



# Developmental Goal Setting: Owning Your Career Development



Amazon HR Shared Services



## Introduction

Creating a developmental goal that will be motivating and sustainable throughout the annual year can be challenging. And at a fast paced company like Amazon, we know that creating a goal that is specific enough at the beginning of the year and flexible enough to sustain an entire year of initiatives is just part of what makes us peculiar. This workbook is designed to help you take a strategic look at your future at Amazon. It's time to think about what experiences and expectations you would like to set for yourself. We will start broad, by looking at what responsibilities and roles you would like to obtain in the next 3 to 5 years, then narrow down on the specific experiences you can get over this annual year that will set you up for a successful journey to that long term self.

This class and materials will focus on your future state and the steps we will take to get there. The premise behind creating steps to this success is that a lot can change in 3 years, yet alone one. We will identify your goals for the year, get specific about what success looks like, plan progress points throughout the year, and identify who your contacts will be going forward.

The SMART goal technique (Specific – Measurable – Attainable – Relevant – Time Bound) provides an effective way to start strong and finish successfully. This will help you dive deep into what you really want throughout this next year and take ownership of those experiences. Since this goal setting process can be quite burdensome, this session will be broken down into 6 essential steps of goal setting at Amazon.

We will work as teammates and with our managers to identify what our goals should be and the definition of success.



## 6 Essentials of Goal Setting at Amazon

### 1. Identify the Destination

#### Definition:

When creating a developmental goal, it is vital that we have a vision of what the person we are striving to develop into will look like. Reflecting on who your future self is and the responsibilities or roles that that individual will be asked to complete will help create a clearer definition of what experiences are required to make it to this goal.

#### Activity:

Start by writing down your top three dream roles in the boxes below. Next, in the arrow section, write down some of the things that you would be responsible for completing if you were in this role. For example:

Data Analyst

- Running Reports
- Communicating with Partner Teams
- Analyzing Output Data



### 2. Map Out the Journey

#### Definition:

It is statistically shown that creating short-term development goals on your path to a long-term goal will serve as a road map to success. Amazon's goal year stretches from April 1<sup>st</sup> to March 31<sup>st</sup>, which is an appropriate amount of time to set strategic goals that will guide us toward our long-term ideal self. We will use this length of time to identify the experiences that we are obtaining over the year.

#### Activity:

Using the responsibilities that you identified above to be key to success in your future role, write down at least 2 experiences per responsibility that you can have today that will prepare you for that specific responsibility in the future. For example:

Running  
Reports

- Identify what systems to use
- Become proficient in creating reports from scratch

Four large orange downward-pointing arrow shapes are positioned on the left side of the page. Each arrow points to a horizontal rounded rectangular box, providing space for notes or examples related to the activity.

