

Leadership Development

SETTING GOALS AND PUTTING THEM INTO ACTION

Session Length: 60-90 minutes

Learning objectives:

- Understand the difference between vision and goals.
- Understand why goals are important.
- Understand how to use strategies to achieve goals
- Learn how to write S.M.A.R.T. Goals

Required Materials:

- Computer/Projector/Screen
- PowerPoint presentation file
- Movie: Alice In Wonderland
- Movie: Remember the Titians
- Handouts(optional) - worksheet, SMART goals, action plans example & worksheet



TRAINER PREPARATION

The trainer should be a past lodge or section officer. The presenter should have had experience to writing and achieving goals in addition to leading others. The trainer will need to be well educated with the syllabus particularly the S.M.A.R.T. goals definitions and examples. Many participants understand why goals are important. They also understand what the acronym S.M.A.R.T. stands for, but have difficulty writing S.M.A.R.T. goals.

The video clips should be viewed prior to the session, and the trainer should have them set up ready to be viewed by the participants.

The trainer needs to ready the Appendix titled “When to Set SMART Goals” prior to the session in order to understand the possible way to teach SMART goals and which track is best for you.

There are numerous handouts that may be helpful. The trainer should preview all the handouts to determine which is best for the participants.

Trainer Tip: The “Goal Setting Worksheet” is a very good tool. It is recommended that everyone has a copy of the worksheet. Teenagers tend pay attention and grasp concepts better when they have a guide to follow along with. The “worksheet” enables them to follow the presentation filling in the blanks - forcing them to pay attention.

There is a plethora of information in this session. The most important part if the definition of SMART goals and the activity where the participants create SMART goals. You should try to move a bit faster during the other sections. You may want to allow an hour and a half for this session. Some participants will need more time than others setting goals (45 minutes for the material and 45 minutes for the activity).



SESSION NARRATIVE

Introduction:

Quickly introduce yourself and others that might be training with you. Begin the course with one or two quotes about goals.

- Life is like walking across a bridge of wet cement; behind you are your footprints, that is where you have been - these are the choices you have made, they are hardened in place. Ahead, you can leave any footprints you choose, they way is clear.
- "Goals are not only absolutely necessary to motivate us. They are essential to really keep us alive."- Robert Schuller
- "If you're bored with life -- you don't get up every morning with a burning desire to do things -- you don't have enough goals."- Lou Holtz
- The man who believes he can do something is probably right, and so is the man who believes he can't.
- Life is like walking across a bridge of wet cement; behind you are your footprints, that is where you have been - these are the choices you have made, they are hardened in place. Ahead, you can leave any footprints you choose, they way is clear.
- By setting goal, a leader is developing a plan of action for his group to follow. Goals give you a target to shoot for and a purpose for each activity you administer. Goals provide a definite direction in which to steer. Without direction, it's difficult to know where you are heading. This session will provide you with information on how to set and pursue your goals and ultimately produce a successful Lodge program.

Objectives:

- Determine the difference between vision and goals.
- Understand why goals are important.
- Use strategies to achieve goals
- Write S.M.A.R.T. Goals

Trainer Tip: The point of the introduction is to gain people's attention, so make sure the quotes you pick are relevant to the audience, powerful, and foreshadow an aspect about goals that will be discussed later. You can choose different quotes from the "Goals Quotes" resource sheet. Read the quotes with meaning in order for the participants to see the importance. Make sure to state the objectives, the participants should know what they should be trying achieve during the session.

Vision:

A vision is general (non-specific) goal for a large group of people. A vision provides direction for the Lodge. Everyone in the lodge should be working toward obtaining and fulfilling the vision. Because the Lodge's vision is broad, everyone's individual goals should help support the vision (for the most part). Here are some examples of some Visions a Lodge may have. Notice that each one of these is large broad goal for a group of people.

- Obtain Quality Lodge
- Create a Lodge Training Weekend
- Win 'Best All Around Lodge' at conclave
- Support the Council

Types of Goals:*Overall Goal-Vision*

- A leader must instill a sense of true meaning for Lodge members. If he develops a purpose or vision for the Lodge, the members can work toward that purpose. A vision is broader than a goal and provides an overall direction for the leader and his lodge. Vision must be clear and challenging and above excellence. They act as controls as the Lodge prepares for the future. A vision is a leader's overall plan that will be backed and supported by many goals.

