CREATING DEPARTMENT GOALS

A goal is a condition we envision as part of our future. We can ask two questions about such a condition:

(1) Do we have it? and

(2) Do we want it?

Both questions are answerable Yes or No. The interplay between the Yes/No answers to these two questions yields a 2x2 matrix (see below) and four more questions that are helpful in clarifying your goals:

- What is it you want but don’t have (What do you want to achieve)?
- What is it you have and want to keep (What do you want to preserve)?
- What is it you don’t have and don’t want (What do you want to avoid)?
- What is it you have but don’t want (What do you want to eliminate)?

You can also use the Goals Grid to clarify the conditions meant to result from actions being contemplated (e.g., “As a result of restructuring Division X, what is it we want to achieve, preserve, avoid or eliminate?”).

Use The Goals Grid on the next page to jot down your thoughts about your goals or actions then start refining them.