



# MOMENTUM

STRATEGIC PLANNING BUILDING BLOCK 3

## TRUST THE PROCESS GOALS

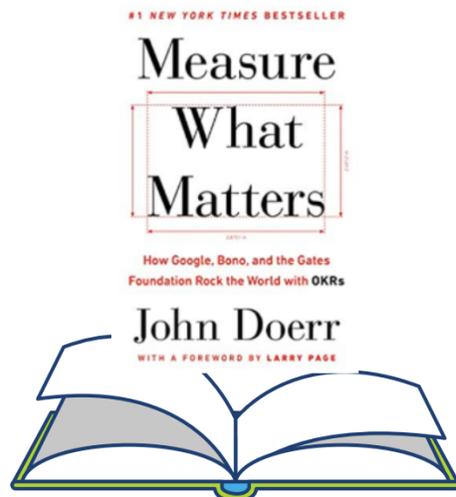
# FOCUS



SPLIT  
PERSPECTIVES



ADDING VALUE  
TO THE PROCESS



*Remember, the inspiration for this series comes from John Doerr's book, Measure What Matters.*



# SPLIT PERSPECTIVES

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"... healthy organizations encourage some goals to emerge from the bottom up."

Over the last few weeks, we've reviewed big picture concepts of building S.M.A.R.T. Objectives for your organization. We touched on the idea of *committed* and *aspirational* objectives, which help frame the boundaries of what *needs* done and what we'd *like to see* accomplished. It is also helpful to consider organizational objectives through the lens of ownership, too.

As an organization, your team will develop objectives that are framed as a big picture perspective, and that perspective will be built out of achieving success with key results. But throughout that process, different parts of the team might also be focused on growing or flexing muscles that don't necessarily fit within the perspective of the overall objectives. **Process goals** allow team members the opportunity to work towards adding value to the achievement of organizational objectives by setting their own goals.

When your staff and key volunteers are able to exercise some autonomy in their work, they are far more likely to think creatively. They will approach their work from a different angle, which will give them a new perspective on the task. As organizational leaders, it's our job to make sure that we're harnessing that power. Shape that lens into **process goals** that help provide some structure, and let individual team member success fill up the meter for organizational success, too.



**Innovation tends to dwell less at the center of an organization and more at its edges.**



# ADDING VALUE TO THE PROCESS

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Once we've infused our organization with the sense of ownership our team needs to work on achieving **process goals**, it is important to take the next step into building a healthy OKR culture: **coordination**. As leaders, it is now time to embrace *macromanagement* and identify how we can create cohesion between individual process goals across the organization to make sure that we're all still moving in the same direction.

We can't have one department full of autonomous, innovative team members shooting off into the ether with their individual focal points, especially if their functional outputs directly impact other areas of our organization. Education relies on MarComm to promote programs, Member Services benefits from an Education department that has popular offerings, and the entire association thrives when there is synergy across efforts. A leader focused on the big picture can provide coordination and direction to process goals because their elevated perspective gives them a chance to identify **dependencies before they become destabilizers**.

When MyFitnessPal was growing into the company we know today, many of their growing pains were due to misaligned efforts within their teams. Once they established better habits of process coordination, their departments became more cohesive. Team members were accountable for their own process goals, and they understood how their work was meant to align with other organizational objectives.



**Every decision we make needs to square with our vision. When we face a trade-off between our customers and a business goal, we align with the customer. When an objective seems out of line with our mantra, it gets extra scrutiny.**

**Mike Lee**

*MyFitnessPal Cofounder and CEO*



# COMING SOON BUILDING MOMENTUM IN STRATEGIC PLANNING



**B4** KEY RESULTS 3/11

**B5** DATA-DRIVEN DECISIONS 3/25

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