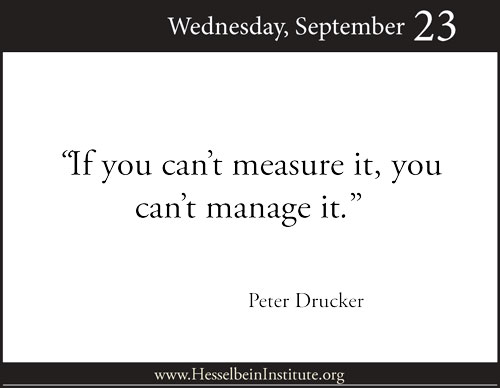
**SAMPLE ONLY**

(not prescriptive for your organization)

**CEO Annual S.M.A.R.T. Goals and Dashboard Report**

(including your organization’s BHAG: Big *HOLY* Audacious Goal)



**Note:** This template was originally presented by John Pearson for a CLA Tele-Seminar,   
“6 Best Practices for More Effective Boards,” on March 27, 2009, hosted by Christian Leadership Alliance.

© Copyright, 2009. John Pearson Associates, Inc. – All rights reserved.

[www.ManagementBuckets.com](http://www.ManagementBuckets.com)

Permission granted to download this template for internal use only.

**Goal Alignment**

**The CEO and the board must agree on the Top-5 SMART Goals!**

Read This True Story From Peter Drucker

By John Pearson

**Peter Drucker** shared a story at a small retreat gathering that I will never forget. He was consulting with a Fortune 500 company CEO. At the end of the morning meeting, he asked the CEO the $64,000 question: “This afternoon, as you know, I’m meeting with your vice president of marketing. What key result must he achieve by the end of this year?”

According to Drucker, the CEO answered immediately. “That’s easy,” the corporate titan responded. “My VP’s key result for this year must be **ABC**.” *(While I was at the five-day retreat when Drucker told this story, I don’t recall the specifics, so we’ll call the goal “ABC.”)*

That afternoon, he met with the VP of marketing and began, “This morning, as you know, I met with your CEO and asked him what key result you must achieve this year.” The VP, like his boss, responded immediately. “That’s a no-brainer. We’ve agreed that the key result for marketing must be **XYZ**!”

Drucker wasn’t surprised and those of us in the room all laughed because we’ve been there. We walk out of staff meetings, strategy meetings and strategic planning retreats and we’re absolutely convinced that the assignments and end results are crystal clear. The target on the wall is “ABC,” but somehow, a vice president hears “XYZ.”

**What’s the solution?** Every team member must put in writing (repeat: put in writing) five to 10 annual Standards of Performance (SOPs) that are reviewed and approved by the team. *For more help, read the Results Bucket, the Strategy Bucket and the Meetings Bucket.*

**For Discussion:**

* What are the Top-5 SMART Goals the board wants the CEO to achieve this year?
* What are the Top-5 SMART Goals each direct report to the CEO must achieve this year?
* Have you used a spiritual discernment process to discern these goals?
* Have all of you signed off on these written goals?
* Do all of you review them monthly, quarterly and annually?

**Write 5 SMART Goals that meet the**

**S.M.A.R.T. test:**

**SPECIFIC: what results will be achieved?**

**MEASURABLE: the exact finish line** (You’ll know when to celebrate because everyone will agree the goal was reached.)

**ACHIEVABLE: no pie-in-the-sky stuff!**

**REALISTIC: rooted in reality and aligned with resources. Does the team agree? Has your spiritual discernment process confirmed this?**

**TIME-RELATED: specific target date**

**Note: for other definitions of “SMART Goals” visit:** [**www.acronymfinder.com**](http://www.acronymfinder.com)

Specific, Measurable, Achievable, Realistic, Timely

Specific, Measurable, Achievable, Relevant, Time-Bound

Specific, Measurable, Actionable, Relevant, and Timely (process metrics)

Specific, Measurable, Appropriate, Realistic, Time-Bound

Specific, Measurable, Attainable, Realistic, Tangible

Specific, Measurable, Attainable, Results-oriented, Time-based

Specific, Motivating, Achievable, Rewarding, and Tactical

**sample template**

**ABC Ministry – 2016 Monthly CEO Dashboard Report**

**Annual TOP-5 SMART GOALS for Jane Doe**

*Monthly Update to be submitted to Board of Directors by the 15th of each month.*

|  |  |  |
| --- | --- | --- |
| **FY2016 - 3 Months**  **January 1 – March 31, 2016**  *Updated on April 15, 2016 by Jane Doe* | **Target**  **Date** | **Monthly Update**  **3-Month Report**  **Ending 3/31/2016** |
| **1. Revenue and Expenses.** Achieve the year-end net income goal of $40,000, based on revenue of $500,000 and expense of $460,000. | 12/31/16 | * On target |
| **2. Operating Reserves.**  Increase operating reserves from $114,000 to $154,000 (equivalent to 4 months of the FY2016 expense budget). | 12/31/16 | * Forecast now is just 2 months of reserve by year-end. Finance Comm. will review “Plan B.” |
| **3. Board Member Recruitment.** Assist the board with cultivating up to five new board prospects for terms beginning on Jan. 1, 2017. | 9/30/16 | * On target. Good news! Nom. Committee has 12 prospects. |
| **4. Three-Year Rolling Strategic Plan: 2017-2019.** Based on board feedback, recommend the final version of the 2017-2019 Strategic Plan to the board. | 9/15/16 | * Board will review at the September board meeting |
| **5. Vision 2020 Resource Center.** Implement the Phase 1 Pilot Program of the Vision 2020 Virtual Resource Center, including the cultivation, recruitment, orientation and engagement of 2 state coordinators, 10 area coordinators and 50 local church ambassadors. | 10/31/16 | * On target! Mike Pate has agreed to be our State of Hawaii coordinator! And…17 new coordinators have also become Donors (Level 3). |