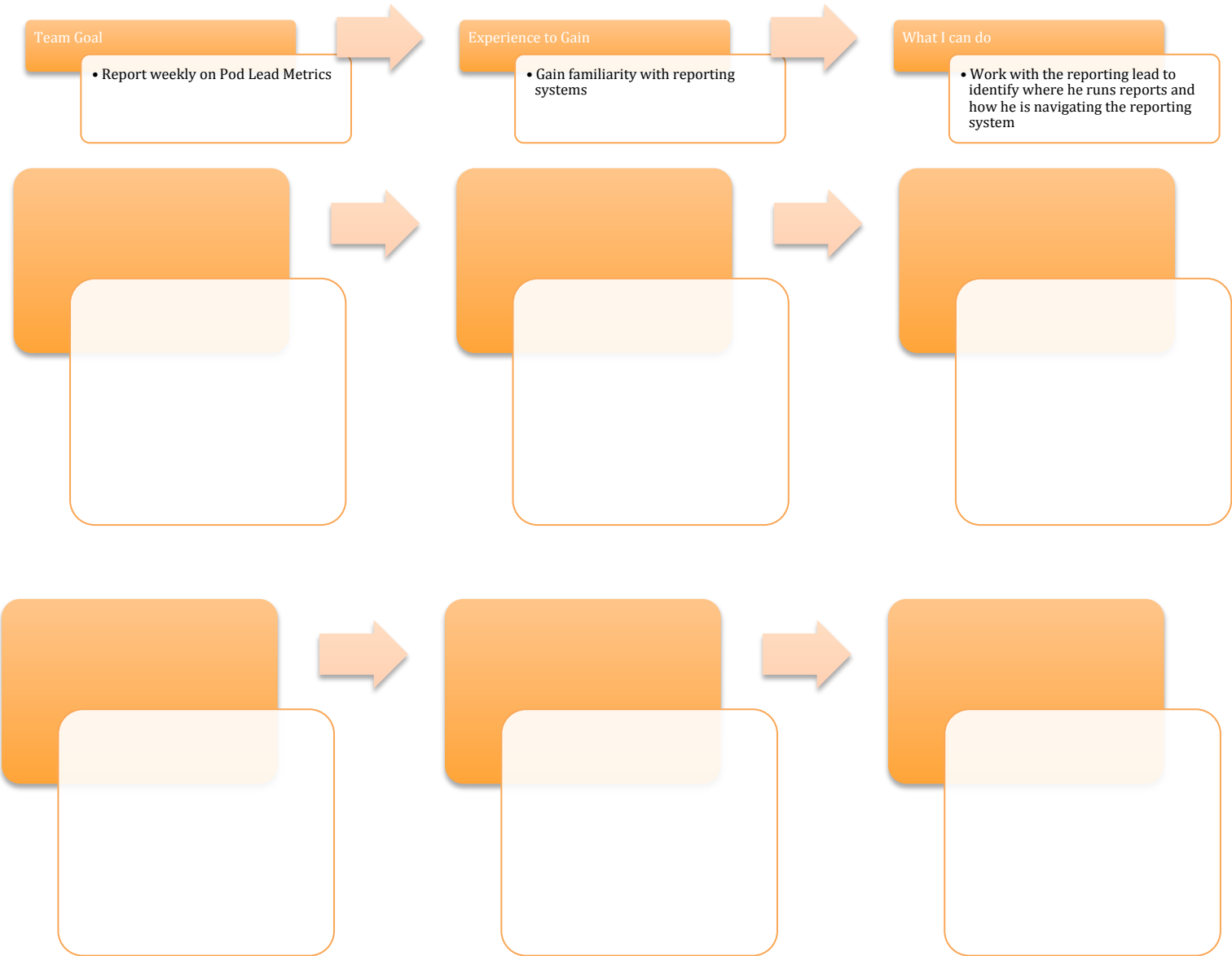
3. Identify Opportunities for Development

Definition:

Now that we have identified our long-term development destination and experiences that are vital to obtain along the way, what experiences identified above can we work towards this goal year? We will start by reviewing the CS Team Goals found on the Sharepoint [here](#).

Activity:

Now that you have reviewed the CS Team Goals, identify the project that our team is working on this year and the experience that you could gain by participating in the goal's success. Next, write down what role(s) you could play in driving that success. Tip! If you are having a difficult time with this task, your teammates and manager are a great resource. Ask for help! Here is an example of what this exercise looks like. For example:



4. Strategic Specificity

**Definition:**

The SMART method of goal setting is a five-piece process to creating goals that have a clear outcome of success or failure. By starting your year with a goal that is specific, measurable, attainable, relevant, and time-bound, you begin immediately identifying what success looks like and how you plan to attain that success.

**Activity:**

You will now write out a rough draft of 1 of your goals and from that rough draft, identify the following items: 1) **specify** the experience you are wanting to obtain, 2) identify how you will **measure** progress and define success through measurement, 3) write out 'what makes this goal **attainable**,' 4) specify what **CS Goal** this rolls up to, what S-Team goal. 5) designate a **date** that this goal should be completed by.

