

January/February/March 1990

TO: Executive Addressed

FR: James E. Lukaszewski, APR Chairman

RE: Focus on Success: Choosing Corporate Goals You Can Actually Achieve

The beginning of a new year and the end of a decade triggers organizational reflection and exploration of new goals. The process frequently uncovers how few of last year's goals were actually accomplished. Some companies discover they are starting again from the beginning. Why? Focus failure -- the adoption of too many irrelevant, unachievable, unintelligible, and negatively motivated goals.

Based on attending hundreds of top-level goal setting discussions and leading many, here are the most frequent factors which help organizations focus. Successful organizations choose:

1. Goals which flow in and through existing operations and systems.
2. Goals which state positively and in plain English the:
 - Task
 - What
 - Who
 - Time frame
 - Deadline

i.e., "We should commit ourselves to send a man to the moon and return him safely to earth by the end of this decade."
John F. Kennedy, 1961
3. Goals which support or enhance current key priorities without diffusing resources.
4. Goals based on what your publics, employees and key audiences really say.
5. Goals based on the events and actions which form your existing pattern and flow of public affairs and events.
 - Have you identified the events and actions which form your existing flow or pattern of public affairs?
6. Goals based on logical assumptions tempered by reality.
 - What are your assumptions?
 - What are the realities and actualities on which you base your assumptions?
 - Goals which permit the right audiences to identify with them.
 - Goals that are supported by objectives, strategies, and tactics which eliminate

- distractions and focus organizational energy on achievement.
- Goals which overcome constraints and open up or bypass people and process "bottlenecks."

Copyright © 1989, 1993, James E. Lukaszewski. All rights reserved.

The Lukaszewski Group Inc. ■ Ten Bank Street, Suite 530, White Plains, NY 10606-1952
Telephone 914.681.0000 ■ Facsimile: 914.681.0047 ■ tlg@e911.com ■ www.e911.com