

Goal Setting Dialogues



Introduction

A portrait of a woman with long dark hair, wearing a light-colored blazer over a blue top, looking slightly to the side.

REEMA

Senior Manager Sales

A portrait of a man with dark hair, wearing a light blue button-down shirt, looking directly at the camera.

SATISH

Assistant Manager Sales

A portrait of a woman with dark hair and glasses, wearing a light-colored blazer, smiling at the camera.

ASHA

Assistant Manager Sales



Good morning team...How have you all been since the last time we spoke?



All good Reema!... I have some great updates on our wealth management portfolios....

Satish gives his updates.



That's great news, Satish. Your team done very well I must say!



Thanks Reema!



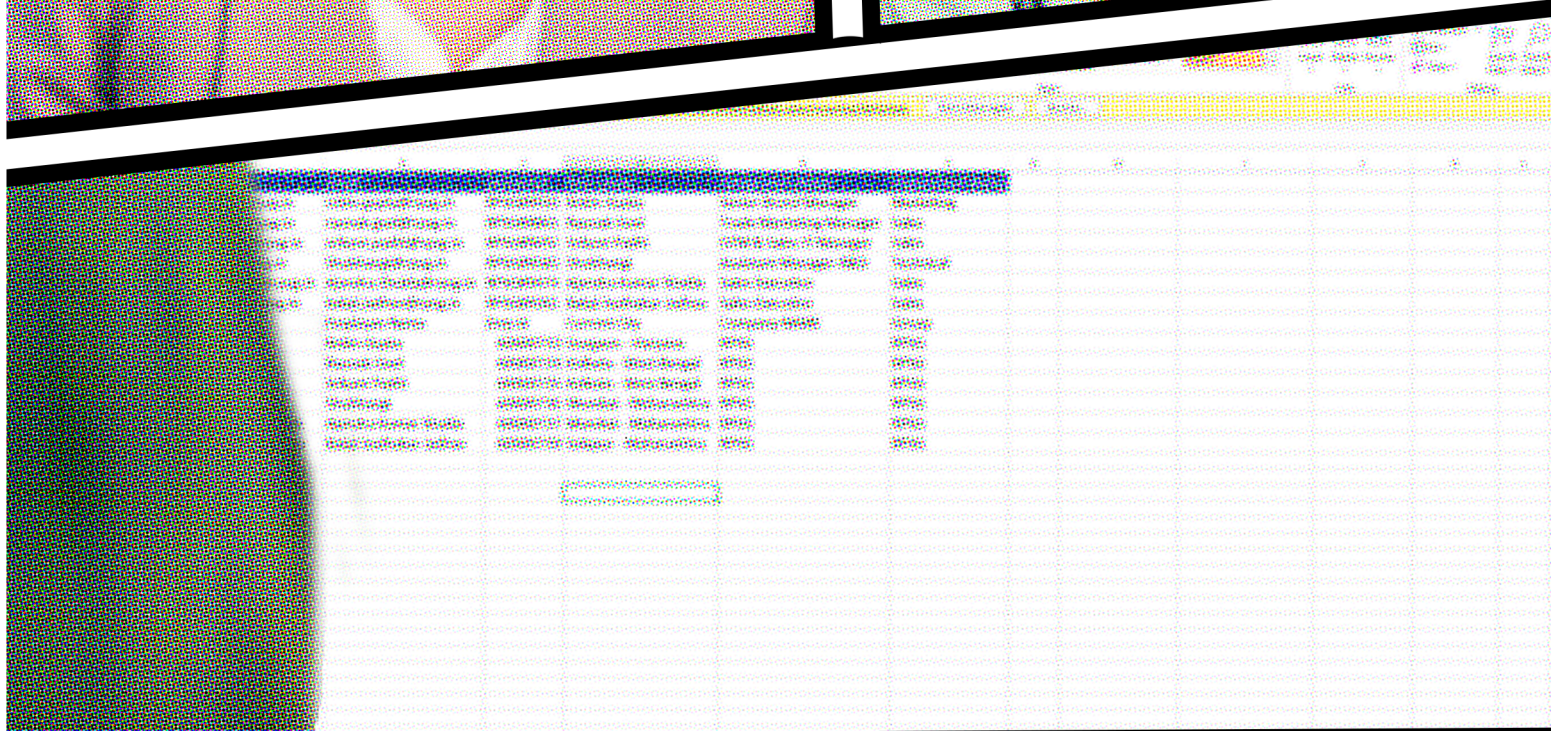
Now, shall we move on to our goals for the forthcoming year?



