

3. If you want your team's commitment, plan goals with them rather than for them.



You're measured by the results you achieve through others, not just the results you achieve on your own.

When it comes to setting up their teams to get results, the common mindset of many leaders is, "I tell team members what to do and how to do it." But when we have this mindset, communication is tactical and directive, and we focus on controlling people rather than empowering them. These behaviors limit our results.

The effective mindset is, "I help team members get clear about the 'why' behind the 'what' and support them in the 'how.'" Leaders help their teams become invested in decisions, take ownership, and know exactly how their work contributes to the overall mission of the team, division, and organization.

Insight Exercise

You can achieve only a few goals with excellence. The more goals you have, the less chance you have of achieving any of them.

- Meet with your team to brainstorm your priorities. You might come to the meeting with two or three proposed goals you believe should be considered.
- After you've narrowed your focus to two or three initiatives as a team, formulate the goals in terms of desired results, using the following formula:

" [Verb] [What you want to make progress on] From X to Y by When."

Examples:

- Increase customer-satisfaction scores from 88% to 90% by January 31.
- Reduce project timelines from 48 to 38 days by the end of the fiscal year.
- Cut costs from \$1.4 to \$1.2 million by the end of the quarter.