Transformative Goal Setting

A New Structure and Tools
A Framework for Transformative Goal Setting

Identify Urgent Issues

Identify Desired Improvements

Initiatives
Short- (1-2 years) and Long-Term (3-5 years)

Define Tangible Wins

Success Indicators

Plan for and Create Short-term Wins

Short-term Planning (90-120 days)
Identifying Urgent Issues

A Three-Pronged Approach
What urgent issues are identified in College-wide documents and the external environment?

What needs to be done based on the College’s Vision?

What are the urgent issues within my operating unit?
Focusing on the Vision

What needs to be done based on the College’s Vision?

What urgent issues are identified in College-wide documents and the external environment?

What urgent issues are identified in College-wide documents and the external environment?

What are the urgent issues within my operating unit?

What urgent issues are identified in College-wide documents and the external environment?
Focusing on the VISION

- Form groups of 3-4 people
- Take up to five minutes to **individually** review the 5 goals in the College’s strategic plan, thinking about (and jotting down) key words that communicate the vision expressed by these goals.
- You will then have five minutes to **dialog and obtain consensus on a set of 4 or 5 words** you think capture the essence of the vision contained in these goals. Be prepared to report these out to the group.
What needs or urgent issues surface as you think about your operating unit and spheres of influence relative to CRC’s vision?
Focusing on College-wide Documents and the External Environment

What urgent issues are identified in College-wide documents and the external environment?

What needs to be done based on the College’s Vision?

What are the urgent issues within my operating unit?

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What urgent issues are identified in College-wide documents and the external environment?

What needs to be done based on the College’s Vision?

What are the urgent issues in my operating unit?

Accreditation Self Study Plans and Recommendations

Strategic Plan Strategies and Initiative Areas

Other
- Review the Strategies and Initiatives in the Strategic plan until you find one that is particularly relevant to your operational unit/sphere of influence.
- Repeat this process with the Accreditation Self-Study and Recommendations document.
- What needs or urgent issues surface as you think about your operating unit and spheres of influence in light of these items?
- What additional documents are particularly relevant to your operational unit/sphere of influence?
Urgent Issues Within Your Operating Unit

What are the urgent issues within my operating unit?

What urgent issues are identified in College-wide documents and the external environment?

What needs to be done based on the College's Vision?
Urgent Issues Within Your Operating Unit

- Job Description and Core Responsibilities
- Area ProFs and Unit Plans
- What are the urgent issues within my operating unit?
- What is keeping you awake at night?
- Professional Goals
- Other
- What urgent issues are identified in College-wide documents and the external environment?
- What needs to be done based on the College’s Vision?
Think about

- Your job description and core responsibilities
- The things that keep you up at night
- PrOFs from the programs in your area
- Your professional goals
- Other local conditions affecting your area

What needs or urgent issues surface as you think about your operating unit and spheres of influence in light of these items?
Identify Desired Improvements and Tangible Wins

Short-term (1-2 years)
Long-term (3-5 years)
Desired Improvements (Initiatives)

- What things can you do personally to address the issue?
- How can you influence change to address the issue?
- What barriers need to be removed?
- What strengths can be expanded?
- What is needed (personally and structurally) to address the issue?
- Who needs to be involved?
- What can reasonably be accomplished in the next five years?
Apply Kotter’s Principles:
- Establishing urgency
- Building coalitions
- Creating a vision for the change
- Communicating the vision
- Empowering others to act
- Planning for and creating short-term wins
- Consolidating
- Institutionalizing
Define Tangible Wins (Success Indicators)

- Identify “Success Indicators”
  - Concrete outcomes and timelines
  - Tangible outcomes that indicate success
  - Measureable
  - Realistic
  - Causes for celebration
Choose one of the urgent issues you have identified

Think about the suggested questions and Kotter’s change principles to write:

- An Initiative (desired improvement) you could accomplish in one year
- Success Indicators that demonstrate success
Plan for and Create Short-term Wins

Here’s Jamey!