Sure, Reema



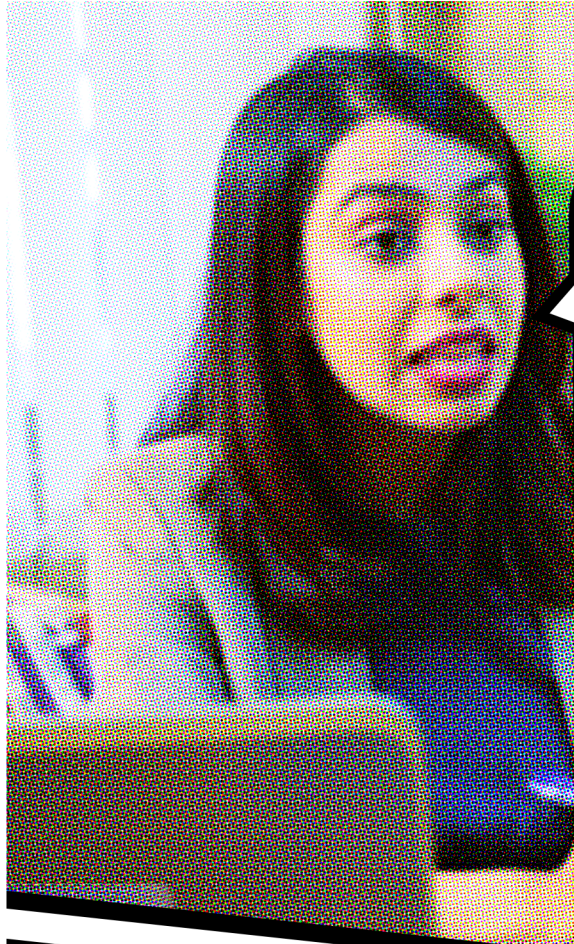
Sure, Reema



Reema points to a goal-sheet on her laptop and says

Step 1:

**Start by listing the
Organisational Goals
for the Year**




Here are the organisation's goals for the forthcoming year. You might remember these from the town hall that our MD and CEO addressed the other day?


- 1. Increasing our customer base*
- 2. Driving growth in new and underpenetrated markets*
- 3. Diligent expense management*
- 4. Digitisation*

I'll give you a minute to revisit the goals, including studying the one-line descriptors that our MD had used to explain each goal; to help jog your memory, if I may.


Reema waits in silence as the team reads through the presentation.



*Any questions
about the
goals set?*



*Not as of now, I'll
wait to ask my
questions in a bit,
if that's okay.*



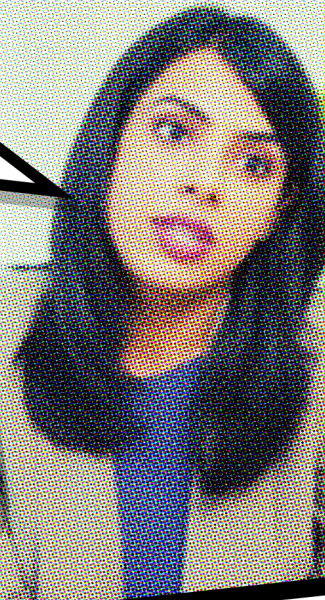
*Sure. You can also
interrupt me
anytime you please.*

Step 2:

Next, explain why the organisation has chosen these goals for the year

Okay, now that I've show you what our bank's goals are, the question we must answer next is why has the bank chosen these four goals and not some other goals for this year?

Anybody has any insights to provide as to why the bank has chosen these goals.

