THE COMPLETE LEADER

COACHING GUIDE

GOAL ACHIEVEMENT

The ability to execute a plan and get the desired results.



LEADERS LEAD THEMSELVES

One of the 25 leadership competencies

SECTION 01

WHY GOAL ACHIEVEMENT MATTERS

Goal Achievement is one of the 25 core competencies that define a complete leader. As you grow this capability, you'll notice real shifts in how you lead yourself and influence others.

This guide is built for a 90-day journey. You'll explore the foundations, assess where you stand today, practice new behaviors, sidestep common traps, and track your progress, at your own pace or alongside a coach.

WHAT STRONG GOAL ACHIEVEMENT LOOKS LIKE

- You gather and organize resources to get excellent results in a short time frame
- You become known for setting ambitious goals and achieving them
- You advance, because getting results matters to your career and the bottom line

> **REFLECT**
>
> *Why does Goal Achievement matter to you personally? How might developing it change your effectiveness as a leader?*

SECTION 02

FOUNDATIONS OF GOAL ACHIEVEMENT

THE DEFINITION

The ability to execute a plan and get the desired results.

Like any skill worth mastering, Goal Achievement rests on a few core building blocks. Understanding them gives you a vocabulary for your own growth.

THE CORE ELEMENTS

1 **Goals tied to the big picture**

Understanding your role and how your plans match your organization's strategies. Identify up to five critical success factors you or your department must achieve to realize your goals.

2 **Balancing all the variables**

People with poor goal focus optimize one thing: speed, perfection, enjoyment, at the expense of results. Strong performers hold quality, pace, and enjoyment together.

3 **Daily execution**

Top-level goals have to live in your daily, weekly, and monthly plans. Spend time every day on your top-level goals, even when interruptions take most of your time.

REFLECT

Which element feels most familiar? Which one feels like a stretch right now?

SECTION 03

YOUR STARTING POINT

Before you move forward, take an honest look at where you are today. Read each statement and mark how often it's true of your leadership.

I have a set of written goals for my personal and professional life.

☐ Never ☐ Sometimes ☐ Often ☐ Always

I take action quickly to accomplish my goals.

☐ Never ☐ Sometimes ☐ Often ☐ Always

I share my goals with one or more associates or friends as a way to be accountable for results.

☐ Never ☐ Sometimes ☐ Often ☐ Always

I track my results and achieve 80 percent or more of my written goals.

☐ Never ☐ Sometimes ☐ Often ☐ Always

My goals connect clearly to the larger objectives of my organization.

☐ Never ☐ Sometimes ☐ Often ☐ Always

I hold quality, pace, and enjoyment together rather than optimizing one at the expense of results.

☐ Never ☐ Sometimes ☐ Often ☐ Always

> **REFLECT**
>
> *Looking at your answers, where is your greatest opportunity for growth? What patterns do you notice?*

SECTION 04

GOAL ACHIEVEMENT IN PRACTICE

Competencies grow through deliberate practice. Work through the activities below in order, or choose the ones most relevant to your context.

ACTIVITY 01 45 min

Goal Achievement Attitude

Align your effort with what the organization actually needs from you.

TRY IT

1. Make an appointment to discuss organizational priorities with your supervisor or management team.
2. List each priority item that emerges.
3. For each, determine where your time is best spent to help achieve it and add value.

ACTIVITY 02 40 min

Next Steps: Set the Goals

Write goals specific enough that you can prove whether you hit them.

TRY IT

1. List your top goals, relating them to the organizational priorities you identified.
2. For each, define exactly what success looks like: the event or result that proves it.
3. Give each a reasonable deadline, from days out to a year away.

ACTIVITY 03 30 min

Next Steps: Move the Projects

Goals stall when the very next action is undefined.

TRY IT

1. List the four top-priority projects you're working on now.
2. For each, write the specific next steps that bring it closer to completion.
3. Schedule the first next step for each into this week.

ACTIVITY 04 20 min

Day-to-Day Results

A week of deliberate prioritizing shows you exactly where your execution leaks.

TRY IT

1. Each day this week, write a carefully considered to-do list and mark each task urgent, less urgent, or not urgent.
2. Re-evaluate daily and add new priorities as they arise.
3. At week's end, ask what you didn't finish, whether it was urgent, and what prevented you: time, resources, or something else.

ACTIVITY 05 20 min

Apply the 80/20 Rule

You can be 80 percent effective by achieving 20 percent of your goals, but only if it's the right 20 percent.

TRY IT

1. List your current goals and identify the critical 20 percent that drive most of the value.
2. Each morning, accomplish something from that 20 percent first.

3. Re-evaluate periodically to make sure they still match organizational priorities.

ACTIVITY 06 15 min

Handle the Interruption

Staying on target requires a habit for triaging what arrives unannounced.

TRY IT

1. When something interrupts a project, assess the new task's actual level of urgency before switching.
2. If you're struggling to get results, change strategy or ask someone to assist.
3. Delegate responsibility and decision authority for tasks you can't complete or don't know how to do.

SECTION 05

COMMON GOAL ACHIEVEMENT TRAPS

As you practice, watch for these common pitfalls. Naming them now makes them easier to catch in the moment.

01 **Setting goals and stopping there**

Setting goals is not enough: you must achieve them, and work well with others to meet wider objectives. A goal list is not an accomplishment.

02 **Optimizing one variable**

Focusing on being fast, or being perfect, or enjoying the work, at the cost of the result leaves outcomes incomplete.

03 **Letting daily work crowd out top-level goals**

If interruptions consume every day, your long-range plans never move. Protect some time for them daily.

04 **Blaming the miss**

When you don't meet anticipated goals, never place the blame on someone or something else.

REFLECT

Which trap feels most familiar? How will you stay aware of it as you practice?

SECTION 06

YOUR 90-DAY PRACTICE

Lasting change comes from a few focused habits, practiced consistently and tracked honestly. Build your plan below, on your own or with your coach.

CHOOSE YOUR THREE HABITS

Based on everything above, which three habits will make the biggest difference in growing your Goal Achievement over the next 90 days?

1 _____

2 _____

3 _____

BUILD IN WEEKLY ACCOUNTABILITY

Write questions you can answer each week to measure progress and surface obstacles. The best ones are answered with “yes,” “no,” or a number.

Q1 _____

Q2 _____

Q3 _____

Accountability partner: who will you share these with?

_____

Completion date: when will you evaluate & celebrate?

_____

Measurements of success

How will you celebrate?

SECTION 07

GO DEEPER

Keep building your Goal Achievement with these resources. Explore them, then capture what stands out to you.

BOOK

The Complete Leader, Ch. 2.5: Goal Achievement

The full framework and examples behind goal achievement.

PODCAST

The Complete Leader Podcast

Episodes 41, 53, 65, 122, 145 & 146 explore goal achievement.

ONLINE

Goal Achievement competency library

Videos, articles, and podcasts at TheCompleteLeader.org.

CAPTURE YOUR INSIGHTS

As you work through these resources, which ideas most apply to your own growth in Goal Achievement?

KEEP GOING

YOU'VE GOT THIS

Developing Goal Achievement is an investment in yourself and everyone you lead. Return to this guide often: revisit the activities, reread the traps, and celebrate small wins along the way.

Every complete leader started exactly where you are now.