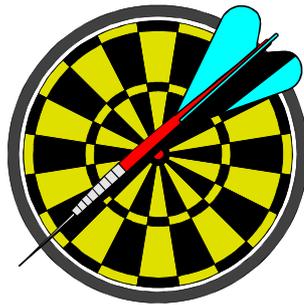


Goal Setting

The preparation of proposals/bids the execution of customer orders are the projects which occur most often in our company.

Important in both cases is the definition of clear, unambiguous goals. In order to ensure that our goals do not fail, activities are implemented and the desired results are achieved, it is necessary to ensure that the customer and project stakeholders have the same objectives.

Establish your goals.



A goal is an anticipated, future condition which is:

selected and desired consciously,
achieved by dynamic action.

A goal is the guideline and measure for all project activities.

In order to exclude misunderstandings in the clarification of your goal, it is recommended to establish proposed goals in written form: in a so-called project contract.

In the case of customer orders, the conversion of the contract into a functional specification is the project task. It makes little sense simply to copy the customer contract (the contract with all its appendices) and distribute it to the stakeholders in the project. The project manager can certainly maintain later that he has provided every piece of information. But what's the use of that?

During the preparation of proposals it is also necessary, in addition to the actual content of the proposal - usually specified as tender documents - to define the strategies as goals which increase the level of usefulness for the customer. And that increases our chances, too.

An unwritten goal is not a goal!

The functional specification is a connection between the customer and the contractor. It is binding for all stakeholders and encourages concrete action.

Check every last bit of the functional specification! In the case of ambiguities or contradictions, clarify these points with the customer.



In R&D projects the quality of the functional specification is of special significance.

The quality of the functional specification also depends decisively on how successful it is in the following aspects:

1. Its non-solution formulation of the project task.
Make a distinction between the project task and any possible actions: Say what, not how.
The project task is not the solution!
2. Making the goals concrete.
Develop your goal concepts by brainstorming and formulate your goals "3-dimensionally":

Goal content:	What should be achieved? (improvement of the assembly of component "A")
Goal dimensions:	How precisely and to what extent should the goal be achieved? (reduction of the cost for component "A" by 10 %)
Goal time frame:	When should the goal be achieved? (6 months after start of the project)
3. Describe the results in a way that can be checked.
It must be possible to check goals easily based on their results! Use your energy first to find and formulate goals. The "how" of achieving these goals comes later.

Ensure that your goals are high, but are also realistic.

Do you remember the goal triangle in the chapter "Comprehensive Project Management"? Certain goals can place limits on other goals or even hinder them. In a project there are not only difficulties in the coordination of objective, scheduling and cost goals, but also between the interests of the different departments participating in the project as well.

Executing projects successfully requires agreeing on the goals.

**Discuss the project goals early and comprehensively.
Ensure the complete clarity of the project background!**

For the project task you must know what kind of influence the environment can have. You must orient yourself! Using the following checklist for analyzing the situation you collect those facts which describe the objective, temporal, economic and social environment of the project in the present and the future.

Analysis of the objective environment

- Who is the customer?
- How important is this project for the company?
- Who are the sponsors of the project idea?
- How do the employees see the project?
- How is this project of use to the customer?

Analysis of the temporal environment

- What concrete reason led to this project?
- What experiences have been made with similar projects in the past?
- Which decisions must be taken into account?

Analysis of the economic environment

- How much money is available?
- What resources are available?
- Which contractual obligations exist with regard to local content, suppliers, etc.?

Analysis of the social environment

- Which important parties will influence our project?
- Who is affected by the project, and in what way?
- Who are potential customers?
- Who can supply information?

With the exact analysis of the project environment you create the basis for successful planning, decision-making and action in future stages of the project!