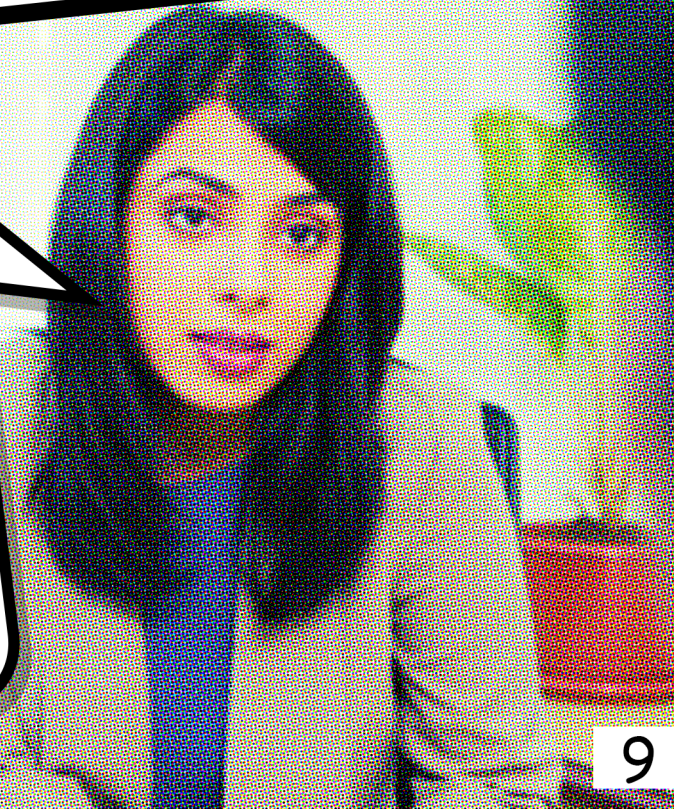



The team gives Reema their inputs



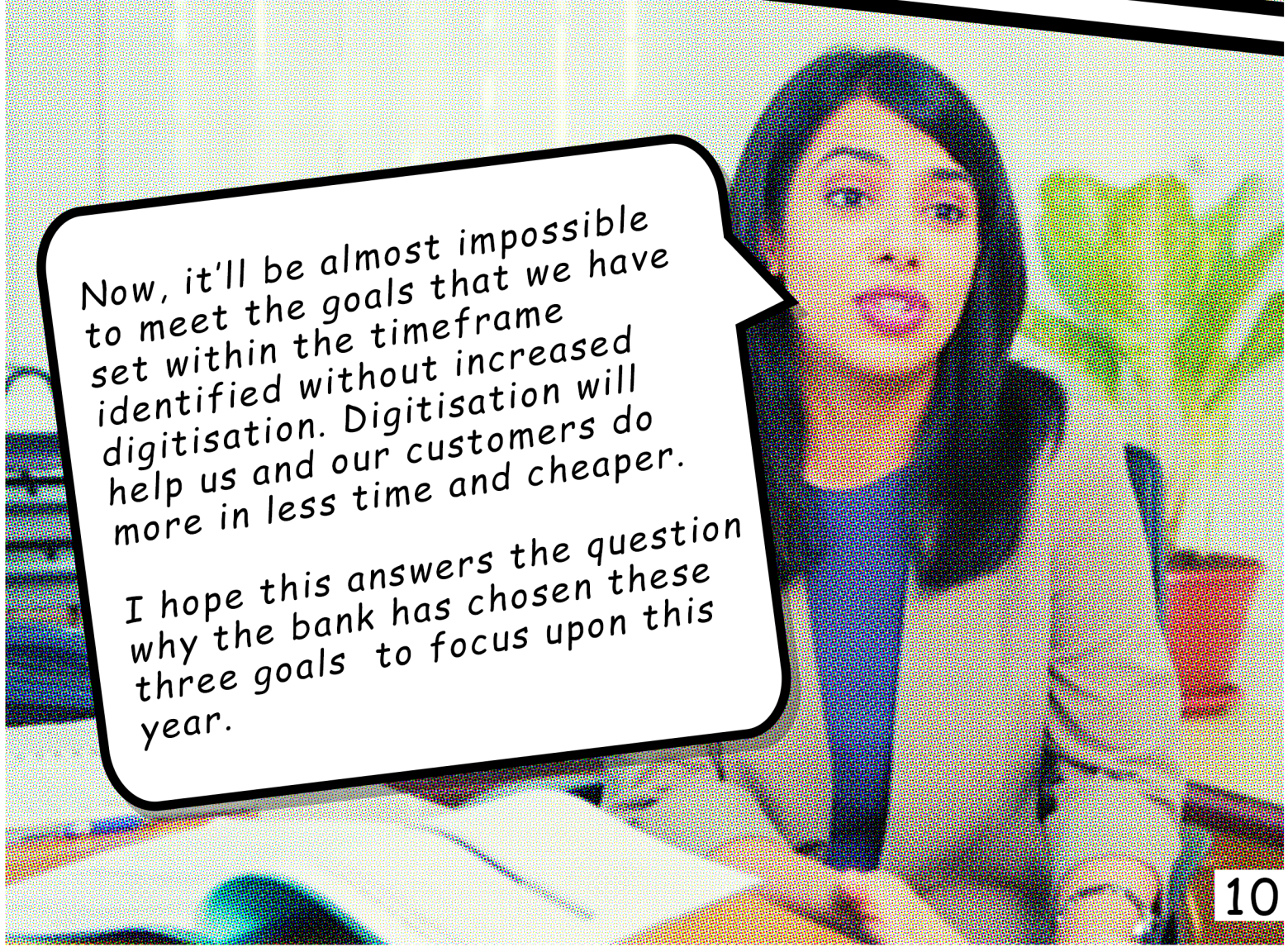
You've given me pretty clever insights. Let me add to your points.

