The following paper was distributed on Thursday, 11th August 2011 to members of the Parish Reappraisal Committee and the Further Ministries Strategy Group following a joint meeting to discuss the Presbytery Strategy SMART Goals. This paper gives a brief SMART goals overview which you may find helpful in understanding the 'Presbytery Strategy SMART Goals' document.

Developing SMART Goals

Specific

The first term stresses the need for a specific goal over and against a more general one. This means the goal is clear and unambiguous; without vagaries and platitudes. To make goals specific, they must tell a team exactly what is expected, why is it important, who's involved, where is it going to happen and which attributes are important.

A specific goal will usually answer the five "W" questions:

- What: What do I want to accomplish?
- Why: Specific reasons, purpose or benefits of accomplishing the goal.
- Who: Who is involved?
- Where: Identify a location.
- Which: Identify requirements and constraints.

Measurable

The second term stresses the need for concrete criteria for measuring progress toward the attainment of the goal. The thought behind this is that if a goal is not measurable, it is not possible to know whether a team is making progress toward successful completion. Measuring progress is supposed to help a team stay on track, reach its target dates, and experience the exhilaration of achievement that spurs it on to continued effort required to reach the ultimate goal.

A measurable goal will usually answer questions such as:

- How much?
- How many?
- How will I know when it is accomplished?

Achievable

The third term stresses the importance of goals that are realistic and attainable. While an attainable goal may stretch a team in order to achieve it, the goal is not extreme. That is, the goals are neither out of reach nor below standard performance, as these may be considered meaningless. When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. The theory states that an attainable goal may cause goal-setters to identify previously overlooked opportunities to bring themselves closer to the achievement of their goals.

An attainable goal will usually answer the question:

How can the goal be accomplished?

Realistic

The fourth term stresses the importance of making goals realistic. A realistic goal must represent an objective that the goal-setter is willing and able to work towards. This does not mean the goal cannot be high. A goal is probably relevant if the goal-setter believes that it can be accomplished. If the goal-setter has accomplished anything similar in the past they may have identified a relevant goal. Your goals must also be relevant to what you want to achieve in the short term and the long term.

Understanding your organisational or personal vision, mission and purpose is critical in this respect. Sometimes you can be tempted to do something simply because it is easy and sounds great, only to discover later on that is has no long term importance to what you want to achieve as an individual or an organisation. Do those things that are most important and in line with your long term vision and mission.

A relevant goal will usually answer the question:

Does this seem worthwhile?

Timely

The fifth term stresses the importance of grounding goals within a time frame; giving them a target date. A commitment to a deadline helps a team focus their efforts on completion of the goal on or before the due date. Timeliness is intended to prevent goals from being overtaken by the day-to-day crises that invariably arise in an organisation. A timely goal is intended to establish a sense of urgency.

A timely goal may answer the questions:

- When?
- What can I do 6 months from now?
- What can I do 6 weeks from now?
- What can I do today?