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, +10°

0°

-50°

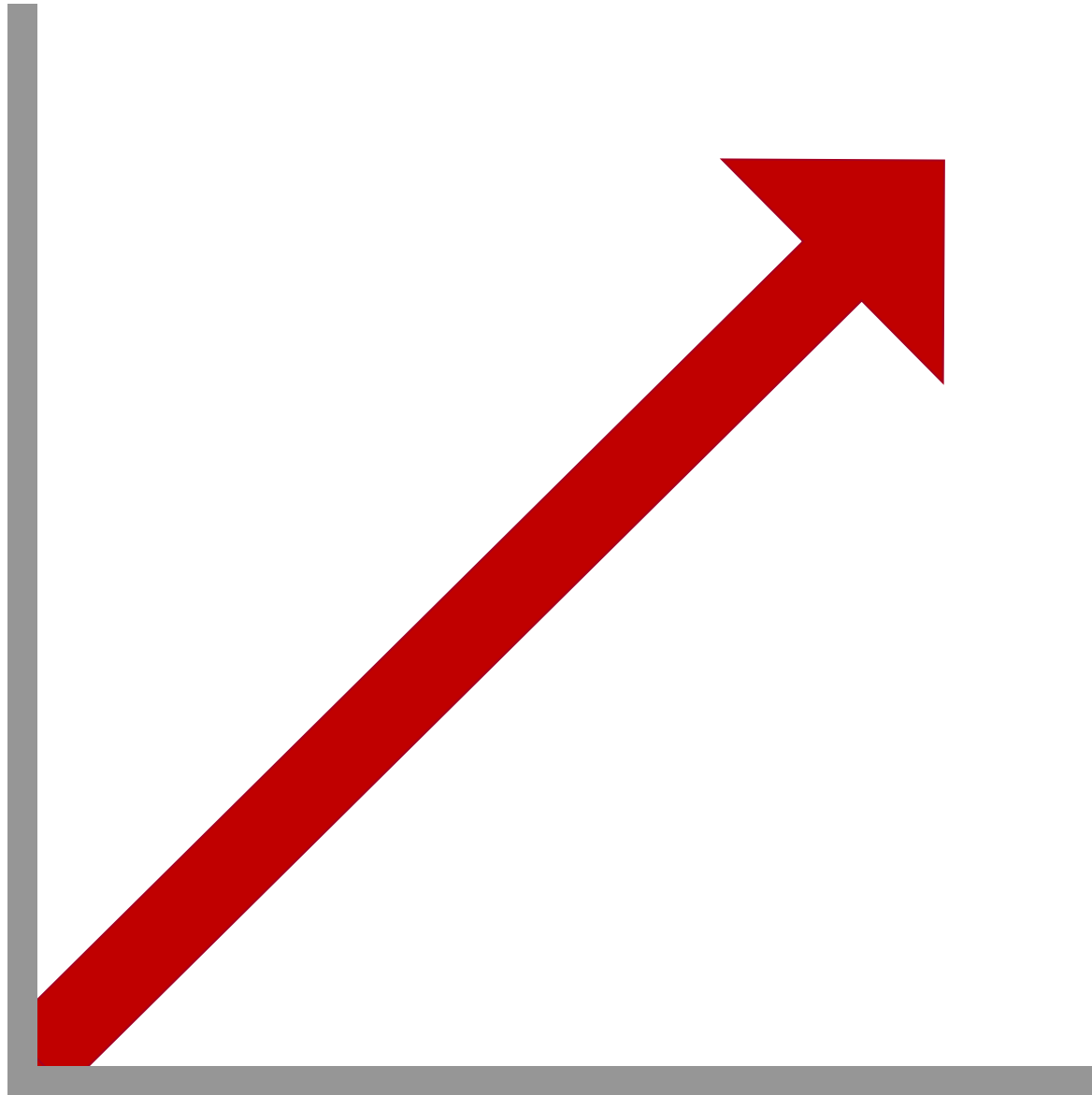
1270

'from'

