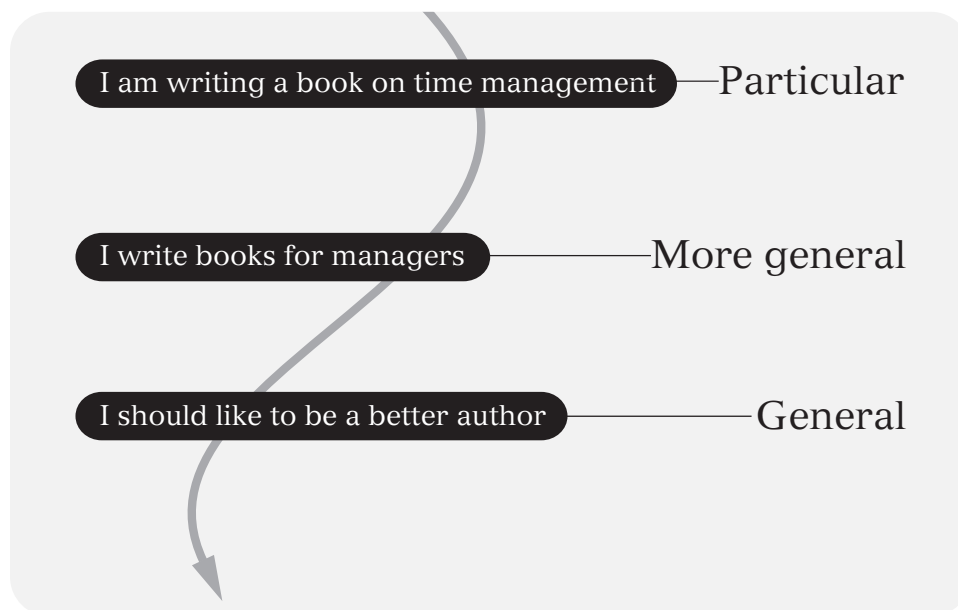


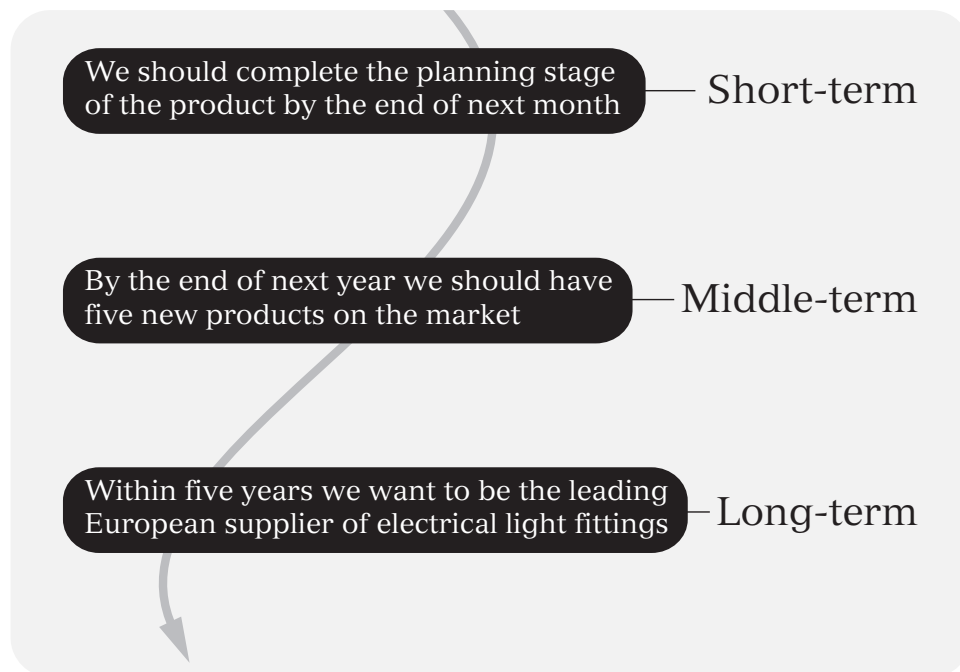
### 3 Identify long-term goals

There are basically two ways of thinking about the results or end points towards which you have chosen to direct your activity. The first ranges them from the particular to the general. The second method groups them according to time – from short-term through to long-term.

