

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.

