

TEAM GOAL-SETTING WORKBOOK



As a team manager, you know the value of planning and goal setting. The intent of this workbook is to help you structure the training for your team by planning courses and timelines.

Getting Started

Realistic Timelines

Often, training goals are defined by certifications. This is a great metric to use, but how can you determine a realistic timeframe for team members to master the course material or prepare for an exam? While the answer to this question has to take into account several factors, such as the learner's background and familiarity with the content, there are some general guidelines we suggest in estimating the total training time required to complete a course, or prepare for a test. Here's one method:

Estimate the total training time for a course and make a schedule.

- Find the total hours for the course, including any companion courses
- Double or triple the total course hours to take into account time for note taking, review, hands-on experience, and practice exams
- Pick either a calendar deadline or weekly training time commitments

EXAMPLE

Cisco ICND1 with Exam Walkthrough

| | | | |
|----------|---|--------------------------------------|--------------------------------------|
| 1 | Total hours | 27 hours | |
| 2 | 2x or 3x Training time | 54 - 81 hours | |
| 3 | Add a completion date or weekly goal for training hours. | Calendar Deadline | Weekly Timeline |
| | | 3 months | 4 hrs / week |
| 4 | Use the timeline and total hours to gauge a weekly training goal | 54 hrs / 12 weeks = 4.5 hrs per week | 54 hrs / 4 hrs per week = 13.5 weeks |
| 5 | Create an individual study plan to track training goals | | |

Use SMART Goals

Specific

Which courses should the team member complete?
When will training occur?

Measureable

How will success be measured? Certification or hours watched?
Will practice exams be used to validate learning?

Achievable

Will additional resources, such as hands-on labs, be needed?

Relevant

Are the training goals in alignment with organizational goals?

Timely

Will the employee have sufficient time to achieve the goal?
Will training time be measured daily, weekly, or monthly?

Seek commitment over compliance

Explain why training is important: if the organization needs to migrate to a new technology to stay current, articulate that along with the associated training goals for the team to ensure team members understand the larger goal.

Build enthusiasm: training for the sake of training may not garner everyone's interest, but incorporating rewards can be a powerful motivator.

[Training programs with incentives increase performance by as much as 44 percent.](#)

Plan to review your expectations through follow-up

Build a sustainable training program:

- [Create a plan](#)
- Schedule the time and the place
- Create a training team with shared goals
- Build accountability by having in-person review sessions

[Create playlists](#) for your team's training goals

Schedule routine follow-up meetings to evaluate training processes

- Leverage progress reports from your team's [accountability coach](#)

