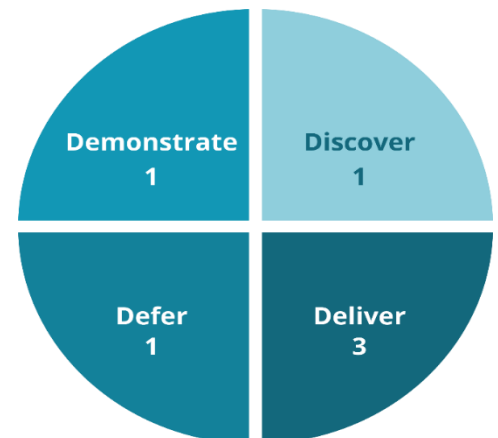


Introduction to 4 dimensional (4D) goal setting

UCL's 4 dimensional approach to goal setting is designed to provide us with purpose for achieving our full performance potential. Structuring our goals in this way allows us to incrementally strengthen our professional development across UCL's career frameworks, achieve greater focus and fulfilment in the work that we do, as well as improve how we collaborate and deliver on what is important to UCL's mission.

Here are the 4 dimensions to goal setting explained.



DISCOVER my potential

- This goal enables us to discover our personal potential by learning new skills and involves trying something we haven't tried before. We may feel uncomfortable about getting it right first time, and we are not expected to.
- The review of our performance against this goal will instead be how we responded to the learnings we gained from it. For example, if we are aiming for a next job move, we might want to look at that job's skill's requirements, alongside UCL's career frameworks and identify an activity or project that can help us close a current skill or knowledge gap.
- This goal is not exclusive to those of us who are planning our next job move. It will equally help us perform our current role even better, for example learning and applying new technologies, methodologies, systems or approaches to the work that we do.
- The Discover goal is designed for us to experience something new and outside of our comfort zone that is relevant to our career path or job requirements.
- Overcoming something that at first feels challenging can be hugely rewarding, as well as being an important tool for building our resilience.
- We should only have 1 x Discover goal at any one time. The intention is to iterate 4D goals in response to feedback and changes in circumstances.

DELIVER my role and alignment to UCL's 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.
- We should aim to have up to 3 x Deliver goals at any one time. The intention is to iterate 4D goals in response to ongoing feedback and changes in organisational strategy.

DEFER/DISCONTINUE activities that hinder me from achieving my role's purpose and focus

- This goal provide us with the opportunity to discuss any activities that seem disconnected to our role's purpose and the organisation's strategy. They may also be resource intensive but low impact.
- 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.
- We should only have 1 x Defer/Discontinue goal at any one time. The intention is to iterate 4D goals, be responsive to feedback and any unintended consequences of applying this goal.

DEMONSTRATE UCL's ways of working

- This goal is designed to help us improve how we go about our work, how we deliver the organisation's strategic objectives, how we go about discovering our potential, how we go about deferring/discontinuing a specific lower value, resource intensive task/project.
- UCL has introduced a Ways of Working framework with useful guidance for us to reference when setting Demonstrate goals <https://www.ucl.ac.uk/human-resources/policies-advice/ways-working>
- We should only have 1 x Demonstrate goal at any one time. The intention is to iterate 4D goals, be responsive to feedback and changes in our working environment.