Finding the Finish Line
Setting goals and reaching them
Hello!

We are Allison Flick & Michael Stuart

Just a couple of nerds from UC San Diego Library.

You can find us at aflick@ucsd.edu & mstuart@ucsd.edu
Allison’s big goal

Let’s take a trip back to 2015...
Operation: Folly

Wherein our hero foolishly thinks she can empty an entire basement in 2 days.
CLEAN ALL THE THINGS!
clean all the things?
So what **went wrong?**
Why are we here today?

- Background and context
- Support and sponsors
- The role of a supervisor
- Finding motivation
- Creating effective goals
Background & Context

Why we need goals and their role in our success
Why does it take you so long to achieve anything?
**Interest**

(n.) the state of wanting to know or learn something.
(adj.) to excite curiosity or attention (of someone)

**Intent**

(n.) intention or purpose
(adj.) resolved or determined to do something
You need clear **intention** to have a quality **outcome**
Goal setting bridges the divide between intention and outcome
Alignment of goals

- Personal
- Department
- Organization
Goals and practice have different horizons

**Micro**
Spending 15 minutes a day reading a professional publication or journal.

**Macro**
Thinking 4 levels down the line to attain a CIO position at a university.
What got you here, may not get you there.
**Fixed Mindset**
- Characteristics:
  - Skills are born
  - You can’t learn & grow
  - Performance & outcomes
  - Not looking bad

**Growth Mindset**
- Characteristics:
  - Skills are built
  - You can learn & grow
  - The process
  - Getting better

**Keys to Growth**
- Effort:
  - Not necessary
  - Not useful
- Challenges:
  - Back down & avoid
  - Frame as a threat
- Mistakes:
  - Hate them & get discouraged
  - Try to avoid making them
- Feedback:
  - Not helpful
  - Get defensive & take personally

- Useful:
  - Will lead to growth
  - Embrace & persevere
  - Frame as an opportunity
  - Use them to learn
  - Treat them as opportunities
  - Useful information
  - Appreciate it & use it to grow
Feedback loops are critical
Support and Sponsors

Harness the power of people to help you reach your goals
Goal setting really starts with the individual, no one can do it for you, but there are plenty of people who can help.
We all need a collection of trusted advisors

A dynamic community of people we can rely upon for honest feedback, advice, learning, and listening.
Frodo, alone?

We rarely every accomplish our goals without help of others
What does your trusted circle look like?

Any group, person, organization supporting your goals

- Peers
- Supervisor
- Advocacy Group
- Mentor
What is true trust?

Deep levels of trust and authenticity are critical for trusted advisors.
How much **psychological safety** does your **trusted circle** provide?

Any group, person, organization supporting your goals

- Peers
- Mentor
- Supervisor
- Advocacy Group
Tips on building trusted circles

◉ Start local: the opportunities are there
  ○ Your Team, Department, Campus, Community

◉ Be open and remember it's ok to be vulnerable

◉ Embrace opportunities for micro mentorship
  ○ You might also be able to help someone in your situation, so keep an eye out

◉ Think about the context/horizons
  ○ Immediate project/skill, outcome, facilitation
Are you a supervisor?

The critical role a supervisor plays
Focal points for **supervisors**

- Pay it forward
- Carve out time for people
  - Not just for day-to-day, but for goals (long & short)
- Are you asking good questions?
  - Reflection, illumination, true understanding
- Do you have the resources? Need more?
  - There are plenty and it’s your job to look for them!
- Talk with other supervisors
Be careful you aren’t too ambitious with organizational goal setting
We all remember how THOSE goals worked out...
The most important thing you can do is listen and enable

Give Air time
Even making time, doesn’t mean our employees always have the “air time” in meetings to talk. Make sure to allow plenty of time for them to share.

Be Curious
Allow for curiosity and exploration in the conversation. This is the time for you to understand the context and motivation of employee goals.

Seek a Deeper Understanding
Asking open-ended questions with less precise (e.g., one word) answers can help open the floor for someone to expand/share more.
How can we help prepare our staff for a goal conversation and what does it even sound like?
Hi Allison! Fantastic job getting that crazy deployment taken care of. I know you have a ton on your plate, but let’s talk next week about that super innovative idea you had...that is such a great goal! I’d really like to help...

Hi Michael! I would love to have a one-on-one next week. I’ve been thinking about where I would like my career to go in the future and would really benefit from creating a goal setting plan together.
What if I don’t know where to start?

You are not alone and there are plenty of tools to get started
Tips for finding direction

- Follow curiosity and intrigue
- Find opportunities for exposure & exploration
- Think in shorter horizons (week, month, year)
- Explore your strengths: CliftonStrengths
  - Connect what you are passionate about with a strength or development opportunity
- Broaden your base: try something totally new
S.M.A.R.T. Goals

- **Specific**
- **Measureable**
- **Action-oriented**
- **Realistic**
- **Timed**
Tips for gaining and keeping momentum

◉ Key is accountability (for yourself)
◉ Are you internally or externally motivated?
◉ **Write down your goals** and make them visible
  ○ Review regularly!
◉ Follow through with a buddy or group
◉ Simply talking about your goals
Let’s get to it!

A practical exercise for setting goals
Building a goal

BUILD

TO

YOUR

WAYS

GOAL

GOAL
Time to share

Please be respectful of others and help them on their journey
Thanks!

Any questions?

You can find us at

- Allison Flick | aflick@ucsd.edu
- Michael Stuart | mstuart@ucsd.edu