**If it's rewarded or
punished, it must be
Measured.**



**aggressively
attainable**



**At your tables,
complete C11 - C15.
(5 min)**

**Aggressively
Attainable**
goals are where the
impact lies.

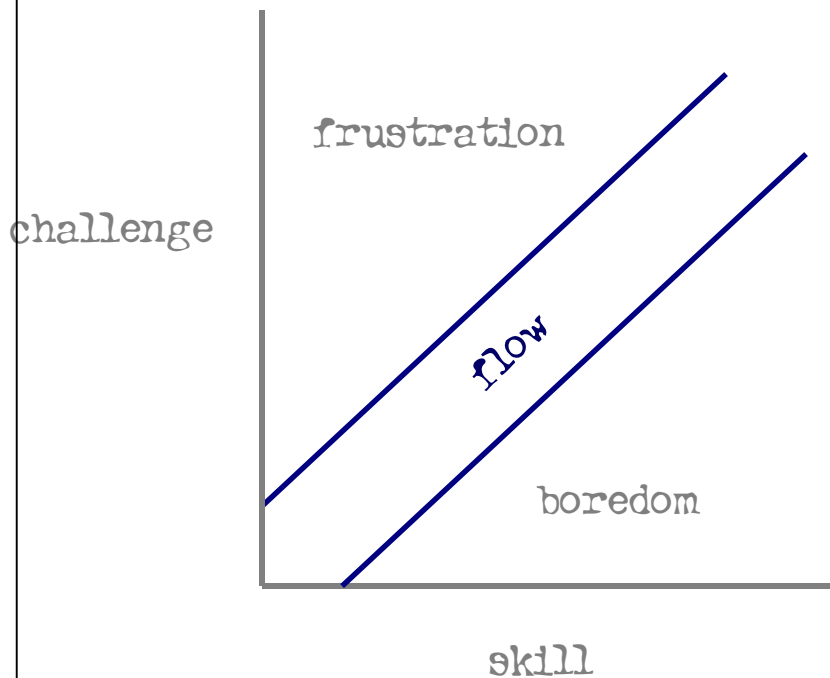
C11: **Is it too easy or too difficult?**

If yes, -30°

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

-50°

**Goals should be
challenging - but
not impossible -
while providing
value...**



"They (challenging goals) focus psychic energy, establish priorities, and thus create order in consciousness..."

- Mihaly

Csikszentmihalyi

Psychologist & Author

Not Impossible

Zero ↔ 100%

None ↔ All

Never ↔ Always

Eliminate ↔ Every

2799

'all'

C11: **Is it too easy or too difficult?**

If yes, -30°

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

-50°

C11: **Is it too easy or too difficult?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

-30°

-80°

C12:
Is it
Aggressively
S.E.T?

If yes, +10°

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

-80°

Three Question Test

Does this goal:

	yes	sorta	no
Scare the competition?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage the workforce?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thrill the customer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C12:
Is it
Aggressively
S.E.T?

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, +10°

+0°

-80°

C13: **Is a baseline shift likely?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -10°

-80°

**Reduce service
costs by 20% in
FY11**

C13: **Is a baseline shift likely?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

-80°

C13: **Is a baseline shift likely?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30° 0°

-80°

C14:
Any major prerequisites?

Cross-train fellow engineers on common tasks to help free up time to work on improvement projects.

If yes, -30°

-80°

**My goal is to
bicycle across
China.**



**My goal is to
bicycle across
China.**

Any Prerequisites?



C14: **Any major prerequisites?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

-80°

C14: **Any major prerequisites?**

Cross-train fellow engineers on common tasks to help free up time to work on improvement projects.

If yes, -30° 0°

-80°

C15: Clear Upside / Downside?

Cross-train fellow engineers on common tasks to help free up time to work on improvement projects.

If yes, +10°

-80°

5

upside

4

3

GOALS

2

downside

1

Upside/Downside Goals

**Team goal is a 20%
cost reduction.**

Team goal is a 20% cost reduction.

A) Your 10-person team hit 23%.
How many team members give
themselves a five? A four? A three?

Team goal is a 20% cost reduction.

A) Your 10-person team hit 23%.
How many team members give
themselves a five? A four? A three?

B) Your team hit 17%.
How many team members give
themselves a five? A four? A three? A
two?

