



PARTICIPANT WORKBOOK

Team Science

Workbook: Goal Identification



getflowtrained.com/playbook/goal-identification/

Goal Identification

A goal is the object or aim of action.



Goals serve five main functions:

- Directive function
- Energizing function
- Persistence function
- Discovery function
- Complexity function

Goals should consist of the following components:

- Clarity
- Challenging
- Commitment
- Check-in
- Complicated/Complex

Proximal goals are those set by the team.

Distal goals are the MTS goals.

In MTS, the team's proximal goals must be aligned with the MTS goals.

In the following worksheet you will be guided by the goal setting steps provided by Locke and Latham (2002) when setting future goals.



FIGURE 4.5.7: Goal Setting Steps

When setting your goals reflect on the following steps.

GOAL SETTING	
Specificity and difficulty	Is the goal specific enough for others to know what is expected, and does it provide some level of difficulty while not being too difficult?
Multilevel - Goal effects at the individual, group, and organizational levels	How does the goal fit into the larger picture? In an MTS, it is necessary to align a team's goal (proximal goal) with the MTS's goal (distal goal).
Type - The proper use of learning versus performance goals	Are the right type of goals being used? Performance type goals are best for easy and complicated tasks; however, learning goals will be best for complex tasks.
The mediators/moderators of goal effects	Remember to address each of the characteristics for a goal: clarity, challenge, commitment, check-in, and complicated/complex.
Clarity	Goals should be clear and easy for everyone to understand.

GOAL SETTING (CONT.)	
Challenge	One purpose of a goal is to motivate members by providing a challenge, not to introduce the impossible.
Commitment	Each member must agree with the goal, and it must not be contradictory with an individual's principles or values.
Check-in	Feedback mechanisms should be built into the task from the introduction of the goal to the completion of each subtask to the completion of the final task.
Complicated/Complex	The level of difficulty required to complete a task needs to be considered.
Role - The role of goals as mediators or other incentives	Be sure that goals are used to support those doing the work rather than as a tool designed solely to evaluate individual performance and to use as a source of distributing reward and punishment. Using goals as an incentive for promotion or pay raise defeats the purpose of a goal and should be avoided.
Origination - The effect of goal source	Has the goal been assigned, individually set, or developed in a participative manner?

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, distributed leadership) that will support goal identification. Knowledge of all three helixes will be required to make these connections.



CONNECT THE HELIXES	
CT Method 3:	
Identify three methods from the distributed leadership helix that could work with or support goal identification. Give a brief description about how they complement one another.	
DL Method 1:	
DL Method 2:	
DL Method 3:	
Provide a description explaining which methods from each of the three helixes (with goal identification being the TS method) work best for the scenario/problem identified earlier.	