

The goal approaches

01 A 'SMART' Approach

The mentoring conversation is fluid.

The 'SMART' acronym stands for

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound

Each SMART goal you create should have these five characteristics to ensure the goal can be reached and benefits the employee.

02 A "W" Approach

When setting goals, asking these six questions can create a more constructive framework to achieve your goal.

- **Who?** Consider who needs to be involved in achieving the goal.
- **What?** Consider precisely what you are trying to accomplish, and don't be afraid to get very detailed.
- **When?** You'll get more specific about this question under the 'time-bound' section of defining SMART goals, but you should at least set a time frame.
- **Where?** This question may not always apply, especially if you're setting personal goals, but if there's a location or relevant event, identify it here.
- **Which?** Determine any related obstacles or requirements. This question can be beneficial in deciding if your goal is realistic.
- **Why?** What is the reason for the goal? When using this method for employees, the answer will likely be along the lines of company advancement or career development.

If all these questions are answered, you are more likely to create action steps with clarity and purpose.

03 Scaling

Coaches and Mentors can use scaling to anchor a conversation to a reference point. This gives the participant a place to start from. Importantly, this process encourages an 'action' conversation.

For example: "If you measure your relationship with your boss as a 6 out of 10, what was behind this scoring?"

This promotes a conversation around behaviour rather than asking "why", which can personalise or indicate blame. Where do you feel you are?

Why we don't use '7' in our scoring?

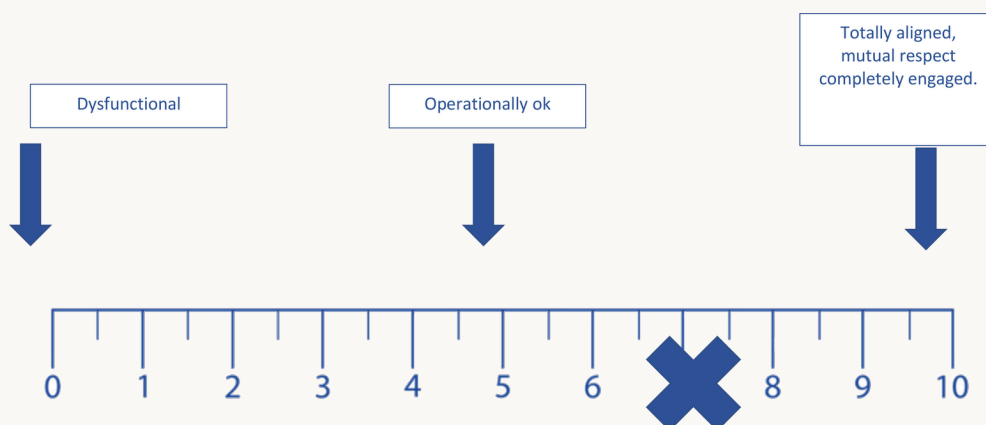
Some of our tools and frameworks use scaling to anchor a statement or question. Goal Theory and Change Theory, as discussed in these documents, is based on small but frequent incremental changes to help us continuously improve, commonly known as Kaizen's theory or the theory of marginal gains.

On a scale of 1-10, 7 is the friendly version of 'above average'. A score of 7 is comfortable, you don't have to worry about being an 8 or 9 or the pressure of 5 or 6, where both scores might involve a follow-up conversation around 'why'; 5 or 6 might infer something is not so good, 8 or 9 also has implications.

To remove the safe option and encourage conversation, we remove seven from our scaling to create a more constructive conversation and reflection.

Discussion questions:

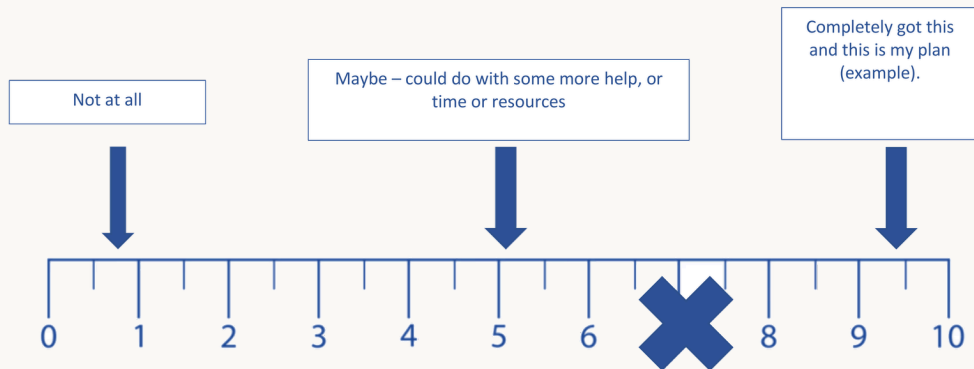
- What would it take to improve this, move to 6/10 or 8/10?
- How would it feel if you and your manager were aligned?
- What do you need to do? What is the conversation you want to have?
- What are the goals and outcomes you are seeking?
- Are you comfortable asking for help?
- Are you comfortable giving feedback?



- What would it take to move this from a 5 to an 8?
- What does a ten look like?

Scaling is helpful while setting actions and plans for goals.

Example 2 How confident, on a scale of 1-10, are you about achieving this goal:



What help would you need to improve this? This creates the action.