

Setting goals

6 Read the text below. Choose one word from each box to make a suitable collocation to fill in the spaces.

clear measurable performance realistic valuable written

appraisal guidelines insight objectives record targets

This section aims to provide you with (1) _____ in setting objectives.

- First, be sure to make sure you set (2) _____. This means being precise in terms of time and quantity, and will ultimately help you to achieve your goals. It's also advisable to set short- and long-term objectives: concentrating only on the final outcome gives minimal chance for reviewing the stages you reach on the way.
- Secondly, make sure you set (3) _____. You must know you'll be able to achieve them. Being overambitious won't help, and won't help your confidence in achieving them. Make sure you have all the support you'll need, in terms of both people and resources.
- Remember also that a (4) _____ of your goals means you'll have a document to refer to regularly. Don't just keep your plans in your head!
- Don't forget that having a clear plan of your objectives gives you (5) _____ into your priorities and aspirations – for yourself, or others.
- With this in mind, your (6) _____ should be a meeting you can look forward to, and use as an opportunity to set more exciting and challenging goals for a bright future!

Vocabulary

7 Read this extract taken from the end of the conversation between Jill and Tony. Complete it with the given word in the correct form.

Well, I think overall you've had a pretty (1) _____ (succeed) year, with a number of major (2) _____ (achieve). In particular, your (3) _____ (perceive) of how your own team of staff are doing is very astute. I'm pleased about that, as good (4) _____ (evaluate) skills are important in managing a department. However, when things go wrong, try not to get (5) _____ (defend). I understand it's difficult, but as you've seen, your colleagues have been so (6) _____ (respond) that I don't think you need worry. It's much better to be upfront, and work together to put things right.

Out on the road you experienced a few problems in relation to the behaviour of the musicians on the Bosnian

tour. We discussed the importance of communicating (7) _____ (effective) and making it clear that any costs incurred from damage to hotel rooms or facilities will not be met by Global Sounds. This should avoid a rerun of the infamous swimming pool incident! Standards of behaviour vary across the world and you may want to think about focusing on intercultural communication in the coming months, especially given the tour of the Far East you're going to be working on with the American youth orchestra.

We've also talked about setting targets, and I think what's key for you, rather than be (8) _____ (commit), is to be more precise about what you want to achieve and by when, and to set more interim targets.

8 Look at some of the objectives from Tony's job plan. For each objective, underline the SMART aspects, indicating which criterion it relates to.

(Reminder: SMART = Specific, Measurable, Achievable, Realistic, Time-bound)

- To finalize 80% of promotional plans for artist publicity eight weeks before any planned tour date begins.
- To involve junior staff in at least 50% of arrangements.
- To ensure publicity exposure covers at least three different channels (print, radio, the Web, mail, etc.).
- To update budgets by the end of each quarter.

9 Make a list of three short-, three medium- and three long-term objectives. Make sure they are SMART. Read and compare your lists in small groups and give feedback to each other on how realistic or idealistic these goals could be. Be prepared to outline, defend or change your decisions!

Internet research

Search for the keywords *behavioural competencies* and find out what other companies use these, and why. Report your findings back to your group.