Lodge Goal - Should Support the Vision

- Weekend event goals - Ordeals, Fellowships, Training Weekends
- Program goals - Summer Camp, Cub Scouts, Camp Promotions, Ceremonies
- Weak areas - Cub Scouts, Ceremonies, Ordeal Management
- Individual committee goals - Ceremonies, Elangomats, Work Projects
- Special Events - Banquets, conclave, NOAC, NLS, etc.
- Short and long term goals (2 weeks versus 1 year)

Personal Goals

- School
- Work
- Finances

Why Do We Set Goals?:

Here are just a few reasoning why we set goals:

- Provide direction
- Tool for measurement
- Provide Unity
- Personal fulfillment
- Improve the weak areas

Goals - provide direction

"People with goals succeed because they know where they're going."- *Earl Nightingale*

"The great thing in this world is not so much where we are, but in what direction we are moving."- *Oliver Wendell Holmes*

"Your goals are the road maps that guide you and show you what is possible for your life."-*Les Brown*

Trainer Tip: Make sure to describe what the participants are going see and what the clip begins as Alice is walking into the woods. There are a plethora of signs posted on every tree. There are numerous paths going in every direction. Alice does not know where to go. She hears the Cheshire Cat singing and asks him not to leave. She wants to ask the cat where she should go. The cat responds asking her where she wants to go. She does not know, so the cat says "Then it really doesn't matter which way you go!"

The following conversation takes place between Alice and the Cheshire Cat in the clip:

ALICE: Oh no no no... thank you, but- but I just wanted to ask you which way I ought to go.

CAT: Well, that depends on where you want to get to.

ALICE: Oh, it really doesn't matter, as long as I c...

CAT: Then it really doesn't matter which way you go! Ah-hmmm...and the *momeraths outgrabe*...Oh, by the way, if you'd really like to know, he went that way.

The point of the clip is that if you don't know where you are going (or where you want to go) then it does not matter the path you take, because you have no final destination. Goals provide that final destination - the place where we want to get to. Goals provide direction for us; they tell us where to go. If we don't have goals, then we will wander around in circles and we do not achieve anything.

Goals - tool for measurement

"If you don't know where you are going, you may miss it when you get there". - *Unknown*

At the end of the year, you should look back and ask yourself "Did we do a good job?", "Were we successful?", "Did we improve the lodge?"; "Did we lead the lodge in a positive direction?" Your goals will help you answer these questions. If you achieve your goals then you should have improved your lodge and should have had a successful year. They also tell you how much you improved. They measure your success. Goals also tell you when you have completed your task. Note: You can certainly have a successful year and improve your lodge and not achieve your goals. For example, you could have inducted 119 new members when your goal was 120 new members. You conducted 20 ceremony practices instead of 24. Does this mean that you failed? Absolutely not!

Goals - provide unity

Goals are able to bring people together. Everyone buys into one objective, one plan. Instead of many people going in numerous directions, you now have one team working toward one goal. Everyone will become excited in achieving this goal or fulfilling a purpose. People tend to get along with one another better; more work seems to be conducted, because everyone feels a part of something...a team. Finally everyone rejoices when the goals is achieved. The reason there is rejoicing is because everyone had a part in it, not simply one hero.

You see this all the time in the movies. A leader, coach, general, hero decides they are not going to give up. They are not going to throw in the towel, but he decides to set a goal and achieve it. The goal is to win the game, conquer the enemy, or to be victorious in battle. He typically gives a big speech (shares his goal with the team or lodge) and you begin to see the unity. The team begins to cheer and scream with hope. Then, they all charge into battle. One goal with a purpose can bring a group of random people together and provide a memorable experience.

Trainer Tip: You can easily pick a movie clip to illustrate both unity and personal fulfillment. Here are some movies that have good clips: *Remember the Titans* - "Let them remember the night they played the titans." *Lord of the Rings, The Fellowship of the Ring* - "We will not abandon Mary and Pippin." *The Lord of the Rings, The Return of the King* - King Théoden gives a big speech before riding on Gondor *The Lord of the Rings, The Return of the King* - Aragorn gives a big speech before charging the black gates.

Goals - personal fulfillment

"What you get by achieving your goals is not as important as what you become by achieving your goals."- Zig Ziglar

Often times, we want to make the lodge/ourselves better. By setting and achieving the goals we set for ourselves we improve our self confidence and self esteem. We feel like we have made a positive contribution to the lodge. We have given back. Not only do we feel fulfilled and satisfied, we often learn life lessons, skills, and improve our character as we strive to fulfill the goals we set for ourselves.

