

EXAMPLES OF WRITING PERFORMANCE GOALS CAPABILITY MODEL

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Important Reminders:

- The performance goals outlined below are just examples to use as a guide.
- The goals are written generically, and please tailor them to fit your specific developmental situations.
- We encourage you to have a conversation with your team based on organizational performance and growth needs.

INCLUSION: Acknowledging and showing appreciation for the individual differences, contributions, and talents of all team members, and strengthening employee confidence in their abilities.

Examples of Performance Goals:

- Speak up about diversity and inclusion concerns and bring awareness to positive, inclusive actions.
- Acknowledge who is in the room, who is missing from the conversation and take steps to include other voices.
- In your supervisory role, encourage everyone to share ideas during meetings and take steps to manage dominant voices to allow other voices to be heard.

COURAGE: Willingness to navigate uncomfortable situations, adhere to vision and values, take action and initiative on new ideas, and question assumptions and processes to improve outcomes.

Examples of Performance Goals:

- When sharing constructive criticism about organizational practices, bring 2-3 solutions to address those concerns.
- Receive feedback constructively and actively engage in conversations about solutions. Embrace and support organizational change even when it's uncomfortable for you (I.e., we have always done it this way).

CUSTOMER ENGAGEMENT: Cultivating positive relationships with internal and external customers by proactively seeking customized solutions to increase satisfaction and build rapport.

Examples of Performance Goals:

- Start the conversation with what we are able to do instead of what we cannot do.
- Manage negative tone and body language when interacting with customers; customer requests are not an interruption.
- Explain to customers the reasoning and rationale behind decisions.
- Acknowledge customer concerns and feelings.

COMMUNICATION: Expressing thoughts, ideas, and information effectively.

Examples of Performance Goals:

- **Adjust communication style for situation, audience, setting and timing.**
- **Take active steps to address and resolve conflict including getting supervisory guidance, seeking resources and classes.**
- **Share written communication with two approved people before sending to customers.**

LEADING SELF

- **Decisiveness**
- **Functional Expertise**
- **Personal Accountability**
- **Critical Thinking**

Examples of Performance Goals:

- **Decisiveness: Make decisions confidently, firmly, and effectively when managing complex projects with multiple stakeholders.**
- **Personal Accountability: Follow through on committed deadlines.**
- **Critical Thinking: After collecting information, critically assess and analyze the data for organizational needs.**

LEADING OTHERS

- **Relationship Management**
- **Well-Being**
- **Collaboration**
- **Value & Develop Others**

Examples of Performance Goals:

- **Relationship Management: Consider the impact of your decisions and actions on others.**
- **Well-Being: Proactively communicate about wellness resources and be open to adjusted schedules while meeting team needs.**
- **Collaboration: Demonstrate willingness to actively include colleagues' thoughts and ideas on your projects.**

LEADING THE ORGANIZATION

- **Organizational Awareness**
- **Innovation**
- **Agility**
- **Cultural Awareness**

Examples of Performance Goals:

- **Organizational Awareness:** When assigned a project, prioritize building relationships and understanding the needs of multiple stakeholders.
- **Innovation:** Continue to offer fresh ideas that anticipate upcoming trends.
- **Agility:** Reframe consistently negative comments around organizational changes and the pace of those changes.
- **Cultural Awareness:** Continue to be respectful when discussing different perspectives, choices, and cultures of customers with team members.