

Chapter 2: Setting Goals with Accountability

In this chapter, you will ...

- [1]** *Review what it means to Aim High*
- [2]** *Explain how to set SMART goals*
- [3]** *Discuss the importance of goal categories*
- [4]** *Review how to build accountability into the process*

Aim High

A goal is an endpoint, a finish line. And what do we do when we cross the finish line? We stop.

The thing you must be careful about with goal setting is to avoid letting your goals become ceilings to your future achievement. A much better path is to set goals that place the finish line far, far away and then allow you to pause to catch your breath or celebrate your progress along the way.

Big Goals—goals that we aspire to achieve Someday—keep our feet moving and lead us to our highest possible potential.

Exercise

Self-Assessment: What are your Someday, 5-, 3-, and 1-year goals?

Directions:

1. Select a key area of your business—for example, your net income or the structure of your organization (people).
2. What is your **Someday goal** for this business area? (Where/how do you see your future self?)

3. Now drill in closer; what is your **5-year goal**?

4. What is your **3-year goal**?

5. What is your **1-year goal**?

Time: 5 minutes

Set SMART Goals

No matter what your goals are, they will be more effective if they are “SMART.” This is the first step to working smarter, not harder:

- S – Specific**—Be tangible and precise in stating your goals. General goals are not compelling.
- M – Measurable**—Set goals that are quantifiable. You need to be able to know if a goal is accomplished.
- A – Action Oriented**—The best goals drive you to take action and do something concrete.
- R – Realistic**—Make your goals realistic but not pessimistic. The most empowering goals require a stretch to achieve them. Ask yourself what the probability of accomplishing each goal is. A fifty-fifty chance is best—neither too difficult nor too easy.
- T – Time Bound**—You must have a clear time limit or deadline for getting goals done.

Group Exercise

How can the goals in the left column be “SMARTer”?

	Example Goal	SMARTer Goal
1	Hire 2 new resources. (annual)	<i>Hire a Lead Buyer Specialist and a Lead Listing Specialist.</i>
2	8 Seller listings. (monthly)	
3	Attend all KWU training courses. (annual)	
4	Recruit, hire, and train new Buyer Specialist. (monthly)	
5	Travel to Europe. (annual)	
6	Receive feedback from ACL. (weekly)	
7	Implement 33 Touch plan. (weekly)	
8	Relabel all of the files in the lateral filing cabinet. (weekly)	

Instructor

Work exercise aloud as a group. Tips for exercise:
 #2 This is a desired result more than an action-oriented goal. How will you achieve this?
 #3 Is this realistic? Need to be more specific.
 #4 Is it realistic to complete the Recruit-Select process and also train a new employee all in one month?
 #5 Needs to be time bound and more specific.
 #6 Needs to be action oriented.
 #7 Needs to be more specific and action oriented.
 #8 Is this a significant goal (a “have-to-do”) or a to-do list task? We’ll talk more about the difference when we look at the 4-1-1 format.

Use Goal Categories

Categories act as placeholders. When you have them in place before you begin the goal-setting or evaluative process, it is harder to forget or ignore areas that need your attention.

In preparation for creating a 4-1-1 Action Goal Worksheet, you should begin to concentrate on the goal categories that are most important for your role. These goal categories will help you focus your energy on your top 20 percent, and they will serve as useful placeholders on your 4-1-1. From these categories, you will specify your annual, monthly, and weekly goals.

For example, the Mega Agent should set annual, monthly, and weekly goals in 8 key categories.

8 Goal Categories for the Mega Agent

1. Leads
2. Listings
3. Contracts Written
4. Contracts Closed
5. Money
6. People
7. Systems and Tools
8. Education

For examples of goal categories and areas of accountability for other members of a Mega Agent team or Market Center, see the appendix of this training manual.

Build in Accountability

Accountability is, in the KW experience, the most crucial part of goal achievement. When you take the time to report to someone else how and what you did in moving toward your goals, it lends even more focus and motivation to your activities.

Think about your role in your business and to whom you are accountable for your goals. Are you a solo Mega Agent who has a consultant or a Team Leader to discuss the 4-1-1 with each week? Are you Team Leader who reports your goals and progress to an Operating Principal?

Don't be afraid of accountability. Use the 4-1-1 as your tool. Remember, in the end, accountability always improves performance.

"If it's to be, it's up to thee. If it's more you want, be accountable to me."