Goals - improve weak areas

"Goals are not only absolutely necessary to motivate us. They are essential to really keep us alive."- Robert Schuller

We all have areas that we can improve. By setting a goal on a weak area brings attention to it. You as a leader have identified a problem, and now you are going to fix it. A team is as strong as its weakest member. A lodge is as strong as its weakest area. Setting goals on weak areas should bring attention to it, and then inspire others to care and help to improve it.

How Do We Set Goals? - Make Them S.M.A.R.T.:

The only way to have goals is to make them SMART! Each goal the participants should make should follow the SMART format. SMART goals help the participants be accountable and responsible for what they say they are going to do.

- S - Specific
- M - Measurable
- A - Action Based
- R - Realistic / Related to Vision
- T - Time Bound

Trainer Tip: Many people (both youth and adults) find making SMART goals extremely difficult. They will not admit their difficulty, but you will see it when they attempt to write them on their own. Many people do not realize what *specific* means. They also tend to forget the Time Bound (date/deadline) in their goals. Take your time on this section. Be very clear and make sure you have the audience's attention. You should walk around, help out, and pay attention to people because they will need your help.

Here is an example how to take a "goal" and make it a "SMART goal".

Original Goal: Make ceremonies good (or better).

The problem with this goal is that it is not specific. What does it mean to be "good"? Does "good" mean to memorize all of your lines, use the proper movements, wear correct regalia, or overall presentation? Do you mean all of these, none of them, or simply qualities of a "good" ceremony? This is not specific - it is too generic.

Specific Goal: Ceremony teams will have practices.

Now we are specific. We know how to make our ceremonies better - practice. However, we can make it better. How often are you going to practice? Will you practice once between events, once a month, once a week? How many practices are you going to have?

Measurable Goal: We will have 8 ceremony practices.

Notice we now are measurable. Typically, the measurable component has a number. By including a quantity in the goal we can determine when we have completed it. We have not completed the goal when we have 7 practices, but 8.

Action-Based Goal: I will conduct 8 full run-through ceremony practices.

The Action-Based component needs to have an action verb. In our example, the phrases “conduct” and “full run-through” make our goal action based. The action verb should tell us what we need to do.

Realistic Goal: I will conduct 2 full run-through ceremony practices each month.

Make sure your goal is attainable or realistic. Having 8 ceremony practices is certainly not a bad thing, but it will be extremely difficult to achieve. That is, on average, 2 ceremony practices a week. Considering teenagers, this may be difficult to fulfill. We certainly do not want to shoot too low, but we also do not want to set ourselves up for failure.

Time-Bound Goal: I will conduct 2 full run-through ceremony practices each month for the 2010 calendar year.

Another Time Bound Goal: I will conduct a total of 24 full run-through ceremony practices, with no more than 3 per month, by December 31, 2010.

Time Bound goals should have a deadline or date of completion. This tends to be a difficult component for participants. They typically forget to add it in or do not understand why it is important. The deadline holds us accountable, knowing we have to get it done before a particular time. If we did not have a deadline it may not be completed, or not completed appropriately (have 8 practices in one week at summer camp). Goals without deadlines are only wishes.

More Examples of S.M.A.R.T. Goals:

I am going to complete 95% of all my homework assignments for my algebra class during the fall semester.

- I will create a *Where to Go Camping Guide* with at least 30 entries by December 31, 2010.
- I will create and publish (mail and email) at least one quality lodge newsletter per quarter (at least one every three months/ total four for the year) during 2010.
- I will read three novels (at least 250 pages) by May 5, 2010.

Achieving Goals:

Efforts in Achieving Goals

A Group Effort -The lodge goal should be an “our goal”, not just a “my goal”. Make sure to support/encourage each other, lend a hand when possible.

Write them down! -After goals are set, write them down and provide copies of Lodge membership. There is something magical about writing goals down - it solidifies the commitment you have made. Studies show that you are four times as likely to achieve a goal if you write it down. Publish all the lodge goals in the plan book. The lodge should know what the executive committee is trying to accomplish during the year.

Share them - stand up in front of your lodge executive committee and read your SMART goals aloud. This makes you responsible for what you said you were going to do. Everyone in the room heard your goals. It also provides time for others to find out how they can help you. Often times a goal for the elangomats involves the kitchen, work projects, and ceremonies committees.

