

## PRINCIPAL/VICE-PRINCIPAL PERFORMANCE APPRAISAL

### Setting Goals

**Specific** – A specific goal has a much greater chance of being accomplished than a general goal.

To set a specific goal you must answer the six “W” questions:

- **Who?** – Who is involved?
- **Where?** – Identify a location.
- **What?** – What do I want to accomplish?
- **When?** – Establish a time frame.
- **Which?** – Identify requirements and constraints.
- **Why?** – Specific reasons, purpose, or benefits of accomplishing the goal.

**Measurable** – Establish concrete criteria for measuring progress towards the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to the continued effort required to reach your goal.

To determine if your goal is measurable, ask questions such as: How much? How many? How will I know when it is accomplished?

**Attainable** – When you identify the goals that are most important to you, you begin to consider the things you need to do make them come true. You develop the attitudes, abilities, and skills needed to reach them. You begin to see previously overlooked opportunities to bring yourself closer to the achievement of your goals.

You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them. When you list your goals, you build your self-image. You see yourself as worthy of these goals and develop the traits and personality that allow you to possess them.

**Realistic** – To be realistic, a goal must represent an objective towards which you are both willing and able to work. A goal can be both high and realistic; you are the only one who can decide just how high your goal should be. However, be sure that every goal represents substantial progress. A high goal is often easier to reach than a lesser one because it has a greater motivational force. Some of the hardest jobs you ever accomplished actually seem easy simply because they were a labour of love.

Your goal is probably realistic if you truly believe that it can be accomplished. Another way to know if your goal is realistic is to determine if you have accomplished anything similar in the past or to ask yourself what conditions would have to exist to accomplish this goal.

**Timely** – A goal should be grounded within a time frame. With no time frame tied to it, there's no sense of urgency. If you want to lose ten pounds, it will not work to say "some day". However, if you anchor the goal within a time frame, such as "by May 1st", then you have set your unconscious mind into motion to begin working on the goal.

**T** can also stand for *Tangible* – A goal is tangible when you can experience it with one of the senses, that is, taste, touch, smell, sight, or hearing. When your goal is tangible, you have a better chance of making it specific and measurable and, thus, attainable.

**Source:** Adapted, with permission, from *Creating S.M.A.R.T. Goals*, [www.topachievement.com/smart.html](http://www.topachievement.com/smart.html) (accessed June 10, 2010).