

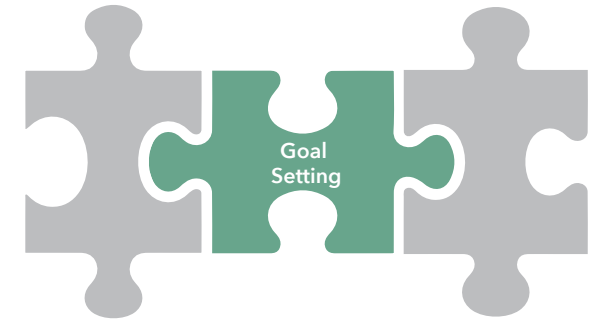
Setting goals

How to set goals at Co-op



Goal setting

Goals give us clear direction of what our priorities are and they allow us to focus on what matters most. Goals don't always start in January and finish in December - keep your goals relevant by reviewing regularly. In some business areas goals will be set for you - in others, you will set your own goals.

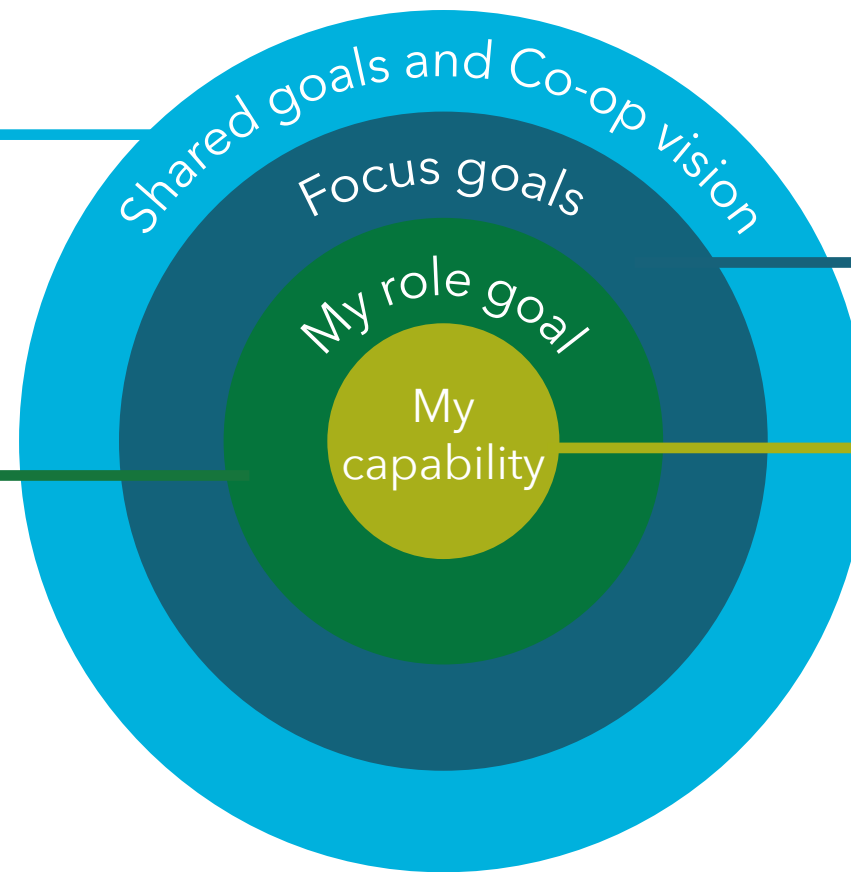


You might have a goal that you share across either your team or function.

All of our goals should fit in with achieving our One Co-op vision.

If you set your own goals, your role goal is set for you, this goal is about you achieving what's in your role description.

As well as underpinning your goals, your development can feed into a plan. It may help you to become more successful in your current role, provide a broader perspective or support you to move onto your next role. Your plan can be in any format but there is a template at the back of this guide that you can use if you want.



When writing your own goals, Focus goals will help you to think about particular areas you will prioritise in the year ahead. e.g. Implementing a change in processes.