This year, our bank is planning an acquisition, and if everything goes as planned, we'll be setting up our stronghold in Africa - where we don't have a presence yet. That's because we see Africa as the next big opportunity for ambitious organisations.






Another key focus of our bank is to be the industry leader in terms of lowest operational costs and thus improve profits!



Now, it'll be almost impossible to meet the goals that we have set within the timeframe identified without increased digitisation. Digitisation will help us and our customers do more in less time and cheaper.

I hope this answers the question why the bank has chosen these three goals to focus upon this year.


The team nods in agreement.




I get the rationale behind these goals




Me too



"Great, before I proceed, does any of you have any questions?"




No questions, Reema.



None from me as well

Step 3:

List individual goals and show how these connect to the overall organisational goals




It is obvious that the bank will meet its goals only when we align our team and individual goals with the bank's goals and work towards achieving them Right?




Correct



Right




Good... now... Keeping the bank's overall goals in mind you, I've come up with our team goals. Mind you these are not your individual goals. Those I will discuss one-one with you, but these are the team's overall goals.




Take a couple of minutes to go through the goals and please feel free to ask questions, raise doubts, and let me know your views on these goals without any hesitation. Remember, any question is a good question.


Approximately two minutes later




"Reema.... I'd like to know how our goals align with the bank's goals"



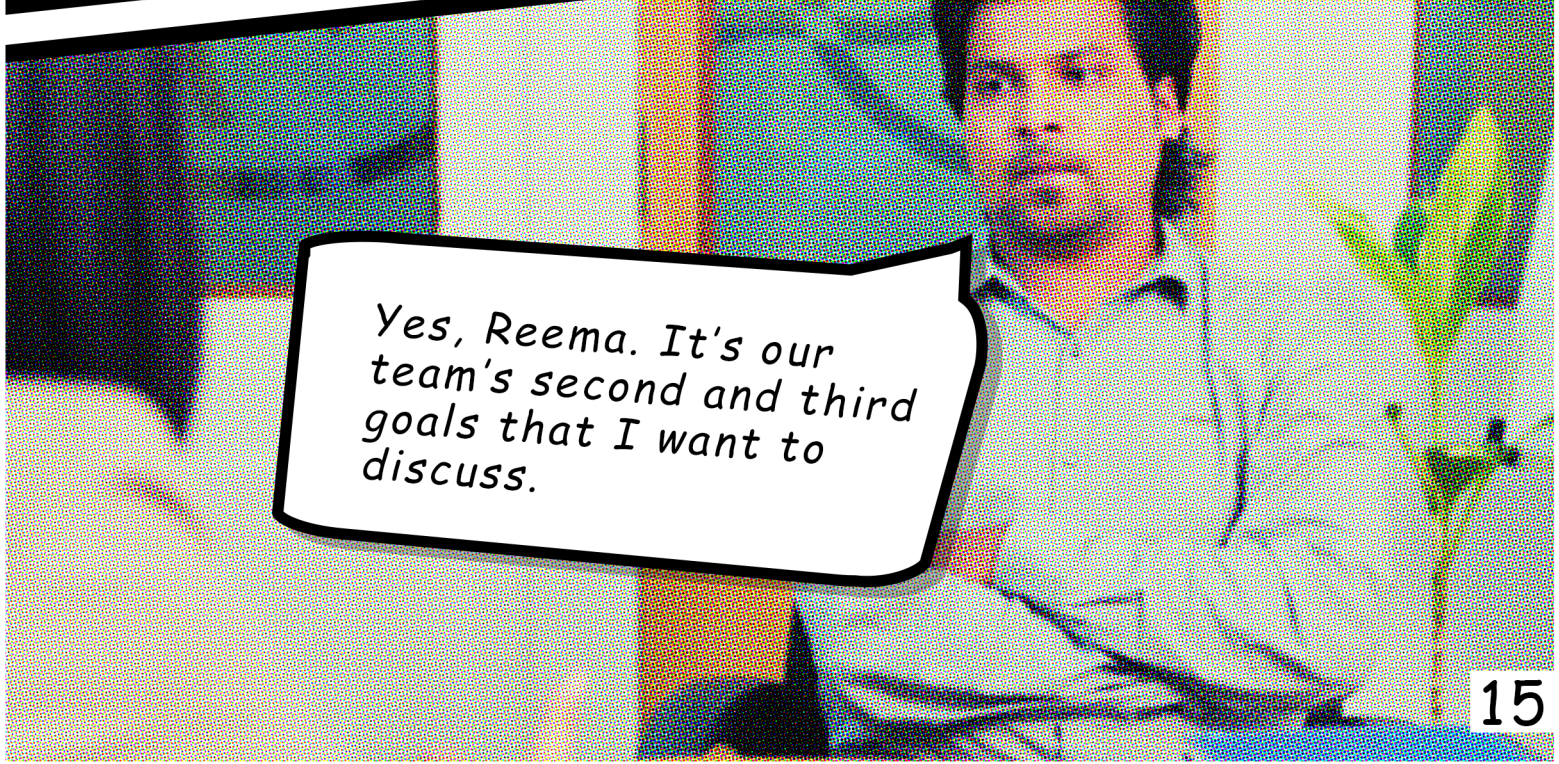
"Good question!... let me take your goal of 'New Savings Account Opening' how do you think this is aligned to the bank's goal?"

