

Guide to Goal Setting



Always Begin With The End In Mind

Career Development Direction & Goal Setting



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What are the benefits and drawbacks of your employment or educational situation?

Positives [+]

Negatives [-]

Present job or educational path.		
How well is this job or educational goal meeting your needs?		

What are the benefits and drawbacks of past employment situations?

Positives [+]

Negatives [-]

Past jobs or educational paths.		
How well did these jobs or educational goals meet your needs?		

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How could change affect your situation?

	Positives [+]	Negatives [-]
Possible changes.		
Do you think you need a job change or a career change?		



10 Attitudes of Successful Workers - [Why is Attitude important?]

By Kate Lorenz, CareerBuilder.com Editor

Why do some people seem to reach the top of the corporate ladder easily, while others remain stuck on the middle-management rung? You might think that it is just because those people have more of what it takes to succeed, like brains, talent and powerful people in their corner. But there is something else that is just as important: attitude.

Dr. Martin Seligman, an authority on optimism, discovered that attitude was a better predictor of success than I.Q., education and most other factors. He found that positive people stay healthier, have better relationships and go further in their careers. And he even found that positive people make more money.

Anyone can adopt the right attitude. No matter where you are from or how much innate talent you have, the right attitude can make a difference in your career. Try adopting these 10 attitudes of successful workers:

1. I am in charge of my destiny.

If you spend your entire career waiting for something exciting to come to you, you will be waiting a long time. Successful professionals go out and make good things happen. So commit yourself to thinking about your career in an entirely different way. You will make it to the top, and you are in charge of making it happen.

Some suggestions from NHBET:

- **Let your boss know you'd like to advance, including your specific career interests if you know them. This is a great way to demonstrate initiative.**
- **Ask what it will take? Are there specific skills or knowledge that needs improvement? Be prepared to be positive when accepting feedback.**
- **Does it mean moving to a different department?**
- **Is there special training or education required?**
- **It helps to get on the bosses radar screen. (in a positive way)**

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2. Anything is possible.

Think that there is no way you will ever be at the vice-president level? Then you definitely won't.

Remember: If you think you can't, you probably won't. Adopt the attitude of The Little Engine That Could -- "I think I can."

Some suggestions from NHBET:

- **Much has been written about the power of a positive attitude reading some books on the topic might be helpful.**
- **Are you prepared for the next level?**
- **Feeling positive is the start. Acting and behaving in a positive manner is very important. Nobody wants to hire or promote a person who is negative. Leave negativity at the door when you come to work.**
- **The more you adopt a positive attitude the easier your day will become and the more likely you'll be noticed in a good way.**
- **If you speak and act in constructive, positive ways, you will be viewed as a valuable team player. If you whine, complain, and are negative in the workplace, others perceptions of you will be shaped accordingly.**

3. No task is too small to do well.

You never know when you are going to be noticed. That is one reason to take pride in your work -- all of it. One public relations executive in Chicago said that her first task in the PR department of a ballet company was reorganizing the supply closet. She tackled the project with gusto and was immediately noticed for her hard work and attention to detail. Remember this the next time you feel like slacking because you are working on a menial task.

Some suggestions from NHBET:

- **Sometimes it is the little things that get noticed. Being "above" taking on some tasks sends a bad attitude message to everyone around you.**
- **Helping others with the little things shows you are a team player.**

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4. Everyone is a potential key contact.

While you do need to be assertive in the workplace, you can also go far by being nice to those around you. Do you think it's unimportant to establish a good rapport with your boss's secretary? Well, just try getting your meeting squeezed onto the schedule when you really need it. Be courteous to those around you -- you never know when your past contacts will play a role in your future.

Some suggestions from NHBET:

- You never know when someone might be able to help you get ahead. Be friendly and helpful to everyone.
- Introduce yourself to people and let them know what you do.
- Let people know what your interests are.