Upside/Downside

5

upside

4

3

GOALS

2

downside

1

- 30.1% or greater

- 22.1% – 30%

- 18% – 22%

- 17.9% or less

C15: Clear Upside / Downside?

Cross-train fellow engineers on common tasks to help free up time to work on improvement projects.

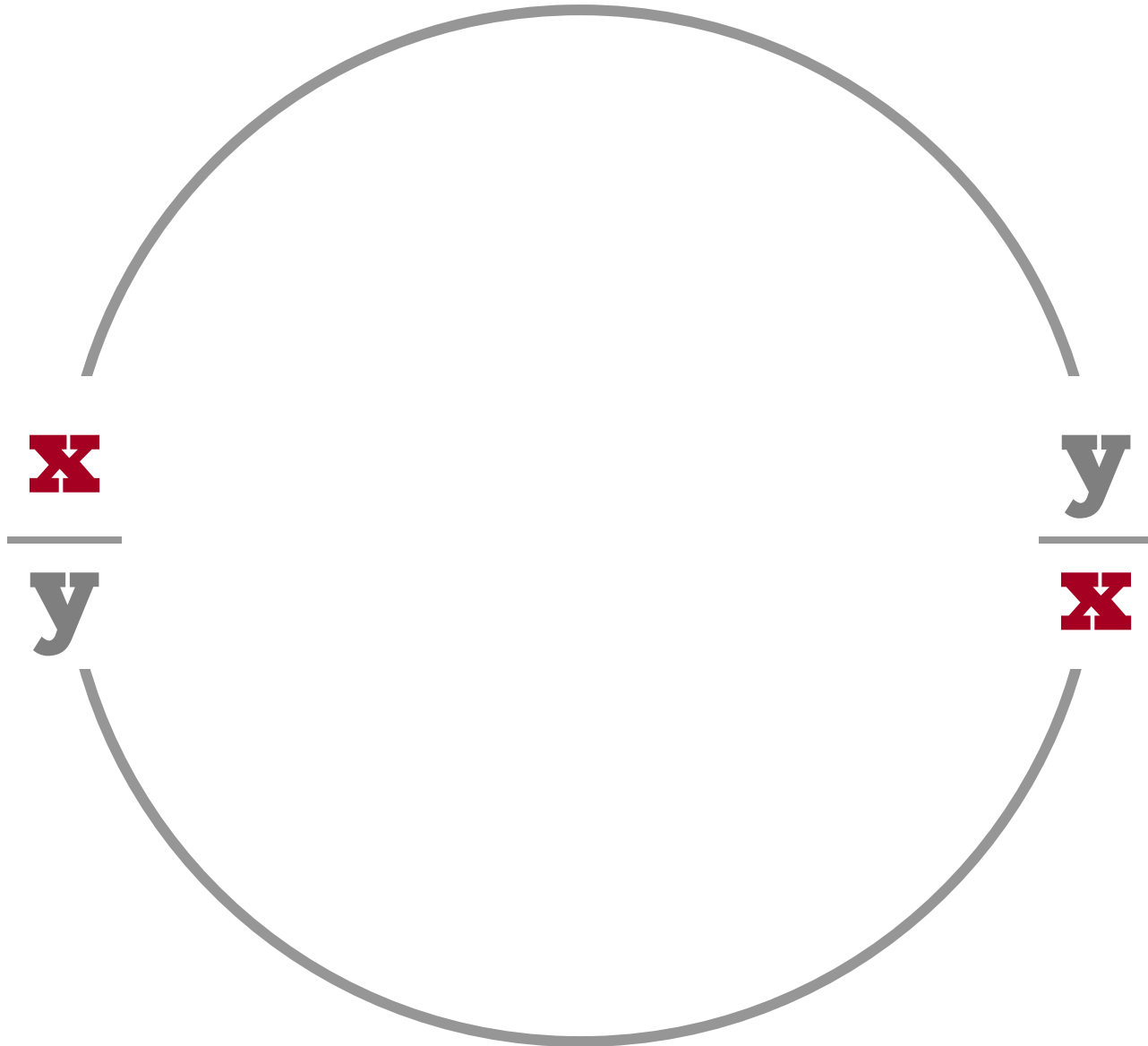
If yes, +10°

0°

-80°

**Aggressively
Attainable**
goals are where the
impact lies.

R
relevant



**At your tables,
complete C16 - C20.
(5 min)**

**Relevance is first
among equals.**

C16: **Does the 'why'** **matter?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If no, -50°

-80°

**Don' t write goals
that are
distractions or
diversions from the
real goal..
the **relevant** goal**

**I want to lose
weight.**



C16: **Does the 'why'** **matter?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If no, -50°

-80°

C16: **Does the 'why' matter?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If no, -50°

0°

-80°

C17/18: The Relevance Test.

