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Finding and defining goals, Agreeing upon and controlling, achieve results

„The leader is the man who acts first“ (Lee Iaccocca)

Preliminary remark

This training is a three-step qualification process to lead yourself and others with goals.

1. It begins with "finding and defining goals", the creative prelude.
2. "Agreeing on goals and keeping track of them", the binding dialogue, is the subject of Module 2.
3. "Goal planning, controlling and, if necessary, escalating measures", the manifesting effect, rounds off this leadership qualification.

These three modules can be used individually, as an individual qualification or as a team workshop (module 1) or as a complete package (recommended for junior staff).

An optional add-on module, "Situational Leadership", adapted to today's leadership requirements of a more dynamic and innovative-explorative world, differentiates the conduct of conversations according to the situation and maturity of the employee.

Situation / Need

What do you want to achieve? Even if you simply work, there is a goal: What should your work achieve? We may have goals like a new car that we can afford through the money we get for achieving work goals. However, what specifically do we want to have completed by when for a particular task?

With goals, we intellectually anticipate future reality. Inspire goals when they make personal sense. Primary personal meaning satisfies intrinsic motivations: What's all this for? Secondary personal meaning satisfies incentives like material possessions.

From correctly applied target methodology, natural energy unfolds, which one can find as flow or similar in the literature. The core elements:

- Goals are often not achieved, given up halfway or even forgotten, because they were not consistent with the whole, in other words only "set in the head". Which goals make sense, fit the strategy, priorities, values, and limitations?
- In addition to the intrinsic power, a clear idea of the goal is needed, preferably in writing: defining the purpose. The definition following the original "smart" formula keeps the goal inspiring: no activities!
- Activities belong to target planning. What is to be done when? Milestone goals not only subdivide a more significant purpose but also create fresh motivation from the joy about achieving the first results. Knowing factors of successful planning helps faster to success.
- No goal is achieved entirely alone: Someone is won somewhere along the way as a supporter. Instead of "can you just..." you win active co-drivers if you explain your goal and involve your supporter.

We teach the core elements of successful goal orientation in three modules

1. Develop and define goals from opportunities/problems: Where to go and why
2. Agreeing goals: winning others over to my goals and stabilizing this support
3. Planning the achievement of goals and enforcing their realization: the path to the goal

2019 Eckhard Schölzel, E-Mail: eckhard.schoelzel@e-schoelzel.de

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Module 1: Developing and defining goals

- Distinguishing between tasks and goals
- Understanding motivation: Needs, Values, incentives
- Problem or challenge, need and attractiveness
- Develop goals: Frames, Resources, Instances, Supporters
- Target system: all my targets compatible
- Visualize goals and effects: Success from proactivity
- Define goals: the smart formula
- Kick-off project: smart targets

M2: Effectively agree on goals

- Personal effectiveness: power, authority, trust, appreciation
- Agreeing on goals - effective conversation management
- Agree on specifics of support
- Agree on monitoring
- Giving/taking feedback
- Evaluate goal achievement, establish learning
- Factors of Implementation Planning: Action Plan
- Kick-off project: target agreement conversation

M3: Plan and implement goal achievement

- Target is set or to be agreed on?
- Target planning - consider all resources
- Control is necessary - learning instead of punishing
- Forms of control: how to control
- Giving feedback: Recognition, criticism, and improvement
- Solution-oriented escalation when not running
- Kick-off project: implementation of project target planning and tracking

outcomes

- Participants move from task-oriented to goal-oriented thinking. You develop goals with good reasons and strong motivation.
- You are in a position to conduct discussions with the result of a sustainably agreed goal.
- They can lead the way to the goal in a planning and cooperative-practical way with effective and assertive means.

operation

- The **interval mode** in 3 modules enables the continuous integration of new findings and minimizes losses due to thematic overload and merely selective transfer (interval recommended: approx. 4 weeks).
- **Kick-off workshop mode**: We enable a trusting working atmosphere in a group of up to 10 participants, which allows learning with and from each other: using other participants as sparring partners. Concrete action planning for transfer is the project from the beginning: "Kick-Off".
- **Methods**: Short and impulse lectures, presentations, tools and techniques, exercises in individual and group work, practical exercises, conversation, reflection, feedback.
- **Information**: Participants receive a coordinated invitation to each module with the content and working methods.
- **Preparation**: The participants define their three most important learning goals per module in advance.
- **Transfer support**: 3-4 weeks after the final module individual
  Coaching and advice on the objectives pursued: Videoconference/telephone.

attendees

- Young executives, team leaders, project managers, employees in service or staff functions who need to win others over for goals.
- Executives with disciplinary powers who want to agree on goals
  (especially module 2)
- 8-10 participants per group for further intensive development

2019 Eckhard Schölzel, E-Mail: eckhard.schoelzel@e-schoelzel.de

configurations

- We adapt this program to your wishes:
  - Possible time shifts:
    - Use of the previous evening,
    - Start Friday/ Saturday as 2nd seminar day
  - Module 1 can also be designed as a workshop for an entire team.
  - Module 2 can stand alone for a homogenous target group (then 2.5 days, start: 1st half-day)[1]
  - A differentiation deepening leadership understanding of situational leadership can be integrated by a supplementary module ("2.a").
  - The limitation to modules 1 and 2 is possible.
  - However, Module 3 requires the attitudes and practices developed in Modules 1 and 2.

organizational matters

- Duration: Modules 1-3: 2 days each (complete package)
- Location: suitable learning environment

benefits

- Coordination, target group-specific adjustments on request
- Information and preparation tasks for participants in the invitation text
- Fak: Microteaching (online conference) accompanying the participants' managers
- Workshop modules as described above, worksheets for exercises
- Photo protocol with presented and elaborated contents, results and scenes (pdf)
- Individual transfer coaching (0.5-1.0 hours per participant) at least after the last module carried out
- We support the participation of the participant's manager with dialogue tools for preparation, stable integration, evaluation.
- We support the success-evaluation by a survey of crucial skills.

investment

- We will be happy to make you a specific offer that matches your learning systems. Let's talk about your wishes and expectations about the details and general conditions!
- Travel costs and expenses according to expenditure

[1] See agree_on_goals_to_follow_esp.pdf

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