



Mondays with Mike

AULTCARE

Setting Compelling Team Goals

An often overlooked source of team excellence is goal setting. Scott Mautz, in his book *Leading from the Middle*, shares that goals must possess:

- Personal meaning to the team members
- Be connected to the greater mission/vision/purpose of the organization
- Can be seen and clearly measured

When the above are in place, it is amazing to see how teammates, family members, co-workers, and even spouses use their discretionary energy to meet them.

Scott uses what he calls the “Three Zones Test” to ensure that the goals we set will be effective: “Does this goal push employees out of their comfort zone, but not to the danger zone, such that it shines in the twilight zone.”

Let’s unbundle the zones and then reread the quote with this further understanding:

Comfort Zone. The goal stretches the team just enough, so complacency has no chance of settling in. The goal should be challenging enough that only the team working as a unit could accomplish it.

Danger Zone. The goal should be grounded in reality, based on assumptions that you at least have a “line of sight” to achieving. Don’t push your team into a danger zone of being so unrealistic as to be depressing.

The Twilight Zone. Imagine your employees in the twilight of their careers. If they were asked to look back on their time with your team and reflect upon the accomplishment of the goals you set, would they feel that achieving those goals was something worthy and memorable – does the reflection create pride?

What a cool and refreshing way to look at goal-setting! The next time we begin a goal-setting exercise, let’s pass it through the “Three Zones Test.”

Have a great week!

