

3

MODULE

Goal Setting

Cascading Goals

DISCUSSION STRATEGIES

Go to page 68.

Step 1

Get started



- A** Refresh your memory! Watch the *What You'll Learn* video.
- B** Look at the photo. Is it related to the idea of cascading goals? Why or why not? How is it related to cascading goals? Why are cascading goals good for everyone in the company?
- C** Check your understanding. Go to page 56.



Step ② Tell your story



A THINK In your online course, you thought about the importance of cascading goals. Did you know what your employer's goals were? If so, how did you know? Were those goals met? If not, how did not knowing your employer's goals impact you? Listen to the example.

B PAIRS Discuss your story.

C SHARE Tell your story to the class.

Step ③ Take away

A PAIRS Use your notes from the online module. Complete the chart with words from the box.

achieve alignment conflicting method misunderstandings
performance review reward track time-consuming transparency

SETTING CASCADING GOALS

Purpose:

- To create ¹_____ between the company's strategy and the work at every part of the business.

Benefits:

- Provides ²_____ about company strategy.
- Makes clear what the company aims to ³_____.
- Makes it easier to ⁴_____ objectives and ⁵_____ progress.
- Generates greater levels of effort and ⁶_____.

Pitfalls:

- Process could be slow, ⁷_____, or bureaucratic.
- Poor communication or vague goals can result in ⁸_____, misalignment of objectives, ⁹_____ goals, duplication of work, and inefficiencies.

Tips:

- Use of the SMART ¹⁰_____ to set goals.
- Provide necessary support or resources, ¹¹_____ the achievements.

B SHARE Compare your answers with the class.

Step 4 Activate your knowledge

A GROUPS Imagine that you are executives at Novel-Tee, a company that sells graphic T-shirts. You have decided to use a cascading goal framework throughout your organization. Look at the chart below. Discuss how each business level aligns with the business strategy. Take notes in the chart.



Novel-Tee Business Strategy: Increase T-shirt sales in existing markets by 30% by the end of the year.

Business level	Goals	Alignment
Department: Product design	Produce 20 new T-shirt designs in each of five key markets for a total of 100 new designs by the end of year.	_____ _____
Team: Souvenirs	Produce 5 new souvenir T-shirt designs each quarter for popular tourist destinations, for a total of 20 new designs by the end of the year.	_____ _____
Individual: Designer	In the next three months, produce 3-5 new designs for souvenir T-shirts for adults visiting Bogotá.	_____ _____

B GROUPS Make a plan for putting cascading goals into practice. Think about how you will avoid common pitfalls. Use the questions below to guide your discussion.

1. How will you ensure that goals filter down to every level of the business?

2. How will you communicate with different business levels?

3. How will you ensure that the process is quick and flexible?

4. How will you ensure that employees remain motivated and engaged?

5. How will you monitor the performance of the employees and teams?

C SHARE Share your plan with the class.

Step ⑤ Project

A PAIRS In your online course, you created an imaginary scenario where you set a cascading goal. Tell your partner about it. Read the example.

The cascading goal I set for the company I'd like to work for is to attract 10,000 visitors to a website that promotes a new product over the next three months. I would announce the goal in a meeting with the middle management team. Each department would think of strategies to help achieve it. For instance, the marketing team might decide to have a big email campaign to reach out to our old customers. The sales team might suggest offering discounts to get the attention of new customers. The production team might devise a short YouTube video about the product that would redirect viewers to the website. Supervisors would check each team's progress and monitor results weekly and then report to their managers.

B SHARE Share your scenario with the class.

Step ⑥ Talk!

PAIRS Read these facts about companies that use the cascading goals strategy. Then discuss the questions.

30% higher levels of innovation



40% higher levels of employee retention



73% communicate goals more formally



73% of employees feel more engaged



- How might cascading goals contribute to innovation?
- Why do you think employees are more likely to continue working for companies with cascading goals?
- What are the different ways that companies might formally communicate their goals?
- Are you surprised by how many employees feel more engaged by cascading goals? Why or why not?

Step ⑦ Going forward



A PAIRS In your online course, you reflected on how you could improve your skills in setting effective cascading goals after studying more about it. Discuss. Listen to the example.

B SHARE Present your ideas to the class.



VOCABULARY PRACTICE

Go to page 76.



I can explain the benefits of cascading a company's strategic goals.



Check your understanding 3

**REFRESH
YOUR
MEMORY!**

Review the Online Course material in your Resources.

Choose the best answers. More than one answer may be correct in some items.

- 1** Cascading goals can best be described as ____.
 - a** a way of planning a company's short-term strategies
 - b** a way of creating good teamwork in different departments
 - c** a way of communicating goals across all levels of the organization
- 2** When a company has cascading goals, every level of the company has goals that ____.
 - a** are directly related to the company's overall business strategy
 - b** are specifically written for them by the top level of management
 - c** allow them to determine their own priorities
- 3** What are the benefits of cascading goals?
 - a** They allow workers some creativity in coming up with their own objectives.
 - b** They provide clarity and direction and allow people to feel like they are contributing.
 - c** They help teams communicate more clearly with each other.
- 4** What are some reasons cascading goals might fail?
 - a** The company has not communicated the goals clearly.
 - b** The process goes too quickly before everyone has a chance to give input.
 - c** The company is large and it takes too long for the goals to reach all departments.
- 5** In order to create success with cascading goals, it is important to ____.
 - a** communicate clear goals written in the SMART format
 - b** have regular meetings to discuss progress and reward achievements
 - c** give workers complete independence as they work toward their goals
- 6** A company that designs small home appliances wants to increase its profits by 20% over the next year. To help ensure that they reach this goal, the company leadership can ____.
 - a** email the entire company to tell them the goal
 - b** invite employees to offer suggestions for achieving the goal
 - c** meet with department heads to create plans for communicating and implementing the goal at each level
- 7** Fernando supervises administrative staff at a hospital. One of the hospital's goals this year is to improve communication among medical teams. Fernando used this information to create smaller goals. He then wrote these goals down and sent the list to his team. In what ways did Fernando successfully use the concept of cascading goals?
 - a** He broke down the larger goal into smaller, related goals.
 - b** He clearly communicated how individual goals aligned to the larger hospital goal.
 - c** He motivated his workers by making them feel part of a shared vision.
- 8** The leadership of a large company introduced their new 10-year vision at a recent company-wide meeting. To make sure that employees know specifically how to contribute toward these goals, the leadership can ____.
 - a** send out an email reminding people of the new company goals
 - b** train department heads in setting aligned goals for their departments
 - c** set specific SMART goals for each person in the company
- 9** Peter is the CEO of a chain of restaurants. He wants to expand the restaurant's vegetarian selections to appeal to a broader population and increase profits. To make sure he can reach this goal, Peter decides to cascade the goals to the wider organization. First, he should ____.
 - a** meet with the franchise managers as a group to discuss the goal and how to implement it within their business locations
 - b** tell the franchise managers to start advertising that they are a vegetarian-friendly restaurant
 - c** email the chefs and tell them to come up with some new menu ideas
- 10** Felix manages a team of software developers at a large company. He has worked with his team to create a set of goals that align with the company's overall goal. However, he has noticed that some of the employees don't seem to be making much progress toward their goals. Felix can improve this situation by ____.
 - a** sending out an email with another overview of the company goals
 - b** asking workers to put in extra time to make sure they can make progress
 - c** scheduling regular meetings to make sure employees have what they need and know how to achieve their goals