5. I was made to do this job... and the one above me.

If you spend your days feeling like you are not cut out to do the work you are responsible for, your performance will suffer. Your job may not be the perfect fit, but successful workers act like they are in their dream job, no matter where they are.

If you

Some suggestions from NHBET:

- It is very important to not check out. Stay engaged and work will be a much better experience.
- Aspire to the next job up from you and be prepared for it by education and experience.

6. It's not just what I know, but who I know.

Successful workers understand the importance of networking, both in and out of the office. You need to proactively establish professional contacts. Invite a colleague out to lunch. Go to the after-work happy hour. Join your professional association. Do your part to establish a networking path for your future.

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Some suggestions from NHBET:

- Find ways to network with other workgroups in your organization as well as in other departments.
- Be on the lookout for opportunities to engage people from other departments at trainings and conferences.
- **DON'T BE AFRAID TO LOOK OUTSIDE OF YOUR OWN DEPARTMENT FOR CONTACTS!**

7. What else can I do?

Since you are in charge of your destiny, it's your job to look for ways to improve your professional self. Volunteer to take on an extra project. Learn a new skill that will make you more marketable. Stay late to help your co-workers. Successful workers don't just complete the job and sign out -- they look for additional ways to make their mark.

Some suggestions from NHBET:

- Volunteer to do things that nobody else wants to do.
- Ask if you can help when someone has a big project.
- Ask the boss if there is anything new you can learn to do and take over.

8. Failure will help pave the way to my success.

While it seems like some people never experience setbacks, the truth is everyone fails from time to time. The difference between successful and unsuccessful people is how they deal with failure. Those who find success are the ones who learn from mistakes and move on.

Some suggestions from NHBET:

- Read the book, *Failing Forward*, by John C. Maxwell.
- Everyone fails at things. Dust yourself off. Admit your failings but don't let them overcome your successes.

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9. I am my own biggest fan.

Have you been waiting for someone in the office to recognize your talents and efforts? Maybe it's time you start tooting your own horn. Step up and talk about your accomplishments and what you have done for the company. Successful workers know how to point out their achievements without sounding boastful.

Suggestions from NHBET:

- **Find time at least once a month to talk to your boss about things that you have done well. Be genuine - don't hide anything that did not go well. Bosses appreciate [and some require] being kept informed of the status of your work projects.**

10. My opportunity monitor is never turned off.

Yes, there will be days when you will want to just be happy with the status quo. But remember that successful workers are always on the lookout for opportunities to improve. Keep your eyes, ears and your mind open to new opportunities -- you never know when you will discover the one that will change the course of your career!

Some suggestions from NHBET:

- **Always be watching for opportunities in your own department and in others.**
- **Listen to colleagues when they talk about jobs.**
- **Be selective about what you apply for - be sure you're interested and qualified.**
- **Check the want ads whether you are looking for work or not. It helps to see what's out there and what qualifications are required.**
- **Ask your boss about job shadowing. This might show her/him you have initiative.**

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Career Development Options Section

Reviewing the six career development options below will assist you in determining your career direction and developing goals [with action steps] to begin your career development journey.

Option One: Stay in Your Current Agency: Grow in Current Job.

Sample Goals:

1. Improve my current job performance
2. Improve my work relationships
3. Expand my professional network
4. Obtain feedback about leveraging my talent/strengths better
5. Improve my image
6. Expand my skills, range, or exposure to priority business areas
7. Enrich my job for more satisfaction
8. Redesign my job for greater alignment, productivity, change of hours, flexibility, etc.
9. Develop an educational plan or professional development plan to close gaps
10. Other [specify]

Option Two: Stay in Current Agency: Move to a Different Job

Sample Goals:

1. Conduct internal job change, either obtain new job or same job in different unit/agency
2. Create a new job and market to management successfully
3. Explore a new career direction within agency
4. Deliberately expand network; research other areas of interest within agency
5. Enter agency's temporary labor pool
6. Volunteer for task force or major community outreach project
7. Do volunteer work to build new skills and add to your résumé
8. Develop an educational plan or professional development plan
9. Other [specify]