A woman with dark hair and glasses, wearing a grey blazer over a white top, is speaking in an office environment. A potted plant is visible in the background.


Well. This one's simple. It ties in directly into our bank's first goal, i.e. increasing our customer base.

A woman with long dark hair, wearing a grey blazer, is speaking in an office setting. A potted plant is visible in the background.


That's correct... and once we have more account openings, we can tap into that customer base and cross-sell products... thereby improving the market share for each of our product verticals. I hope you've all got it right

A man with dark hair, wearing a light blue button-down shirt, is speaking in an office setting. A potted plant is visible in the background.


Yes, Reema. It's our team's second and third goals that I want to discuss.



Here's how our goals align with the bank's overall goals




Now I see the connection between the bank's overall goal and our team's goals.



Good... but those were the team's goals. We need to discuss your respective goals individually.

Step 4:

Set up individual goal-setting meetings to create an action plan to help each individual meet their goals



So, please schedule your individual goal-setting meetings with me, beginning tomorrow. I need to you think about your goals and share what you think you can take on for yourself. We can discuss your goals and arrive at a detailed plan of action to achieve those goals during our meeting. Sounds good?"

The team nods in agreement

Reema decides to meet with the team members one-on-one, and set effective, concrete, time-bound goals with concrete action plans.

Step 5:

Set up individual goal-setting meetings to

a. Set effective, time-bound goals


b. Create an action plan to help

each individual meet their goals


Here's the goalsetting dialogue model that you will see Reema use in the role-play:

4Ws + 1H = Effective Goal Setting


Satish commences his goal-setting discussion with Reema

A woman with long dark hair, wearing a dark jacket, is shown from the chest up, looking slightly to the right.


Hey Satish,
how're things?

A man with dark hair and a beard, wearing a light blue shirt, is shown from the chest up, looking slightly to the left.

Exciting! Our
company goals
really energise me.