The Accountability Process

1. Accountability is a process you do with someone else. It is difficult over time to hold yourself accountable to tough goals. Accountability is about defending your activities to an objective observer.
2. You have to keep track of your numbers. Your goal numbers may be the target, but they mean nothing if you are not taking regular measurements of your progress toward them. At any point in the game, you've got to know the score and how far ahead or behind you may be; otherwise, you'll never be in a position to make meaningful adjustments.
3. Accountability is about getting and using feedback. You must take time on a regular, planned basis to meet with whoever is holding you accountable, look at your business numbers, and refocus your efforts.

Instructor

Success is determined

- 10% from clarity of your goals;
- 10% from specificity of your action plan; and
- 80% from having accountability.



Chapter 3:

Creating the 4-1-1

In this chapter, you will ...

- [1]** *Identify the elements of the 4-1-1 Action Goal Worksheet*
- [2]** *Create a 4-1-1*

The 4-1-1 Elements

Format of the Worksheet

Instructor

Take a few minutes to walk through each section of the 4-1-1 worksheet.

Remind participants that “Job” goals are the ones participants will do individually. “Business” goals are the goals participants and their teams will do together.

The 4-1-1 process is a practical system that drives your goal-setting and helps you structure your time, resulting in greater accomplishments.

The 4-1-1 Action Goal Worksheet is formatted to guide you as you define goals for 1 year, 1 month, and 4 weeks in the categories of Job, Business, Personal Finance, and Personal.

4-1-1 ACTION GOAL WORKSHEET			
Name: _____			
MY ANNUAL GOALS			YEAR OF XXXX
Job	Business	Personal Financial	Personal
1) 2) Record your personal annual Big Rock goals for your job here.	1) 2) Record your key annual business goals.	1) 2) Record your personal financial goals here.	1) 2) This includes but is not limited to your annual personal education goals here.
MY MONTHLY GOALS			MONTH OF XXXXX
Job	Business	Personal Financial	Personal
1) 2) Record your personal monthly goals and actions for your job here.	1) 2) Record the key monthly business goals and actions here.	1) 2) Record what you will do each month for your personal finances.	1) 2) This includes but is not limited to your monthly personal education goals and actions. Plan well. You want to burn up, not burn out!
MY WEEKLY GOALS			
Dates	Dates	Dates	Dates
Job 1. Business 1. Personal Financial 1. Personal 1. What specific activities must I do this week to stay on track with my Big Rocks?	Job 1. Business 1. Personal Financial 1. Personal 1.	Job 1. Business 1. Personal Financial 1. Personal 1.	Job 1. Business 1. Personal Financial 1. Personal 1.
Notes:	Notes:	Notes:	Notes:

Types of Goals on the 4-1-1

Annual Goals

You should set aside 1–3 days each year to think about and crystallize these one-year goals.

Again, you must get clear on your Big Rocks. From these, identify 5–7 key goals that you must achieve in order to feel that you have had a successful year. These are written in terms of “gauges.” Gauges are those goals that act as measures of your intended results (e.g., “I want to double my last year’s production.”).

Annual goals should reflect each of the key areas of your life. There can be many categories, but we have found the following categories to be most useful:

- Job – What will you do?
- Business – What will your business or team do?
- Personal Financial – What improvements do you desire in your net worth (reduced liabilities, increased investments, increased assets, etc.)?
- Personal – What do you desire to have happen personally (health, family, spiritual, educational, etc.)?

Monthly Goals

You should set aside 1–3 hours each month to rethink and further refine your monthly goals.

Focus on your methods of achievement: How will you position yourself in pursuit of your annual goals? Begin by breaking your annual goals down into their monthly increments. In addition, write down the key activities that will lead to those monthly results.

When deciding your monthly goals, remember to put first things first. Goals that other goals hinge on have higher priority. You should have no more than 5–7 monthly goals. Do not plan any more than one month ahead.

Instructor

To help explain the concept of “gauges” (annual goals) and “levers” (weekly goals), use the analogy of a car’s speedometer as a gauge and its accelerator pedal as a “lever.”

Instructor

Breaking annual goals into realistic monthly goals, gives participants a picture of how reaching annual goals is possible.

Weekly Goals

You should set aside ½–1 hour each week to form goals for the coming week. Plan one week at a time, taking into account what was accomplished the week before.

Instructor

To help the participants think about their 4-1-1s, review with them these three basic questions.

Weekly goals are all “levers”—actions or activities. Levers are those goals that are the mechanisms or specific how-to’s of achievement (e.g., “I will contact 10 people each day.”). These weekly goals are the steps you will take toward your monthly and annual goals. Levers are the means to the ends.

Your weekly goals, like all your monthly and annual goals, are not a to-do list, but rather a have-to-do list. Decide what you must do that week to achieve your monthly goals, again remembering to put first things first. And limit your number of weekly goals to no more than 6–8 key, measurable activities.

