



Like Nailing Jello To The Wall

We never cease to be amused at the training requests that come from management. They usually start off with the phrase “I want my people to...” and contain some very vague requests. Here are a few examples of management requests we’ve fielded and, in parenthesis, what we really WANTED to say, but kept to ourselves ;-)

I want my people to ...

- Be self-starters. (Where do we put the key?)
- Be customer focused. (What direction should they face?)
- Take initiative. (Where can they find it?)
- Work better, smarter, faster. (Huh?)

Aside from the humor, these “goals” can’t be achieved because they can’t be measured. They lack specific, observable behaviors. Trying to implement any one of them is literally like nailing jello to the wall.

Enter Goal Analysis!

Goal analysis is one of our favorite tools. It’s an eye-opening process to take management through! The purpose of Goal Analysis is to make a vague request specific and measurable by “funneling down” until we get an agreed-upon outcome that can be measured.

Conduct a Goal Analysis:

1. Book a room, obtain a FULL easel chart pad, markers, pens and stickie pads, and gather the appropriate management.
2. Write the vague “goal” at the top of the chart using the following sample sentence:

“I want my (target audience) to be more (attribute).”

An example: “I want my customer service reps to be more customer focused.”

3. Facilitate a consensus discussion, paying extra attention to focus on specific observable behaviors. The end goal is to craft a performance statement that is measurable and that everyone agrees to.

For next steps and more information on Goal Analysis (and its cousins, Performance Analysis and Task Analysis), click [HERE](#) and check out our **Certified Instructional Systems Designer (CISD)** and **Certified Training Manager (CTM)** workshops.

Best of luck clarifying those goals!

Team M&M



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