

Developmental Conversations

4D Goal Setting – An illustrative example

Deliver my role and align to UCL strategy

Deliver goals align our role's contribution to the organisation's strategic priorities. Deliver goals will typically entail improvement activities we are undertaking to overcome particular organisational barriers or they will involve us introducing new initiatives or projects to support the organisation in becoming more efficient or effective. These do not replace a job description, they should capture the particular impact we are intending to make in our performance year and be different in nature/scale year on year.

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| Goal x 3 | <p>Write up a paper upon completion of research project</p> <p>Follow-up questions to make this more purposeful:</p> <ul style="list-style-type: none"> • What are you looking to achieve by writing this paper? • Who will you be sending this paper to and why? • Who are the key stakeholders/decision makers? • Is there an optimal timeframe for this paper to be ready by, e.g. for decision making? |
| Reality | <p>Tests are time consuming and faced repetitive failures. Uncertainty around pace of progress towards completing the project. Reliant on collaborators to hit deadlines.</p> <p>Follow-up questions to make this more purposeful:</p> <ul style="list-style-type: none"> • What aspects are causing these tests to be time consuming? • Why are these tests repeatedly failing? • Are there more reasons? What are the root causes? • What getting in the way of collaborators not hitting deadlines? • What aren't you doing that you could be doing? |
| Options | <p>Could spread the load of performing tests as a developmental opportunity for other colleagues. Need to learn to take on projects more strategically, depending on time frame and predicted completion dates. Need to delegate tests and admin to colleagues/junior researcher.</p> <p>Follow-up questions to make this more empowering:</p> <ul style="list-style-type: none"> • Have you tried anything like these before? What happened? • Of these ideas, which one would get the best result? |
| Way forward | <p>Review projects currently in progress. Be more strategic in workload management</p> <p>Follow-up questions to make this more purposeful and empowering:</p> <ul style="list-style-type: none"> • Is there anything that can be done with the testing side? • Could you perhaps engage differently going forward with your collaborators to be better places to meet deadlines? • How will you go about delegating testing/admin? • Which of these options do you think would work best to start with? • What could I/we do to support you? • How (and when) might we evaluate if this is the right way forward? |