Small Bites - Break “Long-range” goals into intermediate goals, and then break these down even further into monthly, weekly or daily tasks. Sometimes a goal can seem overwhelming and impossible to accomplish. It is possible to eat a whale, you just have to do it one bite at a time. You can eat an entire whale, but probably not in one sitting

Review Your Progress - Review your progress on an ongoing basis, perhaps as a part of your LEC or “Key Three” meeting. If your tasks and “intermediate” goals are not moving you toward your final destination, change them. Keep your eye on the peak of the mountain, not the ground under your feet. It is easy to forget your goals if you never talk about them.

Attitudes in Achieving Goals

Desire - As a leader, instill a desire for your members to want to better the Lodge, and then motivate them to work towards this end.

Belief - You must genuinely believe in the goal and be willing to do whatever is necessary to achieve it.

Imagination - Be creative and have fun while pursuing your goals.

Persistence - Even if things look grim, believe in and continue the challenge to reach your goal. Persistence and determination will reap success.

Enthusiasm is a must. - A goal can provide fun and excitement as you get closer to claiming success.

Activity - Making S.M.A.R.T. Goals:

Review what it means to be SMART.

Have the room break into committees (Chairman and Adviser). Each committee will create at least five SMART goals. Goals should be made as a committee - both the youth and adult should have input. The chairman and adviser should make separate SMART goals about communication, commitment (attendance), etc.

If time permits, you may want to have one or two participants stand up and share their SMART goals. Question the participants, and review each component of SMART.

Trainer Tip: Review what a SMART goal is by asking the participants *before* the activity. Have an example of a SMART goal visible (PowerPoint/flip chart) during the activity. Be careful of participant's feelings. Some teenagers have huge fears of public speaking, especially if they are going to be critiqued.

Many people (both youth and adults) find making SMART goals extremely difficult. They will not admit their difficulty, but you will see it when they attempt to write them on their own. Many people do not realize what *specific* means. They also tend to forget the Time Bound (date/deadline) in their goals.

You should walk around, help out, and pay attention to people because they will need your help.

Conclusion:

Goals are important both for the individual and for the Lodge. You need to have a plan and direction in order to know where you are going. "If you don't know where you are going, you'll probably end up somewhere else." A Lodge without goals is like a ship without a rudder.

Goals are a target to measure your accuracy. They provide enthusiasm and excitement as the seemingly impossible challenge becomes reality and your Lodge program improves as a direct result of your efforts. It may be a long way to a goal, but it is never far to the next step towards your goal.

SMART Goals - Specific, Measurable, Action-Oriented, Realistic, and Timely.

When to Set Goals?

In the Beginning (As a Group) - you should always set your goals as a group and at the beginning of the year. You want each other's support, help, and accountability when setting goals. You also want to set your goals before you take office, or at the very beginning of your term. The reason is you want to work on them during your year in office. Why set goals half way through your term? What did you do during the first half of the term? This only limits the amount of time and resources you have to achieve them. It also puts everyone on the same page from the very beginning.

LLD Weekend - having an LLD Weekend retreat at the beginning of the year is highly recommended. Yes it is another scouting weekend, but the benefits vastly outweigh the burdens. The weekend builds unity and enthusiasm among the youth. It provides ample time for the brainstorm, find the areas of improvement, create goals (takes longer than you realize), create action plans, and finally share your goals.

Helpful Tip - it is helpful to have someone/training committee to be responsible for conducting a LLD at the beginning of the year. This person should be an experience lodge youth/adult - maybe a past lodge/section officer. They have experience and wisdom to help guide the new youth in setting goals and training material that they will need. They should also be responsible for holding LLD weekends for at least two years. They way they can improve the event, type of training, and resources. The youth will then get better and better training - be careful not to fall into a rut.

LLD (Single Day Event) - even though the day is sure to be packed full with training, you need to find at least an hour to two hours for setting goals. Again, the annual goals should be set by committees but with the entire group. This builds enthusiasm, creates accountability, and provides for sharing/teamwork.

LEC Meetings - set at least two hours aside (not counting the business meeting) for a LEC meeting where you will be setting goals if you are not able to have a separate event. You probably want to have a LEC meeting strictly devoted to goal setting with no business meeting.

