



**HR Outcomes Insights Playbook:
Increase Performance by
Focusing on Goals**

Understanding the Theme: Goals

Goals are specific, measurable, achievable, relevant, and time-bound objectives that individuals or teams set to drive themselves towards desired outcomes. They provide direction, focus, and a sense of purpose, ensuring that efforts are channeled productively.



The Connection Between Goals and Performance

- 1** Direction and Focus: Clear goals guide employees on what they should focus their time and energy on, reducing wasted efforts on non-priorities.
- 2** Motivation: Achieving established goals provides a sense of accomplishment, propelling employees to tackle bigger challenges.
- 3** Alignment with Company Mission: When individual goals are aligned with the company's business objectives, employees see the bigger picture and understand their impact on the broader mission.



How to Measure Impact

Insights highlight these themes on your HR Outcomes Dashboard to show you areas in your organization that are low in specific drivers or manager competencies.

Using this as a baseline, the next time an Engagement Survey with Drivers, Manager Effectiveness Survey, or Manager Effectiveness Review goes out, you can observe whether the actions you're taking have moved the needle.





Getting Executive Buy-in

For executive leaders, understanding the financial and strategic implications of setting, supporting, and hitting goals, and how HR can make an impact, is crucial.

Direct Impact on Revenue:

Setting and supporting individual goals aligns employee efforts with the company's strategic objectives, ensuring everyone is driving toward common revenue targets. This focused approach accelerates task execution and fosters innovation, leading to increased revenue.

Operational Efficiency and Cost Savings:

Clear goals means teams can focus their efforts on what matters most. This focus can lead to better prioritization and less time wasted on low-priorities and distractions. With clear and impactful goals set, employees are able to do more of what matters with the same amount of time.

Employee Turnover and Recruitment Costs:

According to Gallup, organizations with high employee performance have a 20% reduction in employee turnover.

This is likely because employees who are clear about their goals and how they can contribute to the company's success are often more engaged and fulfilled at work, resulting in lower turnover and acquisition costs.



Recommendations for Taking Action

1 Manager Training

Managers play a pivotal role in setting and supporting **goals** for their teams

Empower your managers with these feedback-focused **Transform Microlearnings**:

- [Influential Leadership: Getting Buy-In](#)
- [Setting Goals that Matter](#)
- [Managing Stress: Feel Better, Make Progress](#)

Best Practices

Encourage managers to apply their learnings in real-time leveraging the 'Apply' section of each microlearning.

2 Weekly 1-on-1s

Prioritize regular 1:1 discussions between managers and direct reports, emphasizing first **goal** setting and then **goal** support.

Best Practices

Managers can foster an open dialogue by preparing talking points in advance about blockers and progress on each employee's top priority goals.

3 Weekly Check-ins

While reviewing weekly check-ins, managers should focus on top priorities and actively comment on any highlighted challenges, providing feedback to clear blockers, guide next steps, and recognize progress on top priority **goals**.

Best Practices

Managers can ask questions like "Of your listed priorities this week, what is most important to help you achieve your top priority goals?" in order to continually draw a focus to goals.

4 Top Priority Objectives

Managers should set a top-priority OKR with each individual on their teams.

Best Practices

Managers should collaborate with each person on their team to create at least one clear objective. It should be clear how each person's objective ties to a high company objective.



Getting Manager Buy-in

Managers greatly benefit from leaning into **goals** with their teams. Goal-focused management enhances team morale, facilitates task prioritization, and promotes personal leadership growth for managers.

When managers embrace a focus on **goals**, they see the following:

Direct Influence on Team Morale:

When a team has clear priorities and is hitting the goals they've set out to hit, this improves team morale and motivation, ultimately improving performance.

Focus and support:

Employees often feel conflicted about how they should spend their time, balancing their own priorities and what's being requested of them by others. When clear goals are established and agreed upon between employees and their managers, employees feel empowered to say "no" or "not right now" to things that don't help them make progress on their goals.

Personal Leadership Growth:

Managers who support their employees on setting and hitting their goals are better equipped to mentor, guide, and inspire their teams, improving their own people leadership skills and spurring career growth.

Recommendations for Manager Engagement

- 1 Communicate early and often:** It's essential for managers to understand that this isn't just another task added to their already full plate. Emphasize the benefits of these actions not just for the organization, but for their teams and their own personal leadership journey.
- 2 Workshop the "Why":** Consider hosting a workshop or discussion session emphasizing the goal of improving performance by focusing manager actions on goals. Highlighting case studies, telling stories that highlight what success looks like, and sharing real team data can make this more relatable.
- 3 Continuous Feedback Loop:** Encourage managers to share their feedback, challenges, and success stories as they embark on taking the recommended actions. This continuous feedback will not only help refine the process, but also emphasize their pivotal role in the initiative



Examples of Actions

Real examples so you can take action within 15Five today.

Check-in Questions

Include questions focused on Goals in upcoming Check-ins. Some examples from 15five's science-backed question bank include the following below. Learn more about adding questions to your check-ins in the [15five Help Center](#).

Do you have clear short term goals? What are they?

If you were not able to complete all of your objectives this week, what prevented this from happening?

What are your top three goals and priorities this quarter? What could happen in the upcoming quarter that would prevent you from hitting those goals? What action could you take to prevent this?

1-on-1 Talking Points

Coach managers to Include talking points focused on goals in upcoming 1:1s. Some examples from 15five's science-backed question bank include the following below. Learn more about adding talking points to your 1:1s in the [15five Help Center](#).



What could happen in the upcoming quarter that would prevent you from hitting your goals?



Are you clear on the company mission and how your work helps push it forward? Are you clear on our overall strategy as a company and how you fit into it? If not, what's not clear?



Do you have the resources, tools and budget you need to achieve your goals? If not, what resources do you need?



Top Priority OKRs

Learn more about 15five's OKR methodology in the [15five Help Center](#). You can leverage this guide to help you get started! [Ultimate OKR Guide For Making OKRs Work At Your Company](#)

Marketing Department

Objective: Improve our brand health in Q3

Key Result: Increase unaided brand awareness from 20% to 35% in Q3

Key Result: Increase the total market perception that our brand is “good value” from 3.5 to 4 in Q3



Sample Communication to Managers

Subject: Let's hit our goals together - we need you!

Dear [Manager's First Name/Team],

Exciting times ahead! As we continually seek ways to maximize our performance, a key theme has emerged for your team: Goals.

As a manager, you're at the heart of this initiative. Here are the actions for you to take over the coming [timeframe] to help set, support, and ultimately hit goals on your team:

1. Engage in Manager training by taking these micro-learning courses: Influential Leadership: Getting Buy-In, Setting Goals That Matter, Managing Stress: Feel Better, Make Progress
2. Set your team's goals: Set at least one (and a max of three) top priority goals for each person on your team.
3. Hold Weekly 1:1s: Dive into goal setting and support in your weekly 1:1s with each member of your team.
4. Review Weekly Check-ins: Recognize progress towards goals and ensure each person has the right priorities in place to help them make progress on their goals when you review their weekly check-ins.

You'll be able to track and complete these actions on your 15five homepage! Embracing this initiative is an opportunity to sculpt our organization's future and underscore your pivotal leadership.

Together, let's turn these actions into impactful outcomes!

Warm regards,
[HR Lead's Name]