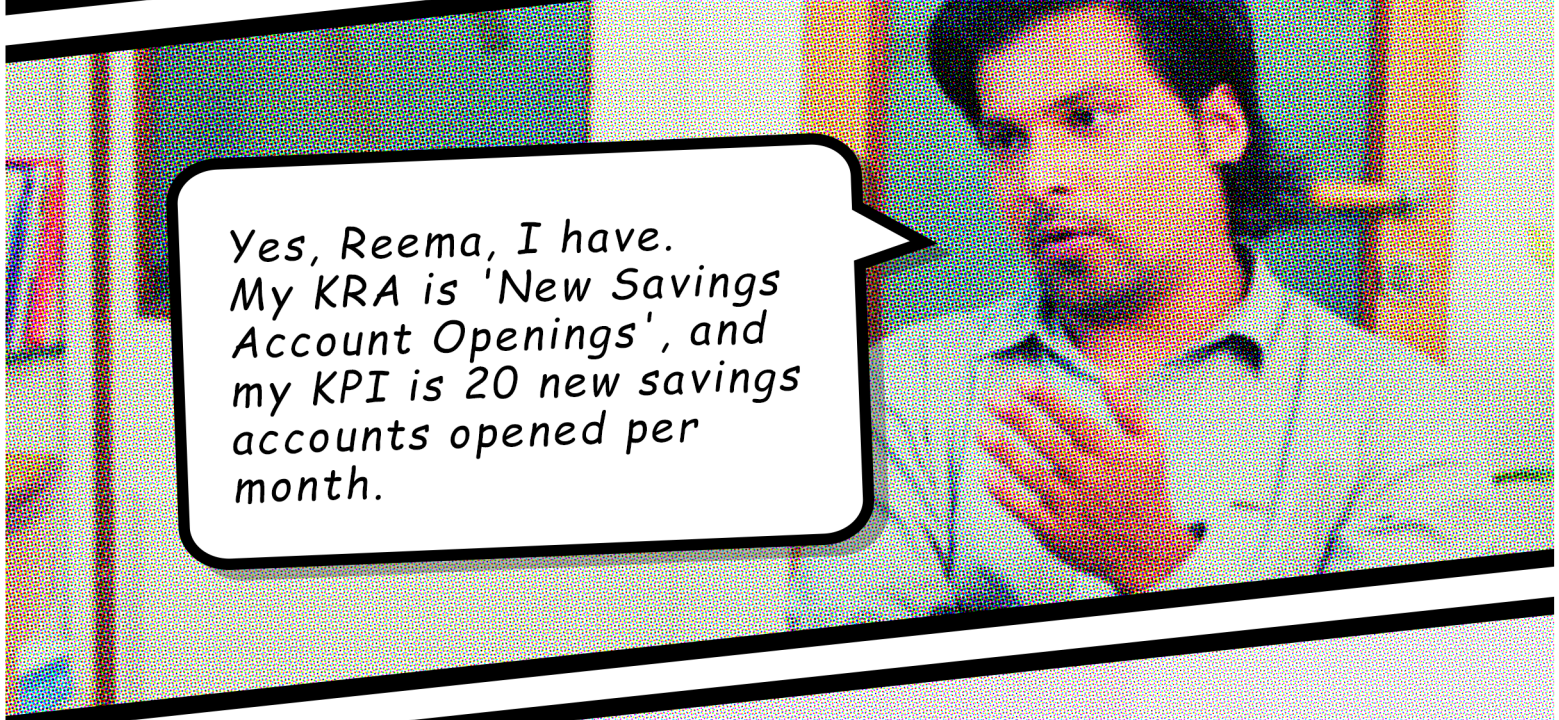
A woman with long dark hair, wearing a dark jacket, is shown from the chest up, looking slightly to the right.

Yes, they are
energising and
inspiring. And
I am glad that
you think
likewise.




Okay, let's move on to discussing your goals and coming up with a detailed plan of action to meet these goals.


You would have studied the KRAs and KPIs I suggested, right?




Yes, Reema, I have. My KRA is 'New Savings Account Openings', and my KPI is 20 new savings accounts opened per month.




That's right. Now, Satish, I set these goals only to get us started with our conversation. We need to both agree to these goals. Do you think these goals are achievable?




They look extremely tough; almost impossible to meet.




I hear you, Satish. However, please help me out here. Why do you think they are almost impossible to meet?




They are four times my last year's goals.




I agree, they are. However, why might that be impossible?

A man with dark hair, wearing a light blue button-down shirt, is shown from the chest up. He has a thoughtful expression, looking slightly to his left. The background is a blurred indoor setting with a bookshelf and a plant.


How will I achieve four times the number of goals as last time?

A woman with long, dark hair is shown from the chest up. She is wearing a dark, possibly black, top. She appears to be speaking or listening intently, looking towards the right side of the frame.


