

Worksheet #1.3:

Goal Alignment

Do you and your boss agree on your Top-10 SOPs?

Read This True Story From Peter Drucker

***Oooooops!** On page 256 in *The Meetings Bucket* (Ball #1), you'll read, "If you skipped the first chapter on the Results Bucket, you missed Peter Drucker's classic story about meetings and goal alignment. (Take a minute and read it now.) Somehow, that story was deleted from the final manuscript. You won't find it in the Results Bucket—so here it is. Enjoy!*

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-10 Annual Standards of Performance your boss wants to achieve this year?
- What are your Top-10 Annual Standards of Performance your boss wants you to achieve this year?
- What are the Top-10 Annual Standards of Performance each person on your team wants to achieve this year?
- Have all of you signed off on these written goals?
- Do all of you review them weekly, monthly, quarterly and annually?