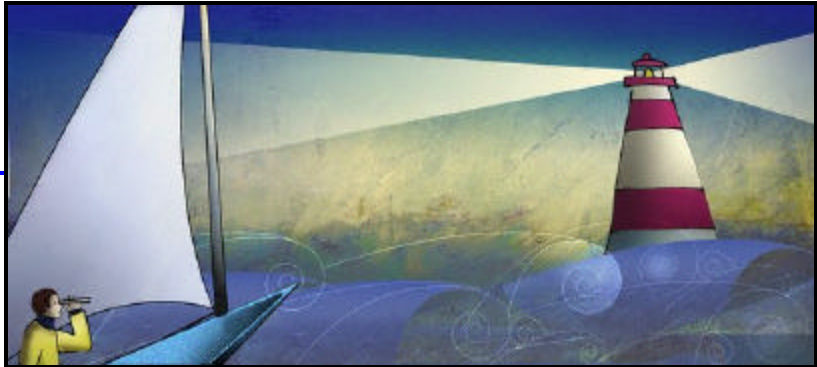


Advantages of Cascaded and Integrated Goal Setting



After years of setting goals with non-measurable results, the management team of a progressive S.E. Texas company decided to significantly improve their annual goal setting process. P Squared Consulting was called in to assist with the process of designing a direct line of sight, cascaded goal setting methodology.

Establishing the corporate goals as the “lighthouse”, each Natural Work Team (teams that are naturally formed due to job responsibilities, e.g. accounting, purchasing, manufacturing, etc.) within the company became the “ships” guided into port by the corporate lighthouse. That provided a “Direct Line of Sight” for the ships to set team goals that would guide them to the lighthouse or corporate goals.

The goal setting process continued with each natural work team gaining agreement and consensus that their department goals were congruent with where the company was going – their courses were set.

After a refresher course in individual goal setting, both personally and professionally, the next step guided each employee in setting individual goals that were aligned with their natural work team objectives – they knew the role they had onboard their ship.

Although the process could have stopped there, the teams went one step further. Each team was brought back together to talk over their individual goals and ensure that they were non-conflicting and mutually supportive, making any necessary course corrections.

This process resulted in assuring the corporate goals were cascaded top-down and personal goals were aligned bottom-up – and all ships were headed toward the lighthouse at full speed. The power of this method is the passion and energy created in each individual as they knew that their goals were directly integrated with the direction of the company. They knew their individual success and the success of their natural work team all contributed to the success of the company.

One employee was quoted, ***"I've worked here for 22 years and this is the first time I have ever felt like my personal goals will really make a difference to the company. I finally know how I fit in and the importance of my job."***