

Developmental Conversations

4D Goal Setting – An illustrative example

Defer/Discontinue activity that hinders my performance

This goal provide us with the opportunity to discuss any activities that seem disconnected to our role’s purpose and the organisation’s strategy and hinder our overall performance. They may be resource intensive but low impact in terms of value. There will be other stakeholders and dependencies associated with deferring/discontinuing such activities, so it is important to capture how these will be managed and approved to avoid any unintended consequences for taking such decisions. By capturing a Defer/Discontinue goal, we are more able to identify and agree strategies for overcoming barriers to achieving the other important dimensions of our role and purpose.

Goal x 1	<p>Reduce face-to-face meetings so I can be more efficient with my time management.</p> <p>Follow-up questions to make this more purposeful:</p> <ul style="list-style-type: none"> • What type of meetings specifically would you want to reduce and why?
Reality	<p>I’m often invited to meetings and I’m unclear of purpose. In some meetings my colleagues could represent me. Meetings are often spread across the day’s schedule, leaving me very little time in the day to focus on work that requires a good level of concentration. I’m feeling quite overwhelmed at how much work I have to do. I often have to finish my work after hours.</p> <p>Follow-up questions to make this more purposeful:</p> <ul style="list-style-type: none"> • What aren’t you doing that you could be doing? • What’s in your control to improve this situation? What’s out of your control? • What’s getting in the way of you regaining more control over your time?
Options	<p>Check the agenda/purpose of meeting and attendee list before accepting invite. Scan my diary for future events and block out time for when I need to focus on completing certain actions within working hours. Perhaps I could try to keep meetings closer together, allowing for time blocks to focus on my work. Perhaps I could turn meetings into phone calls or ask a colleague to represent me.</p> <p>Follow-up questions to make this more empowering:</p> <ul style="list-style-type: none"> • Of these ideas, which one would get the best result? • Have you tried anything like this before? • How did this work out for you? • Would any relationships be impacted by any of these options?
Way forward	<p>To start with, I’ll block out some work/focus time strategically in my diary, and try to use this to influence my availability for meeting requests.</p> <p>Follow-up questions to make this more empowering:</p> <ul style="list-style-type: none"> • What could I/we do to support you? • How (and when) might we evaluate the impact of this goal? • How much time are we aiming to save you here?