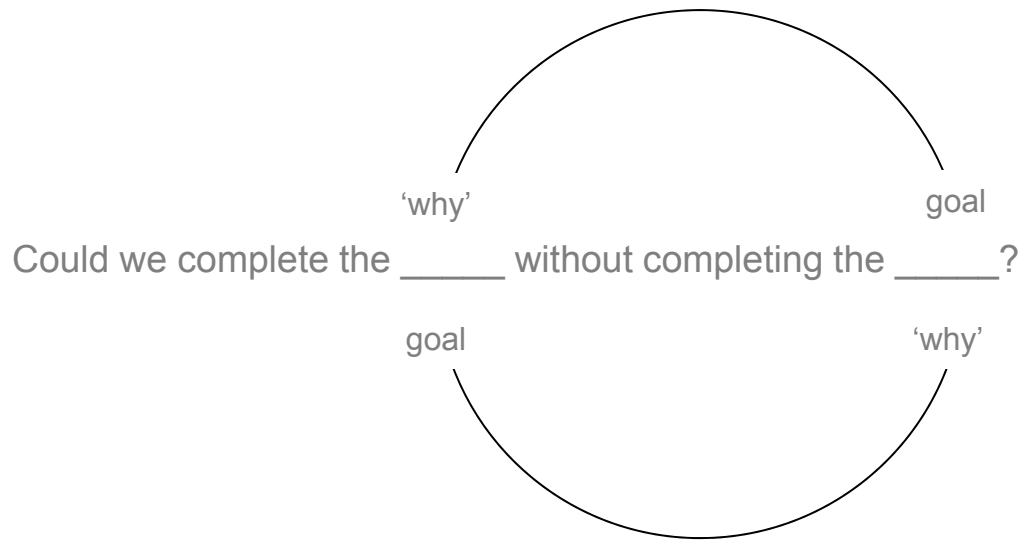
**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -50°

-80°

Chiasmus (X)

A reversal in the order of words



C17/18: The Relevance Test.