It's a valid question, Satish. However, if we can develop a concrete and practical plan of action to help you achieve these goals, would you be okay with these goals?

The same man from the first panel is shown again, wearing the same light blue shirt. He is now gesturing with his right hand, palm up, as if explaining something. His expression is more engaged.

Yes, I would be if the plan is practical and will lead me to these goals.

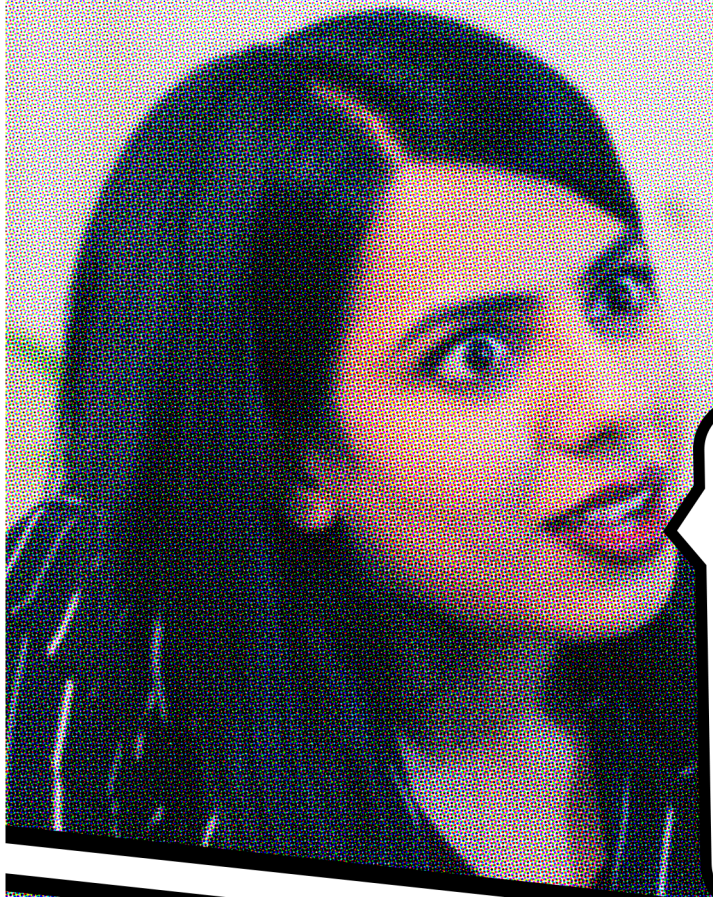


Great. I'm happy that you are open to this. Now, you do remember why the organisation has set itself these ambitious goals, right?



Yes, I remember the points you shared in your presentation.

Satish recaps the "why" behind the organisation's goals.