|  |  |  |  |
| --- | --- | --- | --- |
| **COLOR CODES:** | **ON TARGET** | **CAUTION** | **ALERT!** |

*These FY2016 TOP-5 SMART GOALS were approved by the Board of Directors on Dec. 15, 2015.*

**S.M.A.R.T. Goals are:** 🡺**S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime-related.

***Peter Drucker:***

*“Self-assessment is the first action requirement of leadership:   
the constant resharpening, constant refocusing,   
never being really satisfied.”*

***Peter Drucker (again):***

*“If you have more than 5 goals, you have none.”*

Take a management page from Ford’s CEO!

Senior Team Weekly Reports: Green, Yellow, or Red?

*The Wall Street Journal* – April 21, 2014

**Ford Chief Executive Officer Alan Mulally's Legacy: Setting Ford on a Stronger Course**

**As CEO Prepares to Retire [in 2014], Car Maker Is Profitable and Its Vehicles Are Selling Well**

<http://www.wsj.com/articles/SB10001424052702304049904579515852823291232>

|  |  |
| --- | --- |
|  | *From the article…*  “Mr. Mulally also changed the way Ford's management team operated. He instituted a weekly meeting where each manager presenting a report on his areas, coded in green, yellow or red, to show whether business was on target.  “After a few months, Mark Fields—now Mr. Mulally's designated successor—confessed that a vehicle program for a new sport-utility vehicle was "red." Mr. Mulally clapped in response, setting an atmosphere where Ford executives felt encouraged to air bad news, rather than let problems fester.” |

“The best time to plant a tree

was 20 years ago.

The second best time is today.”

Chinese Proverb

***Ignite*** the awesome power of a team-crafted BHAG!

Your SMART GOALS must be aligned with your **Big Holy Audacious Goal** (B.H.A.G.)

Examples:

* To put a man on the moon by 1970…
* To recruit and train 2,000 campus partners by 2019.
* To plant 20 churches by 2018.
* To distribute 1 million wheelchairs, in the name of Jesus, by 2025.

**What is your God-given BHAG?**

**Do your SMART Goals align with your BHAG?**

Annual Alignment!

|  |  |  |  |
| --- | --- | --- | --- |
| **Point**  **Person** | **S.M.A.R.T. GOALS FOR:** | **TO BE APPROVED AND AFFIRMED BY:** | **DEADLINE**  **DATE** |
|  | Big ***HOLY*** Audacious Goal | Board |  |
|  | Board of Directors SMART Goals | Board |  |
|  | \_\_\_\_\_\_ Committee SMART Goals | Board |  |
|  | CEO’s Annual SMART Goals | Senior Team & Board |  |
|  | Senior Team Members SMART Goals  (up to 5 goals for each team member) | CEO |  |
|  | Direct Reports to Senior Team Members SMART Goals | Senior Team Member |  |

**Ruth Haley Barton:** “Just because something is strategic does not necessarily mean it is God’s will for us right now.” (*Pursuing God’s Will Together: A Discernment Practice for Leadership Groups*)

**S.M.A.R.T. Goals *Without* Accountability Are Meaningless Goals**

**CEOs:**

* Use the Monthly Dashboard report to update the board on both good and bad news.
* Plus, consider up to 10 Organizational Leading Indicators or Key Performance Indicators (KPIs) to keep the main thing…the main thing.

**Board Members:**

* Read and react to each report.
* Ensure that the CEO’s S.M.A.R.T. Goals and the corporate Leading Indicators summarize the key targets for the year.

**“All Indicators Are Flawed!” - From *Mastering the Management Buckets*:**

“If there were a management version of Mount Rushmore, who would you nominate to place alongside Peter Drucker and Ken Blanchard? Many managers would recommend Jim Collins, author of *Built to Last* and *Good to Great*. He offers savvy wisdom on this subject. Collins says that “all indicators are flawed.” He writes, ‘It doesn’t really matter whether you can quantify your results. What matters is that you rigorously assemble evidence—quantitative or qualitative—to track your progress.’

“Collins understands that many organizations cannot readily quantify widgets sold per month. Many, such as the Cleveland Orchestra, operate much more on the soft side of results. *In Good to Great and the Social Sectors*, an easy-to-read 35-page monograph to accompany his bestselling book, Collins details how a nonprofit can rigorously assemble evidence to show that the organization is moving toward greatness.

“As Christ-followers, we must remember that ‘greatness’ is not the goal. Personally, our journey must be about becoming more like Christ, being apprentices to the Master. Organizationally, we must focus on results not to be great but to be fruitful. **Collins says that ‘the moment you think of yourself as great, your slide toward mediocrity will have already begun.’** Proverb 16:8 says, ‘Pride goes before destruction, a haughty spirit before a fall’” (NIV).

NOTES: