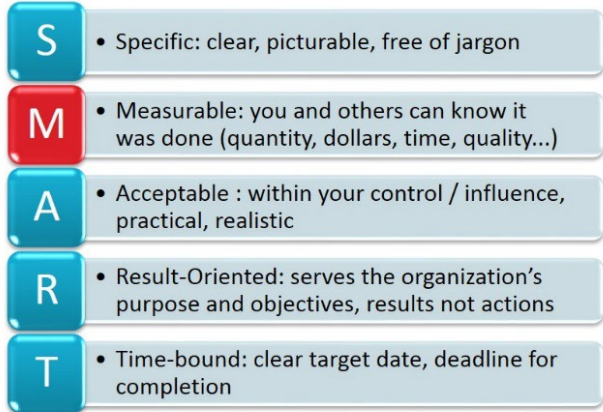


S.M.A.R.T. Goals

S—SPECIFIC: The Details Make the Difference

- Clear, specific, and picturable
- Exactly what you want in concrete terms
- You will know your goal is specific 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 have defined all terms
 - You have used only appropriate language
- These **are not** clear goals
 - Increase production and reduce costs
 - Improve report writing skills
 - Increase petrophysical knowledge by year-end by increasing comfort in log reviews
 - Greater 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 **well-stated goals**
 - 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 “excellent” feedback rating from peer review team
 - Achieve an “excellent” rating by peer review team on log reviews (specifically, I want...) by Q4 end



M—MEASURABLE: The Critical Element

- You will know you have achieved your goal because the metric is the evidence. Others can know too! It becomes your statement of success.
- Goals must have some method of tracking progress, measuring success over time
- Metrics are used to define your goal (THERE) and your current reality (HERE)
 - 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
- Goals are not masters, they are servants supporting personal/company purpose and values
- Define the deliverables, documents, products, and accomplishments desired. Deliverables like documents or Standard Operating Procedures can be your metric.

A—ACCEPTABLE: Accept the Responsibility

- If you know you can measure it, you can more easily determine whether it is something you are willing to tackle, to put effort into
- Will you accept the responsibility of reaching this goal?
- Is this goal within the scope of your responsibilities?
- Limit the scope to your roles and responsibilities
 - Define the scope to be within your control and influence
 - Your goal is something you can make or help make happen
- You do not have to know whether it is achievable or attainable, that will be tested in the HERE
 - Do you want it even if you do not know if you can achieve it?
 - Are you willing to be accountable for this, knowing there is no guarantee of getting there?
 - Will you agree to put your effort into achieving, even though you are not guaranteed to reach it?

R—RESULT-ORIENTED (Relevant): It Is NOT About Actions

- Make your goals something to achieve. It is not an action and does not include “by” or “through” or other words that say how you want to achieve the goal. The table provides words that are result-oriented to help you.
- Additionally, it may not be relevant even if it meets other criteria. This is where alignment with purpose and strategy is assessed. A key reason it can be irrelevant is that it is not a high priority. Often, something else needs to be done first. If so, set up other goals in priority order.
- Questions:
 - Is this in line with overall organizational activities?
 - Will this contribute to the goals of the organization?
 - Is there a higher priority goal to focus on now?
 - Will this add to, or even multiply, as opposed to subtract from or divide, organizational efforts?

Sample Verbs to Use

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

T—TIME-BOUND: Identify a Clear Due Date

- You must include a due date. Otherwise, your goal is substantially less measurable.
- Without the target date, the measurement of the goal is incomplete
- Deadlines are not set to manipulate you or give you an inordinate amount of time. Set due dates based on when the project is needed or wanted.