

Finding the Finish Line

Setting goals and reaching them





Geisel Library

Hello!

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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

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1

Background & Context

Why we need goals and their role in our success

Why does it take you so long to achieve anything?





Interest vs. Intent

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**

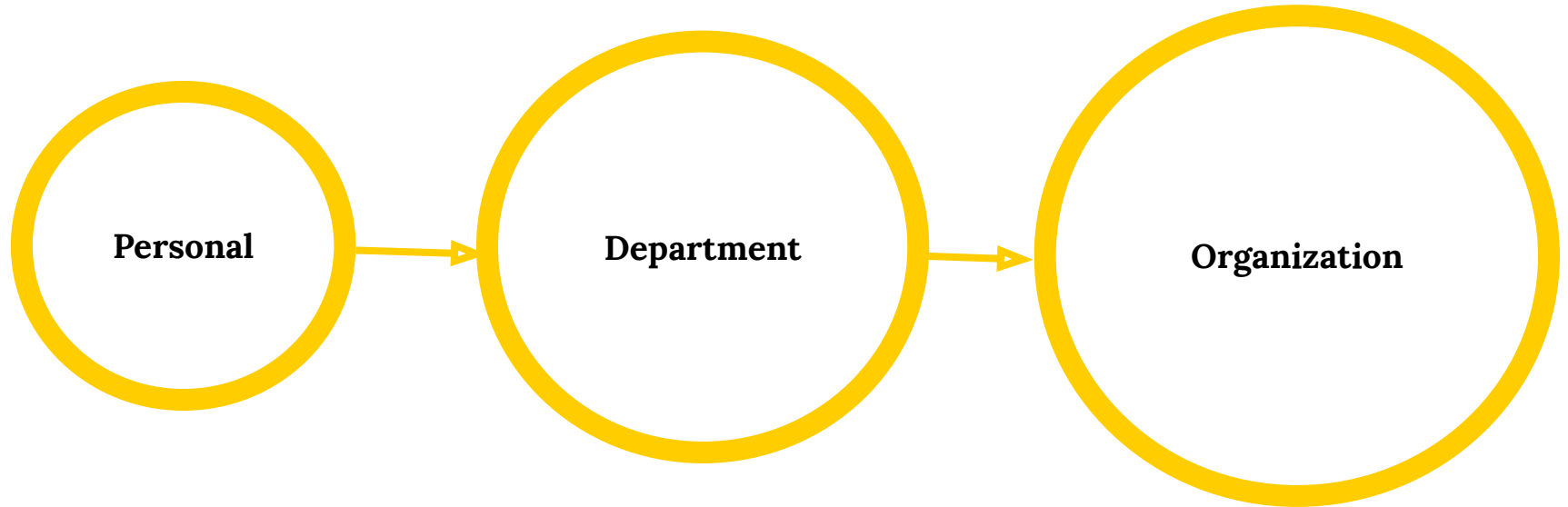


**Goal setting bridges the divide
between intention and outcome**





Alignment of goals





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

MINDSET

CHARACTERISTICS

GROWTH MINDSET

SKILLS ARE BORN
YOU CAN'T LEARN & GROW

BELIEFS

SKILLS ARE BUILT
YOU CAN LEARN & GROW

PERFORMANCE & OUTCOMES
NOT LOOKING BAD

FOCUS

THE PROCESS
GETTING BETTER

KEYS TO GROWTH

NOT NECESSARY
NOT USEFUL



EFFORT

USEFUL
WILL LEAD TO GROWTH

BACK DOWN & AVOID
FRAME AS A THREAT



CHALLENGES

EMBRACE & PERSEVERE
FRAME AS AN OPPORTUNITY

HATE THEM & GET DISCOURAGED
TRY TO AVOID MAKING THEM



MISTAKES

USE THEM TO LEARN
TREAT THEM AS OPPORTUNITIES

NOT HELPFUL
GET DEFENSIVE & TAKE PERSONALLY



FEEDBACK

USEFUL INFORMATION
APPRECIATE IT & USE IT TO GROW



Feedback loops are critical



2

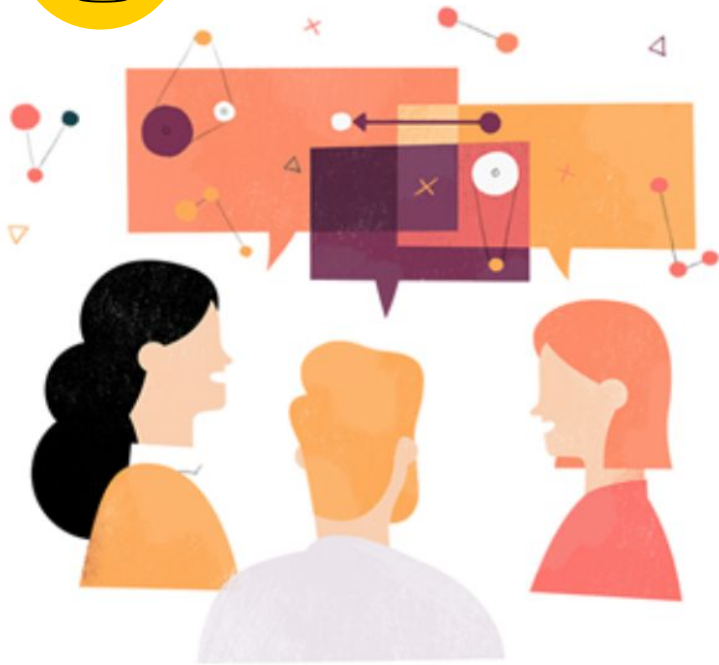
Support and Sponsors

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.



