

**SMARTIE Goals**

For goals to be effective in driving an organization’s performance, they need to be:

**S**TRATEGIC | reflects an important dimension of what your organization seeks to accomplish (programmatic or capacity-building priorities).

**M**EASURABLE | includes standards by which reasonable people can agree on whether the goal has been met (by numbers or defined qualities).

**A**MBITIOUS | challenging enough that achievement would mean significant progress; a “stretch” for the organization.

**R**EALISTIC | not so challenging as to indicate lack of thought about resources or execution; possible to track and worth the time and energy to do so.

**T**IME-BOUND | includes a clear deadline.

**I**NCLUSIVE | brings traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power. *(Source: OpenSource Leadership Strategies)*

**E**QUITABLE | includes an element of fairness or justice that seeks to address systemic injustice, inequity, or oppression.

**PRACTICE: Measuring Success**

Using the examples below, practice making important priorities into SMARTIE goals.Focus on making them measurable by asking, “What would success look like? How will I know it when I see it?”

**1. Priority:** *Ensure the steering committee is highly engaged this year.*

**SMARTIE goal:**

**2. Priority:** *Build strong relationships with key community stakeholders.*

**SMARTIE goal:**

**3. Priority for my role:** *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

**SMARTIE goal:**

**PRACTICE – Fill out your Success Sheet**

*Use this template to plan and get aligned with your manager about what success looks like for you.*

**Time Bound:** My goals between \_\_\_\_\_\_\_\_\_\_ *(start date)* and \_\_\_\_\_\_\_\_\_\_\_ *(end date)* are to:

**1. Strategic, Ambitious, Outcome**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Make it **Measurable** *(how I will know success when I see it)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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The main **activities or tactics** I’ll use to make it **Realistic** to reach the outcome include:

* By \_\_\_\_\_ *(date)*: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* By \_\_\_\_\_ *(date)*: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* By \_\_\_\_\_ *(date)*: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**2. Strategic, Ambitious, Outcome**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Make it **Measurable** *(how I will know success when I see it)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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The main **activities or tactics** I’ll use to make it **Realistic** to reach the outcome include:

* By \_\_\_\_\_ *(date)*: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* By \_\_\_\_\_ *(date)*: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* By \_\_\_\_\_ *(date)*: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Can you imagine there being any unintentional disparate impact along lines of race, gender, class, ability, access, or power?**

**How might you change the goals to either mitigate that disparate impact or to make equity and inclusion an intentional feature?**