



# Sustainable Cleveland 2019 Metrics for Success

March 22, 2010



# Agenda For Today...

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- ▶ Welcome—Goals and Objectives of Today's Meeting
- ▶ SC 2019 – A common vision
- ▶ Process—How we get there
- ▶ Work Groups—Establishing a common framework
- ▶ Setting SMART goals and objectives
- ▶ Group exercise
- ▶ Next Steps



# Goals & Objectives For Today's Session

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## ▶ Goal

- ▶ Establish a common framework for work group metrics which contribute to Sustainable Cleveland 2019 Vision

## ▶ Objectives: At the conclusion of this session each participant will...

- ▶ Agree upon common guideposts for ALL to use as they refine goals and objectives
  - ▶ Know the difference between a “goal” and an “objective”
  - ▶ Understand the difference between quantitative and qualitative goals and objectives
  - ▶ Value the process of setting SMART goals and objectives
  - ▶ Participate in a group exercise using the SMART principles
  - ▶ Articulate one SMART goal and one corresponding SMART objective
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# Sustainable Cleveland 2019

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## **Vision:**

*To build an economic engine to empower  
a green city on a blue lake.*



# BrownFlynn Process<sup>SM</sup>





# A Common Framework

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- ▶ Guideposts
- ▶ Language
- ▶ Examples
- ▶ Demonstrate progress



# Guidepost

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- ▶ Can my Work Group clearly demonstrate how our activities contribute to Sustainable Cleveland 2019 Vision of “building an economic engine for a green city on a blue lake”?
- ▶ Are our goals/objectives stated simply and are they easy to understand?
- ▶ Are our goals/objectives flexible so that when change occurs (and it will!) they can be easily adapted?
- ▶ Have we set a reasonable amount of goals/objectives so we maintain our focus?
- ▶ To what extent do our goals support or enhance the goals of other work groups?





# Language

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## ▶ **Bold Goals**

- ▶ a.k.a. BHAGs
- ▶ Motivate/inspire teams

## ▶ **Goals**

- ▶ Are general statements of what you want to achieve
- ▶ Need to be integrated with your vision

## ▶ **Objectives**

- ▶ Are specific, quantifiable, time-sensitive statements of what is going to be achieved and when it will be achieved
- ▶ Include milestones along the path of achieving your goals.





# Examples of Goals

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- ▶ To improve profitability
- ▶ To increase efficiency
- ▶ To capture a bigger market share
- ▶ To provide better customer service
- ▶ To improve employee training
- ▶ To reduce carbon emissions





# Examples of Objectives

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- ▶ To earn at least a 20 percent after-tax rate of return on our net investment during the next fiscal year
- ▶ To increase market share by 10 percent over the next three years.
- ▶ To lower operating costs by 15 percent over the next two years by improving the efficiency of the manufacturing process.
- ▶ To reduce the call-back time of customers inquiries and questions to no more than four hours.





# Type of Goals & Objectives

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## ▶ Quantitative

- ▶ Can be measured in an external way, most often through numerical value
- ▶ Easier to develop metrics and track performance
  - ▶ E.g. – “My goal is to lose 10 pounds by May 1.”

## ▶ Qualitative

- ▶ Often relate to subjective judgments or assessments
- ▶ Make the statements very specific.
- ▶ Avoid forms of "to be" as they weaken the statement.
  - ▶ E.g. weak--, "I want them to be courteous when they greet people.
  - ▶ E.g. stronger—”Each customer facing employee will smile, shake hands and give a positive affirmation when they greet customers.”





# Setting SMART Goals & Objectives

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- ▶ **S – Specific**
  - ▶ Stretch, significant, synergistic
- ▶ **M – Measureable**
  - ▶ Memorable, motivating
- ▶ **A – Achievable**
  - ▶ Accountability, agreed upon
- ▶ **R – Relevant**
  - ▶ Results-oriented, resonating, remarkable
- ▶ **T – Time-based**
  - ▶ Tangible



# Setting SMART Goals & Objectives

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## Specific

- ▶ Stretch, significant, synergistic
- ▶ "A specific, challenging goal leads to higher performance when compared to a vague goal."

Seijts, et. al, *Academy of Management Journal*, "Goal Setting and Goal Orientation", 2004



# Setting SMART Goals & Objectives

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## Measurable

- ▶ Memorable, Motivating

Key to creating measurable goals:

**Establish a Baseline**

Remember Alice in Wonderland...





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**Alice:** “Would you tell me, please, which way I ought to go from here?”

**Cheshire Cat:** “That depends a good deal on where you want to get to.”

**Alice:** “I don’t much care where.”

**Cat:** “Then it doesn’t matter which way you go.”



# Setting SMART Goals & Objectives

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## Achievable

- ▶ Accountable, Actionable, Ambitious, Attainable
  
- ▶ Key to success:
  - ▶ Strike a balance between the unrealistic and the likely-to-accomplish



# Setting SMART Goals & Objectives

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## Relevant

- ▶ Realistic, Results-oriented, Resonating, Remarkable
- ▶ How does the goal relate to SC 2019 vision?
- ▶ How does the goal relate to your vision for Cleveland?



# Setting SMART Goals & Objectives

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## Time Based

- ▶ Tangible, Traceable
- ▶ Create a “Timeline For Success” to track milestones



# Group Exercise

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- ▶ Gather in work groups
- ▶ Review example goal sheet, make into SMART goals



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# Next Steps

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- ▶ At next work group meetings, set SMART goals and objectives
  - ▶ Reference the guideposts, install relevant metrics





Thank You

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