GOALS AND CONTROLS SYSTEM

Purpose:
Identify and hold people accountable for the accomplishment of vital goals.

1. Set goals that meet these criteria
   A. On the vital factors you can affect in your job
   B. Measurable
      • Output (revenues, sales, profits, units)
      • Cost (profit margins, expenses, labor, cost of goods, accounts receivable)
      • Quality (errors, defects, customer/employee satisfaction, returns, waste)
      • Time (deadlines, cycle times)
   C. Clearly stated as a result
   D. You are accountable for the results
   E. Contribute to
      • Profit
      • Reserves
      • Service level
   F. Challenging but realistic

2. Negotiate agreement with each individual team member in a group setting

3. Document goals on Goals and Controls Report form

4. Distribute report form to all team members

5. Take action

6. Compare performance to goals regularly in VFT meeting

7. Take corrective action

Sample goal statement:
I will increase/decrease __________________ by ______________ by ________________
(Vital Factor) (amount $, %, #) (date)
which will result in $______________.
(additional profit, contribution, reserves, service level)