Option Three: Seek Same Job/Career in Different Agency

Sample Goals:

1. Conduct an external job search
2. Conduct research to identify potential agencies/employers
3. Deliberately expand network to connect with colleagues in desired agency
4. Other [specify]

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Option Four: Seek Different Job/Career in Different Agency

Sample Goals:

1. Identify new career goal
2. Conduct an external job search
3. Re-skill/retrain/upgrade skills
4. Moonlight or seek temporary work
5. Job Shadow
6. Utilize network to get necessary advice and information regarding new direction
7. Do volunteer work to build new skills or resume credential, or experience
8. Other [specify]

Option Five: Stay in Current Agency, Work Towards Advancement

Sample Goals:

1. Create networking partnerships
2. Work on gaining visibility in agency
3. Take on additional projects
4. Review additional training opportunities
5. Work on aligning yourself with agency goals and vision
6. Develop an educational plan or professional development plan
7. Other [specify]

Option Six: Make Major Life-Style or Career Change

Sample Goals:

- Explore/research new career direction or different industries
- Return to school to qualify for a better or new job
- Investigate a career change to a different field
- Investigate entrepreneurship through home office, contracting, consulting, etc.
- Re-skill/retrain/upgrade skills
- Do volunteer work to build new skills and add to your resume
- Relocate
- Retire early
- Reduce work hours
- Other [specify]



Sample Action Plan Strategies

[Things to Consider Before Developing an Action Plan]

The following strategies are samples of some of the most commonly selected career objectives. You can use this as a starting point for thinking through your own direction and actions.

A: Focus: Improve My Performance in Skills/Relationships/Image in My Current Job.

1. Consider the important issue of your motivation. Do you want to concentrate more on leveraging your talents or remedying your developmental needs?
2. Review Your last three performance appraisals, looking for useful patterns and themes.
3. Understand that outstanding performance is the foundational basis for any career advancement.
4. Imagine you are just starting in your current job. What changes would you make in the way the job is currently being done? Write these down. Act on the findings.
5. Do you already have the answer to what needs to be done to improve your performance? If so, and it involves skill development, write out an action plan with specific timetables. However, if you don't know how to "fix" the problem, seek some career counseling.
6. The best way to develop a skill is by on-the-job experience. To develop the skill, you can probably volunteer at work to get the practice, or you can develop the skill off [away from] the job.
7. Solicit feedback from trusted colleagues about your "image". Listen to their answers to the following question: "I'm interested in improving my job performance. Can you think of anything, based on your observations of me at work, which might be useful to me in thinking through this issue? I would really appreciate any thoughts you have."
8. Read an excellent general book about improving job performance, such as; Steven Covey's "The Seven Habits of Highly Successful People".
9. Answer the question, "What is the one thing that you could do differently in your job tomorrow that would make the biggest difference to those whose opinion counts most?" For Example: better grooming, punctuality, team behavior, longer hours, positive thinking, or volunteering for a project.
10. Interview a role model who demonstrates expertise at a skill you value.
11. Go through an extensive competencies or skills assessment process. {You may have already completed this process}

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B: Focus on Enriching My Current Job.

1. Diagnose your “issue”: Is the issue one of job enrichment to create more skill variety or alignment, i.e. integrating more of your most important values into your work. Or is it an issue of gaining greater insight into your environment, such as learning about new areas?
2. Assess your degree of autonomy; your satisfaction will increase if you can target goals that don’t need the approval of others.
3. Another way to enrich your job is to eliminate inefficient and time consuming process. Act as a consultant to your own job, if only to create “room” in it.
4. If there is a skill or knowledge that you are interested in acquiring, identify a strategic alignment or “linkage” between it and your own job priorities. Does it make good sense for you to be spending time in this way? If not, find a goal that does.
5. If you aren’t sure how to enrich your job, use lunch hours to greater advantage to expand your network and support your information gathering processes. Ask advice of colleagues. “what area do you think I should get into to enrich my job?” Be prepared to go to your manager with 3 or 4 ideas if those ideas need his/her support or approval.