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -50°

-100°

-180°

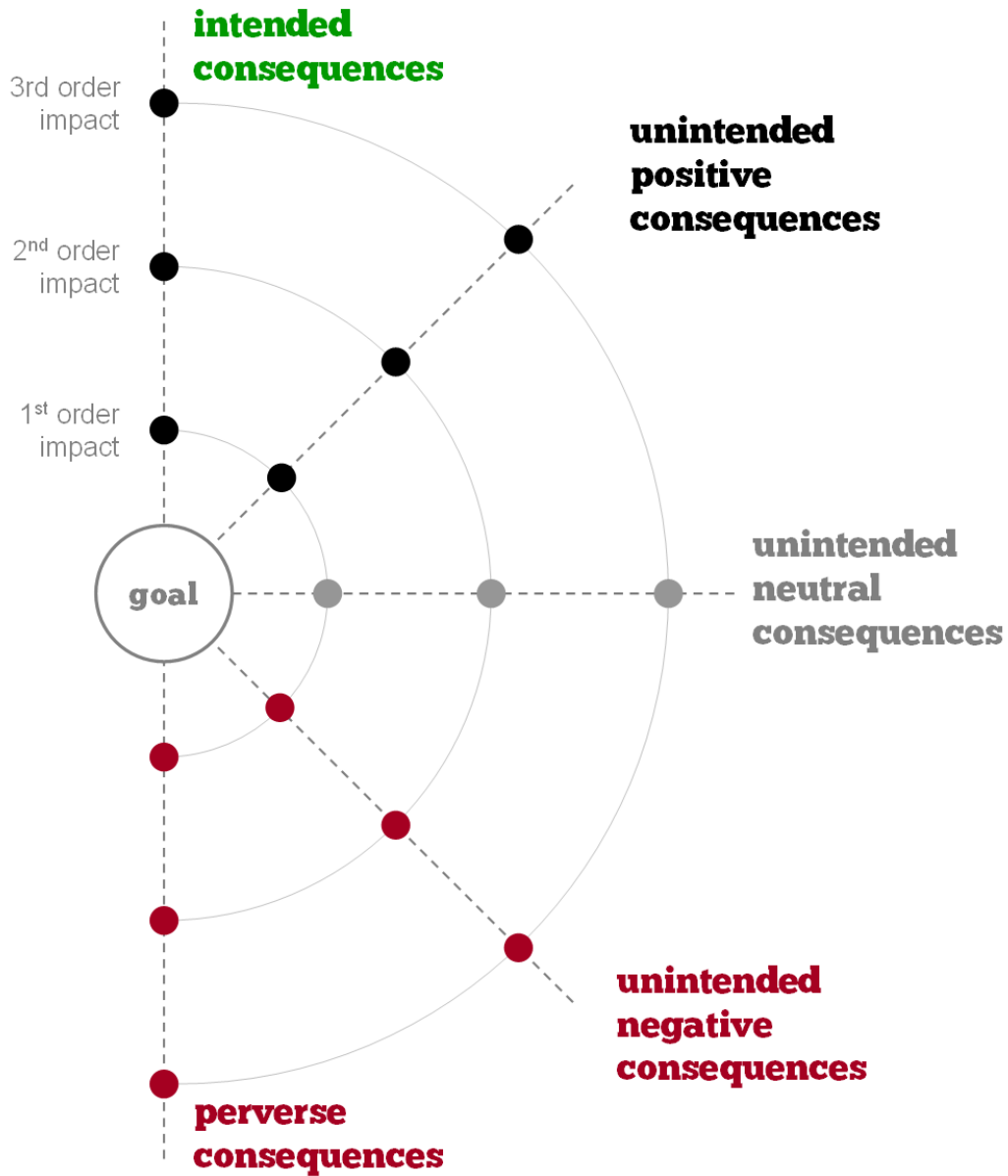
C19: Counter- productive impact?

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -20°

-180°

**Every action
produces some
unintended
consequence**



C19: Counter- productive impact?

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -20°

-180°

C19: Counter- productive impact?

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -20°

0°

-180°

C20:
**Is this a goal to
set a goal?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

-180°

C20:
**Is this a goal to
set a goal?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, -30°

0°

-180°

**Relevance is first
among equals.**



time-bound

Dec

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

**Time is a source of
energy for the
journey.**

**Time is a source of
energy for the
journey.**

**It is not the
destination.**

**% of goals
with a Date?**

**% of goals
with a Date?**

5%

**“Wait... isn’ t the
end of the fiscal
year implied?”**

**“Wait... isn’ t the
end of the fiscal
year implied?”**

Lame...

**C21/22/23:
Year, month,
and date?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, +10°

-180°

**C21/22/23:
Year, month,
and date?**

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, 10°

-10°

-190°

**Assume that it's a
race.**

**Assume that it's a
race.**

Because it is!

C24:
Will this goal
'win the
race' ?

If yes, +10°

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

-190°

C24:
Will this goal
'win the
race' ?

**Cross-train fellow
engineers on
common tasks to
help free up time
to work on
improvement
projects.**

If yes, 10°

0°

-190°

**Time is a source of
energy for the
journey.**

**It is not the
destination.**

the SMARTometer

Goal:

Why: So that...

