

Goal Setting – Part 3 of 3 – New Year, New Goals – Building collaboration and engagement with goal transparency

So you've created great goals with pathways to achieve them for 2016 for all of your team members. You've also accounted for potential unexpected VUCA (Volatile, Uncertain, Complex, Ambiguous) events that your team members may or may not experience during the course of your company's fiscal year. What else will help you achieve success through the enhanced performance of your team members? One method is ensuring there is an element of transparency for the goals that were set. Goal transparency can be interpreted a few different ways and should be applied depending on the readiness and culture of your organization. When it comes to goal transparency, at the very least, all employees should know what the overarching company goals are and how their individual goals link or align to the company goals. Additionally, employees should have "view" of their manager's goals that are in direct alignment of their own. Typically in organizations, managers have view to the goals of their direct reports, but often times, the opposite direction is overlooked. When managers share their relevant goals with their employees and provide updates on their own progress, it can create a greater sense of purpose, meaning and engagement in the day to day activities of the employee in working toward the achievement of common goals. Another approach to goal transparency is complete organizational view of goals, meaning that goals are shared and viewed across the company providing line of sight for all. This approach of total transparency is increasing in popularity for a variety of reasons:

1. It will open up the lines of communication for peers to hear what their team members are accomplishing and help them support one another.
2. It creates collaboration by enabling employees of varying levels and tenure to see links or alignment in goals and connects them in working toward the same end result(s).

3. It can help keep employees authentic about their own performance and development. For instance, transparency can encourage team members to maintain a record of events that may either inflate or detract from their actual results and seek out development needs if they are falling short in their goal achievement.
4. It provides transparency into and reinforces what is most important to the company.
5. It ensures consistency in goal setting and progress tracking practices across the entire organization.

In the end, you are managing performance to improve your business results, and setting goals and checking in on them regularly should be your roadmap to success. Goal transparency can serve to build a culture of *true* performance throughout your organization by enabling employees to empower and support one another and work collaboratively toward common achievements.

How transparent are the goals in your organization and what is the impact? Share your experiences with us, we'd love to hear from you!