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We all need a collection of **trusted advisors**

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



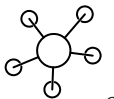
Frodo, alone?

We rarely every accomplish our goals without help of others





What does your **trusted circle** look like?



WHAT'S THE DIFF?

Trust and Psychological Safety

Psychological safety is the belief that your environment is safe for interpersonal risk-taking. It's similar, but slightly different from, trust.

TRUST

Will **YOU** give others the benefit of the doubt when you take a risk?



"Bob is probably going to freak out if I disagree with him."

PSYCHOLOGICAL SAFETY

Will **OTHERS** give you the benefit of the doubt when you take a risk?



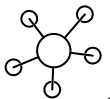
"My team expects me to speak up. It's how we do things."

What is true trust?

Deep levels of trust and authenticity are critical for trusted advisors.



How much **psychological safety** does your **trusted circle** provide?





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

3

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?



“



Starting a conversation: What does that sound like?

Supervisor

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...

Employee

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

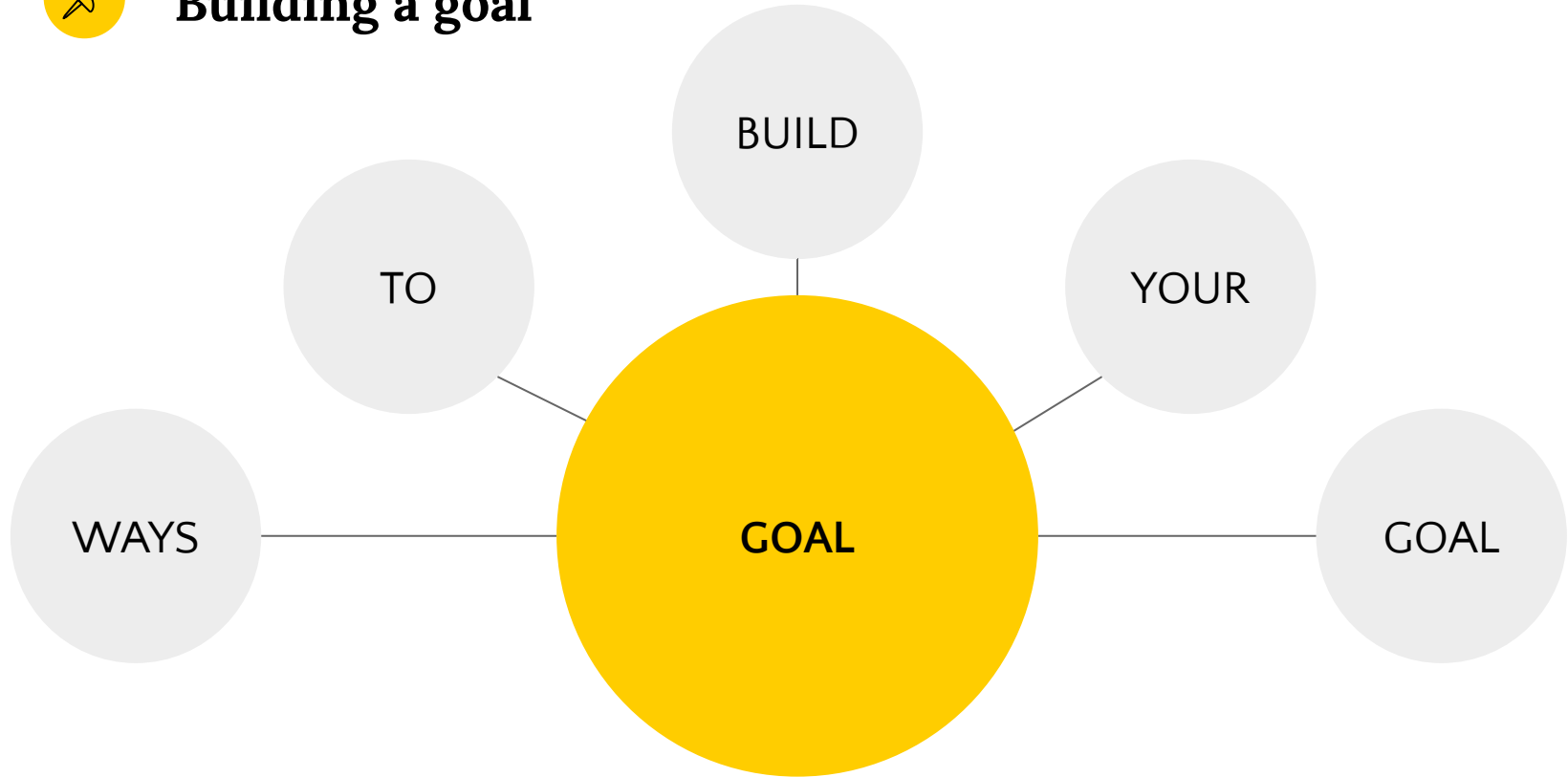


Let's get to it!

A practical exercise for setting goals



Building a goal





Time to share

Please be respectful of others and help them on their journey



Thanks!

Any **questions** ?

You can find us at

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