



Performance Profile SMARTe Objectives Template – Part 2

Define the Objectives of the Job, not the Person – Create SMARTe Performance Objectives

Position: _____ Department: _____ Manager: _____ Date: _____

Determine Performance Deliverables using a Micro Approach

| <u>Traditional Job Spec</u> <i>What skills and/or experiences does this new hire need to have?</i> | <u>Performance Criteria - 1</u> <i>If, they had this skill or experience what would they be doing with 'it'?</i> | <u>Performance Criteria – 2</u> <i>If, they were doing 'it' successfully what would be the end result?</i> | <u>Performance Criteria – 3</u> <i>How could you make the end result SMARTer?</i> |
|---|---|---|--|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |

Describe the Key Parts of Your *Environment* (include Management Styles; Tools; Processes; Team Work Styles; Work Layouts; Other):

Benchmark the Best

What do the best people do who have held this position?

Create performance objectives by comparing to the 'best-in-class'

Advice: This is a great technique for process-based jobs. Think about what the best people in the job do that makes them the best. Seek these traits. Reverse this and avoid those traits of the weaker people. Some examples: "handle angry customers" or "accurately input data for 6 hours per day."

THE TOP 6-8 PERFORMANCE (SMARTe) OBJECTIVES

Summarize Major Objectives from Macro, Micro and Benchmark Process Here

| SMARTe OBJECTIVES (Summarized) | Check if a Must Have | Eliminate Duplicates | ABC Ranking of Importance |
|--------------------------------|----------------------|----------------------|---------------------------|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |

Checklist to Prioritize the Top 6-8 Objectives before Transferring to the final Performance Profile

- Rank the impact on the company on ABC Scale.
- Are there any alternatives? If so you might want to eliminate an objective or lower its priority.
- Don't duplicate. Be broad. Make sure final list covers all important job criteria.
- Get appropriate balance between management and individual contributor.
- Are technical objectives properly placed?
- Have interpersonal and culture issues been covered in the objectives?
- Make sure there's a balance on the technical, tactical and conceptual (strategic level).
- Include thinking and intellectual skills in one of the objectives.

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