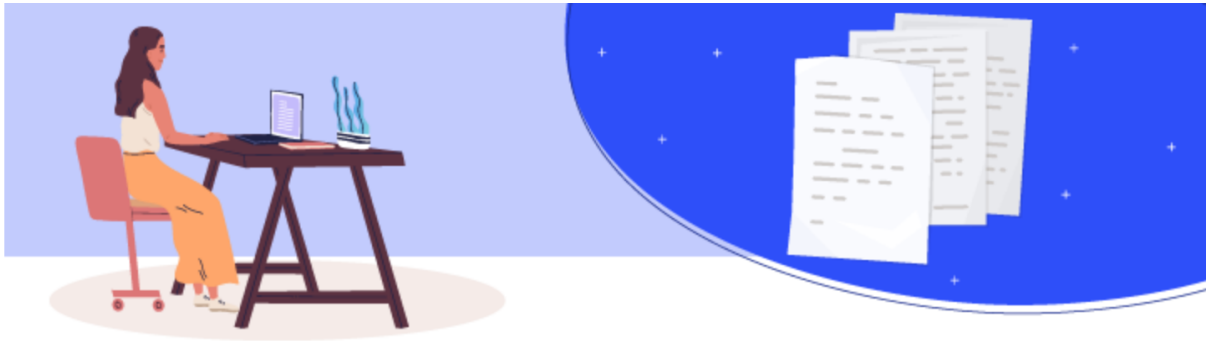


# OPENCLASSROOMS

## [Day-to-day team management]

### Suggested answers



## [Practice supporting performance by each co-worker]

Check that you have all of the following items:

For setting goals:

- The number of goals is appropriate (between 2 and 4).
- The goals are varied (at least one collective goal and one individual goal).
  - A **collective goal** could be about the launch of a new product that may have to be run in conjunction with the person in charge of the e-commerce platform and the communications officer.
  - An **individual goal** might be to conduct market research prior to designing a new product aimed at a new target group (in line with the company's strategic objectives).
- The goals are SMART (specific, measurable, attainable, realistic and time-bound). If we take the example of the individual goal above, making it a SMART goal would mean:
  - **Specific:** perform a market survey on buying habits for outdoor leisure activities among 18–30-year-olds.
  - **Measurable:** the survey should include the following as a minimum:
    1. summary of ad hoc market research;
    2. performing 5 individual interviews with representatives of the target group;
    3. confirmation of the data gathered during interviews using a quantitative questionnaire;
    4. designing a *user persona* (or customer profile)
  - **Attainable:** a budget of €10,000 is allocated to this study and some tasks will be entrusted to Basil, the work-study scheme intern, to free up time for James.
  - **Realistic:** carrying out this study fits in with the company's overall strategy.
  - **Time-bound:** the results of the survey will be presented at the next board meeting in three months' time.

# OPENCLASSROOMS

As regards goal tracking: the action plan includes different goals and for each of them, actions, required resources, assessment criteria, a delivery schedule and a column for progress status. For instance, taking the individual goal above again, your action plan could contain the following items:

- **Action:** summary of ad hoc market survey.
- **Resources:** budget of €10 000 some of which can be used to purchase the necessary surveys.
- **Assessment:** exhaustiveness and relevance of the items presented as a summary.
- **Delivery schedule and progress status:**
  - D +15: selection and acquisition of resources.
  - D +45: processing the data gathered.
  - D +60: first draft of summary of data gathered and presentation of initial conclusions.

A template for tracking progress towards goals, filled in for the example above is available [here](#).

There is one positive feedback and one negative feedback. The feedback is factual, constructive and ends with something positive (even for the negative feedback). For example, at the first progress status in the delivery schedule above:

- **Positive feedback:** Very good work, James. The list of resources offered seems broad and appropriate and you have shown a sensible approach in using only part of the budget. This will allow you to allocate the remainder to more varied fieldwork during individual interviews.
- **Negative feedback:** Thank you, James. This first draft of proposed resources is interesting. Nevertheless, it would benefit from a more specific vision of the spending habits of the target group during leisure travel. The frugality you have demonstrated in managing your budget will allow you to add to it with the additional resources you need.