Option 1: LLD - Single Day (One Session) 60 - 90 Minutes

Session Material (30 minutes)

- Vision
- Types of goals
- Why do we set goals?
- How do we set goals?
- Achieving goals

Activity 1 - Create SMART GOALS (30 minutes)

Trainer Tip: Option 1 is best for a one day LLD or with a large group. This syllabus is catered toward option 1. This session fits well toward the end of your LLD after the participants have been introduced to the new topics. It is also recommended that this session is placed before a large break or free time. Some participants will need a good amount of time to write SMART goals (remember - this can be a difficult topic for some people).

Option 2: LLD - Weekend Retreat**Session 1: Material & Big Ideas (45 minutes)****Material**

Vision

Types of goals

Why do we set goals?

How do we set goals?

Achieving goals

Big Ideas - Have the participants write down 5 big ideas/goals they want to work on during the year.

Session 2: SMART GOALS

Review SMART goals

Write SMART goals

Session 3: Action Plans

Example - Action Plans

Write an action plan for each SMART goal

Session 4: Present & Review

Have each participant present his goals to the rest of the group (depending on size of LEC).

While going over each goal, have the other participants comment on the goals (you can do more than that, this goal is too much/many, there is no deadline, etc).

Trainer Tip: Option 2 is certainly more thorough but requires 4 hours. The idea behind option 2 is that by the end of the weekend, the lodge plan book is essentially complete. The participants are pretty tired by the end of option 2. You will have to keep them motivated. It is better to split option 2 up over the course of the weekend. Do not try to complete four sessions on goal setting back to back.

Action Plans: Go over the example with them. Most participants can follow along fairly easily. Make sure to define each section and example why it is there. Then give them time to complete action plans for their SMART goals.

Present & Review: It is easy present everyone's goals if they are placed in a PowerPoint. Have the participants type their SMART goals into one person's (Lodge Chief) computer (PowerPoint) after they are approved. This makes presenting the goals run smoother, everyone can see the goals, and they can be easily edited. Plus, the chief can bring the PowerPoint Presentation to each LEC meeting and review them.

There are a few samples of LLD schedules so you may see how option 1 and option 2 work.



APPENDIX: FREQUENTY ASKED QUESTIONS

Q: Why should I set goals?

A: As the session stated, you should set goals so that you know where you are going and how to get there. You cannot find the treasure without a map.

Q: How will goal setting increase my everyday life?

A: You will notice that when you set and achieve your goals, you will have a greater sense of accomplishment, and a greater sense on what needs to get done and when.

Q: Does this course only apply to the lodge?

A: Of course not, goal setting can and should be used in your everyday life.



APPENDIX: SUGGESTED VISUAL AIDS

The following is a recommended list of flip chart pages that can be used for visual presentation.

**Setting Goals and
Putting them into
Action**

“S.M.A.R.T. Goals”

Your Name

Page
1

Introduction Quote:

Page
2

Objectives:

1. Vision & goals
2. Understand why goals are important.
3. How to achieve goals
4. How write SMART Goals

Page
3

Vision
Big Picture

Goals
Specific tasks that support the big idea

Types of Goals

1. Vision
2. Lodge goals
3. Personal goals

Page
4

Why do we set goals?

1. Provide direction
2. Tool for measurement
3. Provide Unity
4. Personal fulfillment
5. Improve the weak areas

Page
5

SMART Goals

S – Specific
M – Measurable
A – Action-based
R – Realistic
T – Time bound

Page
6

Achieving Goals Efforts

1. Group Effort
2. Write them down.
3. Share them.
4. Small Bites
5. Review your progress

Page
7

Achieving Goals Attitude

1. Desire
2. Belief
3. Imagination
4. Persistence
5. Imagination

Page
8

Activity: SMART Goals

Conclusion

Page
9



APPENDIX: RESOURCES & SOURCE MATERIALS

2003 - 2007 Order of the Arrow Strategic Plan
<http://www.oa-bsa.org/programs/splan/>

2003-2007 Order of the Arrow Strategic Plan & Annual Lodge Plan Workbook
Presented at the National Council of Chiefs at the 2002 National Order of the Arrow Conference

SMART Goals Handout
Modified from Counseling Services - University of Victoria - Copyright © 1996

Goal Setting Worksheet

Action Plan Example Sheet & Action Plan Worksheet

Goal Quotes

Movie: Alice In Wonderland, Disney

Movie: Remember the Titans, Disney, 2006

Sample LLD Schedules