When writing goals or a development plan use our Co-op colleague or leadership standards, at the back of this guide, to understand more about your strengths and development areas.

Think about:

- Which strengths have you got that you will need to use?
- What areas will you need to develop?

My development

How to set goals

For goals to be powerful, we can use SMART. At Co-op we use SMART but not as you might know it.



R
Relevant

Goals should be relevant to one Co-op so we're all going in the same direction.



A
~~Achievable~~
Ambitious

Goals should stretch your abilities but still remain possible.



S
Specific

Goals should be clear and specific, so you're able to focus your efforts.



M
Measureable

Goals should be measurable so that you can track your progress.



T
Time-bound

Goals need a target date, so you have something to work toward and focus on.

We've provided you a non Co-op example to help you understand how this can work.

When setting your goals think about the following questions:

- What will success look like?
- How am I going to get there?
- When do I want to achieve it by?

★ **Top tip** - Your goals should challenge you - be ambitious.

Example of a RASMT goal

I have an amazing home for my family. By the end of the year, my house renovation will be complete. I will have created a home that is ready to host a family celebration completely redecorated and with a fully installed and operational new kitchen. I will have achieved this within my £7000 budget.

I will remain focused on my end goal throughout the project, celebrate my success and learn from any challenges I encounter. I will work in a positive way and create a good working environment in the house for anyone who contributes to the renovation.

- By the end February, I will have a clear plan of the work
- By mid March, there will be a confirmed price and supplier for the new kitchen (minimum of 3 quotes obtained)
- By the end June I will have completed the re-decoration of the upstairs rooms
- By the end of September the kitchen will have been installed and all plumbing complete
- Feedback on the quality of decorating finish in the house will be sought from Alice in May and September. I'll also gather feedback from my family on my overall goal when they visit on the 29th December.

To achieve my goal within the set budget, I will need to rely on my strength of being an inspirational communicator to engage others working with me. And will need to develop driving innovation to enable practical solutions for any challenges that I meet. I will need to learn how to decorate by end March. I will do this with the support of my friend Alice who runs a decorating business.

Structuring your goals

The questions below will help you when setting goals for you or your team. We have used the same example as earlier in the guide so that you can see how this works.

What is your vision?

I have an amazing home for my family.

What is your intention?

By the end of the year, my house renovation will be complete. I will have created a home that is ready to host a family Christmas completely redecorated and will a fully installed and operational new kitchen. I will have achieved this within my £7000 budget.

How will you go about approaching your goal?

I will remain focused on my end goal throughout the project, celebrate my success and learn from any challenges I encounter. I will work in a positive way and create a good working environment in the house for anyone who contributes to the renovation.

What are the next steps you need to take to achieve your goal and in what time frame?

- By the end February, I will have a clear plan of the works
- By mid-March, there will be a confirmed price and supplier for the new kitchen (minimum of 3 quotes obtained)
- By the end June I will have completed the re-decoration of the upstairs rooms
- By the end of September the kitchen will have been installed and all plumbing complete

Using the Co-op leadership or colleague standards, which of these are going to be important in reaching your goal and are:

• **Strengths?**

To achieve my goal within the set budget, I will need to rely on my strength of being an inspirational communicator to engage others working with me

• **Areas you need to develop or get additional support for?**

I will need to develop driving innovation to enable practical solutions for any challenges that I meet. I will need to learn how to decorate by end March. I will do this with the support of my friend Alice who runs a decorating business.

How will you know you have succeeded?

Feedback on the quality of decorating finish in the house will be sought from Alice in May and September. I'll also gather feedback from my family on my overall goal when they visit on the 25th December.

Co-op Colleague Behaviours

Forging relationships

I take action to build and maintain trusted relationships, in order to understand and support my colleagues.

Championing Co-op

I actively promote Co-op, it's people and its unique way of doing business, inside and outside of work.

Developing others

I take personal responsibility for the development of my colleagues, providing feedback and support where appropriate in order to accelerate their personal growth.