C: Focus on Internal Job Search for the State of New Hampshire

1. For many people the prospect of conducting an internal job search is often fraught with fear or a sense of peril. They find it easier to “walk” rather than talk. If you are in this category of the fearful or timid, you will benefit from independent counsel or a strategy session with a mentor or another trusted colleague. There is a way to behave proactively and discreetly.
2. If you feel anxious about your limited likelihood of success, this anxiety may result from operating in a culture where mobility is limited or where formal systems to support such efforts are minimal. Formal systems alone, no matter how good, never substitute for the energetic use of connecting to access the “informal” system.
3. The best chances for new internal jobs come to the outstanding performers who have strong internal sponsorship: for example, when a manager with an open job is aware of your interest and wants to hire you; or when influential others believe in you and remember your career interest when they hear of opportunities.
4. Volunteer for a task force or ad hoc interdepartmental assignments or projects.

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D: Focus on Major Career or Lifestyle Change

1. In thinking about a career change, it is a common misconception that one needs to give up a current income level and start over at the bottom. It isn't necessary to do this in many cases if you think strategically, as, for example, when you "piggyback" your present skills/experience/expertise to the new chosen career direction in a way that makes you a "value-added" recruit. For example, a person with a law degree seeks work in the legal department of a movie company with the eventual hope of becoming a high level movie executive. Or, a person with elementary teaching experience goes into consumer sales in franchise children's learning centers. The key is always to utilize your past.
2. Before you spend money to take a certificate course or to get a new degree, set up an appointment with the Dean, Placement Officer, and/or the Admissions Director at a college or university to explore job market vitality in your intended area. Also, ask to speak to recent alumni in a similar situation to yours; learn from their experiences.
3. Change into a field that is a good "fit" for who you really are. To assess this issue properly, spend time mixing with people in the field, preferably by volunteering, moonlighting [via temporary weekend or evening work] or even by attending a local "chapter" meeting of one of the key professional associations.
4. Identify the names of the leading professional associations in your intended career area. Remember that the purpose of the association is to help people currently in the business/vocation but also to help prospective workers. Invest the time to write or call to get information.
5. Learn job market realities about the new area. Find out what, if any, are the key credentials and experience required. Note that the faster the field is growing, the more it may use advertising to recruit. Find out about those special on-line and print services where jobs get advertised nationally, regionally and locally.
6. Research the State of New Hampshire. There are numerous agencies, boards, and commissions that offer a wide variety of career positions.
7. Research other states.
8. Talk with people who have made successful career changes.

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Action Planning Form

Goal #1: Write a career goal in this space.

Action Steps - In the spaces below write specific actions you need to accomplish in order to meet your goal.	Timeline for Completion [Specify a date of completion for each action step]
Needed Resources	Who Needs To Be Involved
Anticipated Obstacles	How I'll Handle The Obstacles

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Action Planning Form

Goal #3: Write a career goal in this space.

Action Steps - In the spaces below write specific actions you need to accomplish in order to meet your goal.	Timeline for Completion
Needed Resources	Who Needs To Be Involved
Anticipated Obstacles	How I'll Handle The Obstacles

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Questions About Your Goal

Questions	Your Response
How much risk do you perceive in doing this vs. your capacity [e.g., are you afraid to do this]?	
How much of a change would be required to do this successfully, and are you comfortable with it?	
How well is the goal aligned with agency priorities and with your own needs?	
How much energy will this take?	
Can this be done conveniently?	
Do you have the skills, time, and energy to actually get the information you will need?	
How ready are you to do this?	
How much initiative will this step require?	
What new skills, knowledge and abilities will you need?	
What kind of emotional support will you need?	
What feedback will be helpful?	