#### Example of particular to general



### Example of short-term to long-term



Obviously there is some flexibility in these time-related terms: what is long-term for some managers would be middle-term for others.

## Ten key words for time planners

The English language is not a great help when it comes to thinking clearly in this area. There are a variety of over-lapping words, but they have overtones, so choose your words carefully! Here are some of the runners:

### **1 Purpose**

Either a resolute, deliberate movement towards a result or the desired result itself. Conveys too, the idea of significance or meaning.

### **2 Goal**

A deliberately selected result that can be won only with difficulty by dedicated and prolonged effort. In a vague sense: the general trend a person or group takes.

### **3 Aim**

A mark or target to be aimed at, thus an object or purpose. The purposive directing of effort.

### **4 End**

The intended effects of actions often in distinction or contrast to means.

### **5 Object**

May equal end but often applies to a more individual determined wish and may nearly mean motive.

## **6 Objective**

Something tangible, specific and immediately attainable, towards which effort is directed.

## **7 Mission**

A task assigned or undertaken. The purpose for which one was sent. (Mission comes from the Latin verb 'to send'.)

## **8 Plan**

Sets of ideas developed to accomplish a desired result. The most informal and the most general of a set of such words: blueprint, design, programme, proposal, scheme.

## **9 Vision**

Unusual discernment or foresight/sharpness of understanding. A mental concept of a distinct or vivid kind; a highly imaginative scheme or anticipation.

## **10 Intention**

Little more than what one has in mind to do or bring.

## First define your purpose

Many organisations today have found that it makes sense to define their purpose or mission.

A proper statement of corporate purpose (as I prefer to call it) should answer the questions:

- Why does this particular organisation exist?
- To what end is all the effort and time being expended?

Wording a statement of corporate purpose that is both simple and inspiring is no easy matter. It also needs to answer the basic philosophical questions, that both takes into account and yet transcend the particular interests of the various stakeholders, and reflect the core ethical stance of the organisation. What we must be clear about however is the answer to the question.

### **To what end is all the effort and time being expended?**

The purpose of this organisation is \_\_\_\_\_

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The purpose of my job is \_\_\_\_\_

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## Then define your strategic aims

How far you tend to look ahead in organisations depends roughly upon your position. It is the responsibility of strategic leaders to ensure that their organisations are taking a longer-term view. That involves thinking hard about these questions:

- 1 Where are we now?
- 2 What are our present strengths and weaknesses?
- 3 Where do we want to be in (say) five years time?
- 4 How are we going to get there?
- 5 How can we improve general capabilities?

This kind of strategic thinking (which applies to personal life as well) will tend to give you either a **direction** (or set of directions) in which you should be going, or a **goal** (or set of goals).

### Example

‘Our aim is to move up-market into the higher price range of package holidays’.

‘Our goal is to take over ownership of *The Times* in five year’s time.’

As a principle, the further you look ahead the more likely you will be thinking in terms of directions or aims rather than goals or objectives. For the further away it is, the less likely you are to hit a precise target. This is equally true of course in your career and personal life. On the other hand, if you are not successful in turning your corporate (or personal) purpose into more definite directions or aims, clearly identified as being worthwhile (= worth time and effort), and then converting those into much more tangible **goals**, **targets** or **objectives** you will be nothing but a manager of good intentions.

The next section explains **how to do it**.

‘Become time-obsessed. Virtually all staff processes can be shortened by between 50 per cent and 99 per cent. Directly tie performance evaluations to speed.

Remember: “What gets measured gets done”. Make speed pay.’

**TOM PETERS**