

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.



My Scorecard

Exercise

Directions:

We have reached the end of this chapter! Before we move on, take five minutes to assess your mastery of the chapter's objectives.

1. Refer to the My Scorecard sheet located at the back of this manual.
2. Review the topics for this chapter.
3. Grade yourself (A–F) on your mastery level of each topic. Be honest with yourself. At the end of this course, you will use this scorecard to evaluate your weak areas and develop an action plan for complete mastery of the subject matter.

Time: 5 minutes
