



SMART Objectives

A Tool for Identifying Strategic
and Project Goals

By Don Ardiel





Lesson Summary

- In this presentation, we will discuss:
 - The importance of establishing objectives to frame a project's purpose
 - The potential for conflicts in establishing objectives
 - “Management by Objective”
 - How to establish objectives, for both organization and project.







Objectives

- One project – minimum of one objective
- Objectives must be made known to all project participants
- If not communicated clearly, different levels of the organization(s) may have different interpretations



Types of Objectives

- Process Objectives
- Impact Objectives
- Outcome Objectives

Transamerica Tower,
San Francisco





Types of Objectives

- Process Objectives
 - How our process will work?
 - What are the deadlines?
 - Who will do the work?
- Impact Objectives
 - What will be changed?
- Outcome Objectives
 - What could be the impact of the change?





Management by Objective

- Effective project/functional communications
- Proactive rather than reactive management
- Results oriented emphasizing accomplishment
- Focused on change to improve individual and organizational effectiveness





Aligning Project and Organizational Goals

- Systems approach to planning and obtaining results
- Meeting individual AND project needs
- Method of clarifying what each individual and organizational unit contributes to the project.





Why Project Objectives?

- If you do not have objectives, how do you know you are on course?
- Without objectives, how do you measure results against expectations?
- Determine individual goals that will provide maximum effectiveness of the whole team.





State Project Objectives or Goals

S	Specific
M	Measurable
A	Achievable (sometimes Assignable)
R	Realistic (sometimes Relevant)
T	Time Related





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T	Time Related
I	Involve the appropriate team members
E	Environmentally safe and acceptable
S	Success-oriented





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