S

M

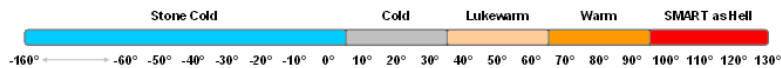
A

R

T

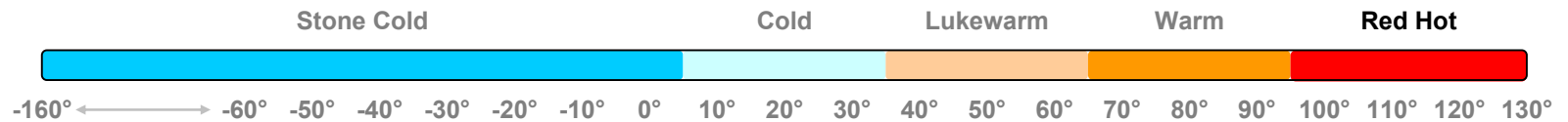
			+/-	total	corrective actions
Q1 - Is the goal written?	_____	if yes, +50°	<input type="checkbox"/>	<input type="checkbox"/>	write it
Q2 - Are there multiple goals (verbs, 'and', '!', or ';')?	_____	if yes, -30°	<input type="checkbox"/>	<input type="checkbox"/>	split & weight the objectives
Q3 - Any ambiguous words?	_____	if yes, -20°	<input type="checkbox"/>	<input type="checkbox"/>	make unambiguous
Q4 - Do we answer who?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	5 W's exercise
Q5 - Do we answer what?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	5 W's exercise
Q6 - Do we answer where?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	5 W's exercise
Q7 - Are you telling how to do it ('by', 'through')?	_____	if yes, -10°	<input type="checkbox"/>	<input type="checkbox"/>	move 'how' to the action plan
Q8 - Can you tell when you're done?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	determine target
Q9 - Are robust metrics in place ('from' - 'to')?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	find or create robust metrics
Q10 - Do you have a baseline?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	find or create a baseline
Q11 - Is it too easy or too difficult (SET Test)?	_____	if yes, -30°	<input type="checkbox"/>	<input type="checkbox"/>	move date or target
Q12 - Could the baseline shift?	_____	if yes, -30°	<input type="checkbox"/>	<input type="checkbox"/>	create normalized metric
Q13 - Are there major prerequisites?	_____	if yes, -30°	<input type="checkbox"/>	<input type="checkbox"/>	focus on prerequisites
Q14 - Are there clear upside/downside targets?	_____	if yes, +30°	<input type="checkbox"/>	<input type="checkbox"/>	upside / downside sheet
Q15 - Does the 'why' matter (to mission, vision, values)?	_____	if no, -50°	<input type="checkbox"/>	<input type="checkbox"/>	start over
Q16 - Can you satisfy the 'why' without this goal?	_____	if yes, -50°	<input type="checkbox"/>	<input type="checkbox"/>	write new goal
Q17 - Can you do this and not satisfy the 'why'?	_____	if yes, -50°	<input type="checkbox"/>	<input type="checkbox"/>	write new goal
Q18 - Is there a major counterproductive impact?	_____	if yes, -10°	<input type="checkbox"/>	<input type="checkbox"/>	rewrite or create 'guardrails'
Q19 - Is this a goal to set a goal?	_____	if yes, -10°	<input type="checkbox"/>	<input type="checkbox"/>	rewrite as actionable goal
Q20 - Is the year specified?	_____	if no, -10°	<input type="checkbox"/>	<input type="checkbox"/>	pick a year
Q21 - Is the month specified?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	pick a month
Q22 - Is the date specified?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	pick a date
Q23 - Will this timeline 'win the race'?	_____	if yes, +10°	<input type="checkbox"/>	<input type="checkbox"/>	pull in the date

Total _____



Cross-train fellow engineers on common tasks to help free up time to work on improvement projects.

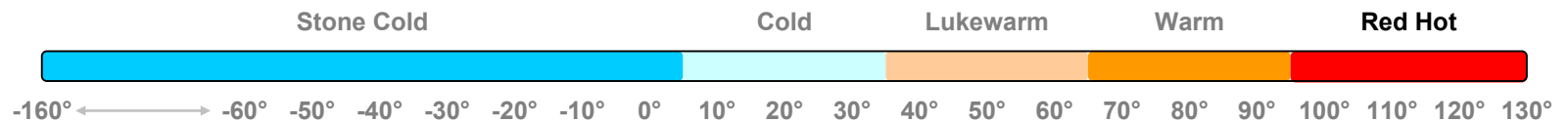
The SMARTometer



This goal scores **-190°**

**If your goals aren't
SMART,
your results probably
aren't.**

The SMARTometer



The average of goals reviewed for this project scores **-170°**.

**How does
your goal score?**