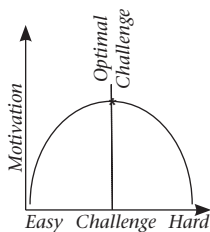


Maximize Their Purpose

TIP

An Optimal Challenge Creates the Greatest Motivation

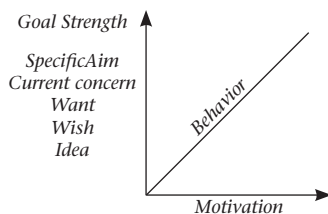
An optimal challenging goal is difficult for a specific individual yet attainable with persistent and vigorous effort. In this case, success is empowering and failure is seen as a part of the learning process.



TIP

Try To Help Move Current Concerns to Specific Intentions

The more personally compelling the goal, the greater the motivation and the chances for action to achieve that goal.



TIP

Goal Misalignment = Depressed, Unreliable Action

When organizational goals collide with personal goals, work becomes a grind, performance erodes, priorities wander with time wasters, any extra effort needed during pressured deadlines becomes unreliable and constant scrutiny is required.

A Meaningful Purpose is Motivating

Activities that are hitched to a cause larger than oneself and larger than this moment adds to the motivation to act.

SMART Goals are Motivating

Specific Goals

Goals that are specific, concrete, have objective standards and are sufficiently clear to direct behavior.

Multiple Goals

At any one time, we have several goals directing our energy and actions. If we can call attention to multiple overlapping goals that one action might serve, this will increase the motivation to act.

Achievable Goals

The greatest motivation occurs when the task is neither so difficult that it is unachievable nor so easy it requires little effort to be successful. An optimal challenge is difficult and yet achievable with a strong and persistent effort.

Relevant Goals

The goal must be personally relevant and compelling (relate to a current concern and specific intention, more than a wish or want) for the individual.

Targeted Goals

The goals must have benchmarks that are measurable and standards that are clear and optimally challenging for the individual involved. As skills develop, standards should change in small increments to maintain an optimal challenge. Replace standards with one that is harder or easier depending on how the initial standard was met and what the capability beliefs are.

Clear standards are not motivating when...

- They are not flexible by the individual (set too high by a perfectionist or set too low by fear of failure) or the situation (e.g., a math test only has right or wrong answers)
- They are set at the onset if the goal is a creative product. For creative work, standards need to emerge at a later point.

Tool: Maximizing Purpose

INSTRUCTIONS

Instructions

1. Choose an interesting goal to pursue, something you are pursuing or would like to pursue. It could be a work or personal goal.

2. Form into trios.

3. Take turns interviewing each other, choosing one question from the S M A R T set.

4. What conclusions can you draw? How might these questions be useful to you at work? With others who report to you?

My Goal is...

(a few key descriptors)

Question to Solicit SMART Goals

Specific Goals

What would that look like in action or daily behavior if you were successful?

What would an initial step look like?

Multiple Goals

What might be some shorter-term or sub-goals that might signal progress on this future goal?

How do your agency goals align with this goal?

What does your experience tell you about why this might be an important accomplishment?

Would any sort of cooperative learning or teamwork support this goal? (Overlap mastery with belonging and peer approval.)

Are there other important goals that might conflict with this one? Anyway to shift those that are in conflict?

Achievable Goals

What would an optimal challenge look like so that with strong and persistent effort, the goal would be achieved?

Relevant Goals

Would this be the sort of thing that would get you up in the morning?

How might you conduct a mini-experiment to see whether this is something you really want right now?

How is this important for you at this point in your career?

What other things are you wanting to achieve? What other reasons are there for getting this completed?

Targeted Goals

Are there any particular milestones that would signal movement in the right direction?

What could tell you, you were successful?

Believing that you were completely successful at achieving this goal. what would you see or experience at that point? What impact would that have?

What sort of informational feedback would be helpful?
How or who would deliver that?