Target Grid

Objective: clarify expectations, responsibilities, and accountability to align and motivate employee performance. A tool to host a conversation with visual representation to gain agreement on the points of the conversation and set measurements for success.

Value of the Target Grid:

Employee: Know what is expected; accountability and responsibility for results
Managers: Tool to align & motivate performance
Organization: Focus on organizational vs. individual objective

The Target Grid may also be used to facilitate conversation with groups and is a great tool for stimulating involvement. Including others in the decision-making process supports hearing different perspectives, clarifying expectations, removing barriers, learning from others' expertise, and ensures you are not recreating the wheel.

Some situations call for us to communicate the Big Picture and the limits around a project. Sharing the Big Picture builds understanding and commitment, provides supports for those with low exptertise of experience and sets limits when flexibility is absent. If the task has little flexibility, don't ask for input and be honest about the limit. If there is some flexibility, it's ideal to explain the Big Picture and how the team member's task fits into the larger scheme of things. Empower the person to make better choices when options do come up.

Range and Reason for Each of the Objectives: gives the team member an idea about the decision-making room s/he has and how the objective fits into the larger organizational objective.

Theme: explain how the qualities and examples fit together; announce the overall topic or impression you want the qualities to make
Positive Examples--features/characteristics you would like the outcome to have
Negative Examples--features that would be common mistakes or pitfalls to avoid
Reasons--answers the WHY? Gives reason and motivation for request and links to overall objective

Together, the theme/reasons frame the conversation to motivate the person to listen and perform.

Objectives (listed below in blue) should do more than point in a general direction, they should provide specifics including limits or criteria. These should be communicated in terms or Essential (E) and Flexible (F). Keep in mind this tool is designed to be used to encourage clarity through conversation, not a one-sided directive. Open ended questions will encourage others to think for themselves and will generate additional insights and conversation. Too little information and the employee may be confused about what is expected…too much and the person may feel micro-managed. The tool is especially helpful during times of change.

	Resources (range & reason)	
Quantities (range & reason)	TASK Action Verb + Object	Schedules (range & reason)
	Qualities (range & reason)	

Considerations for limits to be shared:
Quantities: amts of product/service desired
Schedules: timelines/deadlines
Resources: money, overtime, people, raw material, expenditures, computers
Qualities: features, specs, characteristics, attributes desired (define success and define failure)

Documenting the conversation on the grid will ensure there is agreement about what is expected and is a tool for the employee to summarize what is expected and provides a checkpoint for the future.