Vision and belief

I am passionate about Co-op's vision and beliefs and I ensure they are at the heart of everything my team and I do.

Future focussed

I keep up to date with information about Co-op and it's future strategies and benefits they provide to our colleagues, members and the local community.

Successful transformation

I make sure my colleagues and I act on, and take accountability for, Co-op's transformation and overall success.



Inspirational communicator

I communicate in a clear, concise and appropriate manner that engages and relates to other colleagues.

Personal growth

I focus on personal development within Co-op; developing my skills and capabilities to benefit me, my team and the wider community.

Endless inclusion

I am inclusive in my thoughts and actions by showing an active interest in the views, backgrounds and ways of being of my colleagues and the wider community.

Co-operation

I encourage co-operation between colleagues to promote an environment of trust, mutual respect and support.

Driving innovation

I feel empowered to find new ways to improve the everyday challenges facing Co-op and our wider community.

Speaking up

I speak up and encourage others to do so as well, in order to promote a culture of honesty, acceptance and improvement.

Developing

The capability is understood but not shown.

Good

The capability is understood but not always consistently shown.

Expert

The capability is understood and consistently shown.

Role Model

The capability is understood and the individual is known for championing it to others.

Forging relationships

I take action to build and nurture trusted relationships, in order to understand, support and guide others at all times.

Championing Co-op

I actively promote Co-op, it's people and its unique way of doing business in the wider community.

Developing others

I take personal responsibility for the performance and development of the colleagues within my team, acting as a coach and mentor where appropriate, constantly encouraging them to develop and grow into leaders of the future.

Vision and belief

I am passionate about Co-op's core vision and beliefs, to drive commercial success, by ensuring that they are at the heart of everything my team and I do.

Future focussed

I am inquisitive and drive my team to show that broad business insight, linked to future focused strategies, lead to commercial success, growth and increased opportunities for Co-op, our members and the local communities.

Successful transformation

I lead my team and measure their results against how they effectively implement Co-op's transformation programmes, focusing on their ability to deliver company-wide success and sustained change.

Co-op Leadership Behaviours



Inspirational communicator

I communicate in a clear, concise, appropriate, memorable and inspirational manner that engages others and encourages them to trust me. I listen to others first to understand their views.

Personal growth

I am a role model for personal development within Co-op, seeking out opportunities to develop my skills and behaviours at all times to benefit me, my team and the local community.

Endless inclusion

I welcome open and diverse views at the heart of everything I do. I am endlessly inclusive in my thoughts and actions, showing an active interest in the views, backgrounds and ways of being of my colleagues and the local community.

Co-operation

I role model and encourage co-operation between individuals and teams to promote Co-op's better way of doing business for our communities.

Driving innovation

I develop effective, creative and practical solutions, in order to meet the needs and challenges facing Co-op, it's colleagues, members and the local community.

Speaking up

I speak up in meetings, at work and in my everyday interactions with my colleagues and the wider community to champion the ways of being at Co-op. I am appropriately open about my thoughts and feelings with others to create a culture of honesty and improvement.

Developing

Developing the capability. May at times require support from others, particularly in unfamiliar or challenging scenarios.

Good

Demonstrates the capability well within their own behaviour and promotes it within their teams.

Expert

Consistently demonstrates the capability at a high level across a range of situations, both in their teams and across Co-op.

Role Model

Creates a culture across Co-op that positively influence the use of each capability and is a constant champion and example of the behaviour to everyone internally and externally in the community and market.

Personal development plan

Name		Manager	
Job		Department	
Year		Grade	

Identify the development you need to help you to perform your role better, achieve your goals and future career aspirations.

Development need:	Development solution:	Expected results:	Date to be achieved by:	On-going review:
What skills, knowledge or our Ways of Being Co-op behaviours do you want to develop?	How will this need be met and what support do you need?	What changes or results are you hoping to achieve as a result of this development?	When do you hope to achieve this by?	What are you doing differently now?