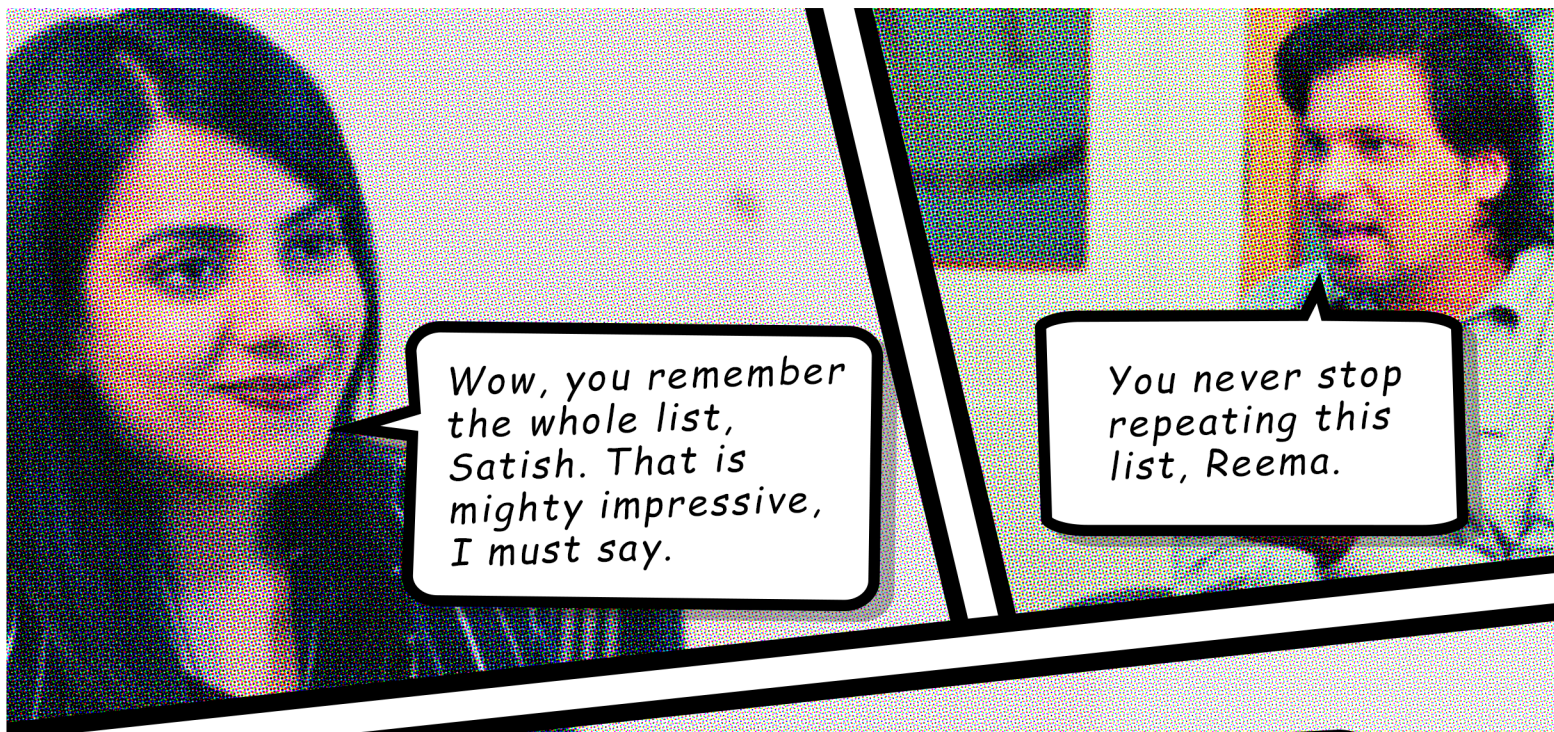


I'm happy you remember the "why" behind our goals. The next obvious step would be to identify the "how" behind the goals. As in, let's jointly create a practical action plan to help you meet these goals. So, tell me, what factors will help you meet your sales goals?



I remember this from our previous goal-setting meetings:

1. The number of leads that I am working with
2. The number of new sales suspects I reach out to everyday
3. The number of existing prospects from my CRM I advance my sales with
4. My product and process knowledge
5. My selling skills, including my rapport building, probing to identify potential pain points and needs, product presentation skills using the FAB model, objection handling, negotiation and sales closing skills



Wow, you remember the whole list, Satish. That is mighty impressive, I must say.

You never stop repeating this list, Reema.



Yes, now if we can create a plan of action to meet each of these elements, will it help you meet your goals?



Yes, definitely

Let's get started then.

Satish and Reema jointly create an action plan to help address the identified factors that will help Satish meet his goals.


This includes:

1. The desired daily milestones he must meet (daily calls, etc.)
2. Other actions he must take (using the CRM diligently, etc.)
3. A training plan to allow him to acquire the knowledge and skills he needs to meet his new goals


"Does that look like a doable plan, Satish?"

"Certainly does, Reema. If I can implement this plan, then it looks like I will meet my goals."


Yes, I am confident you will. Now, let's look at a few milestones. In other words, the short-term timelines that will help you meet your quarterly and annual goals. Let's break this down into weekly milestones. What say?

A woman with long dark hair, wearing a dark jacket, is looking towards the right.

Any questions
about your
milestones?

A man with dark hair, wearing a light blue shirt, is looking towards the left.

No, they
are clear.

A woman with long dark hair, wearing a dark jacket, is smiling and looking towards the right.

Lastly, I want us to
identify the people
you have for help if
you ever need any and
since you report
directly to me, how
often we will meet to
review your goals.

A man with dark hair, wearing a light blue shirt, is looking down.

Sure.

*And that is
how Reema
empowered
Satish to meet
his stringent goals.*

*Remember,
4Ws + 1H =
Effective
Goal Setting*



CitrusLearning Systems