**Rough Draft:**

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|          |            |            |          |            |
|----------|------------|------------|----------|------------|
| Specific | Measurable | Attainable | Relevant | Time Bound |
|----------|------------|------------|----------|------------|

5. Drive it to Action

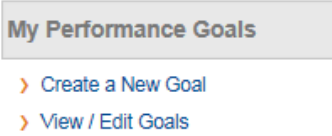
Definition:

Verbally stating your goal specifics with your manager is essential attaining your goals. Let’s take it a step further though to make those goals a personal, actionable step to success. By entering your goals for the annual year into Evolution, you document the items that you are committed to working on over the course of the year and invite your manager to review these goals as well.

Activity:

Please follow the directions below to enter your goals into Evolution.

- 1) On your computer, navigate to <https://evolution.amazon.com/>
- 2) From your personal dashboard, select: ‘ Create a New Goal’ under My Performance Goals.



- 3) On the loaded page, you will enter your goal, making sure to include all pieces of the SMART specifics. Please note that you may enter your year goal as one large entry, or divide your goal by sections and enter them separately to make your long-term goal. If you do divide your goal, please note this in the goal description text box seen below so that this is clear.

**Goal Detail**

Goal For: **Kayla Logan** ERC Associate, Client Services  
 Created by: **Kayla Logan** ERC Associate, Client Services

Notify of Updated Goal

Short Title: (character limit 100) \* (required)

Title

Goal Description:

Please input the goal description...

Start date \* (required)  Estimated completion date

Priority  Status  Risk

Employee Comments: (visible to manager) [View Manager Comment](#)

Related Links [Add a link](#)

[Back to Goals Summary](#)



### 6. Set Feedback

#### Definition:

If the only measure of success that we have is our individual opinion of progress, we may find ourselves well off course. One way of doing this is by simply sharing your goals and asking for feedback. You should now select a feedback loop that should be comprised of the following: a manager, a mentor, a key stakeholder, and a peer/teammate.

The purpose of this feedback loop is to analyze the status of our long-term goal. You can work with your feedback team to strategically think about the actions that are driving success; likewise, you can take this time to identify what may be derailing success (i.e., a lack of resources, etc.) Most importantly, your feedback loop will be your main contact for progress updates on the overall state of your goal. You may meet with them as regularly as a week to 3 months depending on the goal you have created.

#### Activity:

Please take this time to add Progress Report meetings to your Calendars and invite your feedback loop to the progress meeting. If you do not have your Outlook Calendar available, you may use the lines on page 9 to brainstorm. Be sure to write down who should attend each meeting and a general idea of what should be discussed. For example:

#### July 1st - Kick Off Meeting

Goal: Become the HR BI Reporting Contact on the ERC Shared Services team by January 1st 2015.

Agenda: 1) Identify what learning material is available on the HR BI Reporting Tool 2) Select one pod report to run weekly 3) Discuss what resources are required (i.e. learning the system, inquiry escalation point) 4) Re-confirm what it means to have proficient knowledge of the HR BI system point of conbased on current position and future role definitions

Invites: Manager LifeCycle Lead, Reporting Lead

#### November 1st - MidPoint Meeting

Goal: Become the HR BI Reporting Contact on the ERC Shared Services team by January 2015.

Agenda: 1) Discuss: What is working well? Based on the definition of proficient knowledge created meeting 1, where is there still room for development? 2) Re-confirm what it means to have proficient knowledge of the HR BI system point of conbased on current position and future role definitions 3) How are resources? 4) Make any necessary adjustments to goal

Invites: Manager, Reporting Lead, HR BI Contact

#### January 1st - Debrief Meeting

Goal: Become the HR BI Reporting Contact on the ERC Shared Services team by January 2015

Agenda: 1) Discuss: What success did we see? Where are there still areas for development? 3) What's next?

Invites: Manager, Reporting Lead

6. Set Feedback (Continued)