Questions to Ask

Before you start filling out your 4-1-1, you should focus on the goals that matter most to you. Here are some things to address:

- **What** is it that you want to accomplish?
Start with the end in mind. Be specific about what you want; vague goals will yield inconsistent results.
- **How** are you going to achieve your goals?
You should have a clear idea of what strategies and activities will help you realize your goals. If you are unsure, consult with someone who can help you get clarity.
- **When** are you going to accomplish these things?
Your time frame should be laid out on your calendar. Time blocking is the key to avoiding distractions and to focusing your energy. We’ll discuss time blocking in chapter 4.

Samples

See the appendix of this training manual for sample 4-1-1 worksheets for different KW roles.

Create Your 4-1-1

Exercise

Create a 4-1-1 Action Goal Worksheet

Directions:

1. Consider your 20 percent and select one of your Big Rocks for this exercise.
2. Turn to the blank 4-1-1 Action Goal Worksheet on the next page.
3. Define annual, monthly, and weekly (one week only) goals related to this Big Rock.
4. Remember to write SMART goals.
5. If you need more space, use the back of the page.

Time: 30 minutes

Instructor:

Give participants a 2-minute warning before coming back together as a class.

4-1-1 Action Goal Worksheet Form

4-1-1 ACTION GOAL WORKSHEET			
Name: Your Name			
MY ANNUAL GOALS			YEAR OF XXXX
Job	Business	Personal Financial	Personal
1)	1)	1)	1)
2)			
MY MONTHLY GOALS			MONTH OF XXX
Job	Business	Personal Financial	Personal
1)	1)	1)	1)
2)			
MY WEEKLY GOALS			
Jan. 3-7	Jan. 10-14	Jan. 17-21	Jan. 24-28
Job	Job	Job	Job
1.	1.	1.	1.
2.	2.	2.	2.
Business	Business	Business	Business
1.	1.	1.	1.
2.	2.	2.	2.
Personal Financial	Personal Financial	Personal Financial	Personal Financial
1.	1.	1.	1.
2.	2.	2.	2.
Personal	Personal	Personal	Personal
1.	1.	1.	1.
Notes:	Notes:	Notes:	Notes:

You will find additional blank 4-1-1 worksheets in the back pocket of your training manual.

Instructor

Ask participants to commit to being passionate about their 4-1-1s for 21 days to set the habit.

Polishing Your 4-1-1 Worksheet

The 4-1-1 is a powerful time management and goal-setting tool, but the process may seem unnatural. As we discussed, the 4-1-1 is about moving from E to P—from what comes naturally to what comes unnaturally, from enthusiastic good fortune to systematic success.

Avoiding Common Errors

Consider and work to avoid these common errors when creating your 4-1-1:

1. Weekly goals that do not correspond to larger monthly goals
2. Monthly goals that do not correspond to larger annual goals
3. Goals that are not SMART (Specific, Measurable, Action Oriented, Realistic, and Time Bound)
4. Weekly goals that are really to-do tasks rather than have-to-do goals
5. Planning weekly goals/activities more than one week in advance
6. Annual goals that are more likely “Someday” goals (that is, they are not realistic for a twelve-month time period)
7. The temptation to revise goals set in prior weeks or months—to reflect new goals or missed goals, for example

The 4-1-1 & 1-3-5

Agent 4-1-1 Categories

1. GCI
2. Budget
3. Net Income
4. Prospecting/Marketing
5. Listings/Market Share in Key Areas
6. Number of Buyers with Contracts
7. Education (Areas to Learn)

Millionaire Real Estate Agent 4-1-1 Categories

1. Leads Generated (Received/Sources/Conversion Rates)
2. Listings (Seller/Buyer)
3. Contracts Written (Units/Volume/Gross Income)
4. Contracts Closed (Units/Volume/Gross Income)
5. Money (GCI/Budget/Net Income)
6. People (Recruit – Train – Consult – Keep Talent)
7. Systems Tools
8. Personal Education

Personal Assistant 4-1-1 Categories

1. Agent's 80% (Take off the Stress)
2. Implement Specific Systems
3. Specific Tasks (ex: Marketing)
4. Education (Areas to Learn)

GPS Business Plan Worksheet

Name _____ Date _____

Goal:

Priority 1: _____

Strategies to Achieve Priority 1:

1. _____

2. _____

3. _____

4. _____

5. _____

Priority 2: _____

Strategies to Achieve Priority 2:

1. _____

2. _____

3. _____

4. _____

5. _____

Priority 3: _____

Strategies to Achieve Priority 3:

1. _____

2. _____

3. _____

4. _____

5. _____

