

Manager Goal Setting Conversation Guide

This guide helps managers prepare for goal setting conversations. It includes a preparation checklist and a set of guiding questions to support discussion with your team members.

The Goal Setting Experience

Goal setting is an opportunity to discuss **what** will be accomplished over the course of the year ahead, and articulate **how** those goals will be achieved in line with our [GBP values](#). A strong goal setting experience is grounded in a meaningful, collaborative conversation between employees and managers. This creates clarity, aligns expectations, and helps identify support needs and development opportunities.

Getting Ready – Manager Checklist

- **Communicate strategic priorities and team objectives in advance of goal setting** - share how GBP priorities align with the work of your team. It is also recommended to complete your individual goal setting as a manager ahead of working with your team to set their goals to ensure alignment.
- **Review and consider how you want to guide the conversation** – as a manager, your role is to create space for an authentic dialogue. Work together with each team member to determine the best time for the conversation. The guide below can be used to help facilitate this conversation.
- **Review and share feedback on goals** – managers and employees are encouraged to discuss and refine goals together. Managers have an important role in supporting alignment on goals and expectations, including communicating key priorities for the employee to consider and incorporate.
- **Have a plan for follow-up** – leave the conversation with clear next steps. Allow time for the employee to digest the conversation and make any necessary revisions to goals. Be sure to check in to address any questions or concerns.

Having the Conversation

Managers and employees are encouraged to come together to discuss **3 key topics**:

1. **What will you achieve over the course of the year?** Individual goals articulate what employees will achieve in their role over the next fiscal year.
 - **Tip:** Remember that goals can be adjusted, realigned or added throughout the year if expectations change, new information becomes available impacting a goal, GBP priorities shift or goals need to be reframed.
2. **How will you achieve these goals in line with the [GBP values](#)?** Reflect and discuss how the values and their behaviours connect with how the employee will achieve their goals this year.
3. **What learning, development and/or support is needed to help achieve goals?** This is an opportunity to explore how individuals want to grow - both in their current role and in their broader career. Encourage open conversation about areas where they want to build skills, gain experience, or receive support. As a manager, use this time to ask thoughtful questions and identify what meaningful resources or guidance can help them succeed in reaching their goals.\

Guiding Questions for Setting Goals

You can use the following list of questions to help support goal setting conversations with employees.

- 1. What are your top 2-5 focus areas and expected outcomes?**
- 2. How will your actions and behaviors reflect our [GBP values](#) as you work toward achieving your goals?**
- 3. How will you work with others to achieve your goals? What partnerships will be essential for your success?**
- 4. What support do you need from me to enable your success?**
- 5. Are there any obstacles you're facing that I can help remove or reduce?**
- 6. Will you be trying anything new in your goals? If so, what will you experiment with and what do you want to learn?**
- 7. How will you seek feedback? How would you like to receive feedback?**
- 8. I invite you to share feedback with me along the way as well. How would you best like to give feedback?**
- 9. Are there areas of your role where you're unsure about what's expected or where to focus your energy?**
- 10. Do you feel clear on the path forward?**
- 11. Do you have clarity on how your role contributes to the big picture?**
- 12. When do you want to meet next? What could our cadence of ongoing conversations look like?**

Guiding Questions for Career and Professional Development

Part of the goal setting conversation can include discussions around longer-term career and professional development goals. You can discuss both how the individual wants to grow in their role and how they want to grow in their career. The below questions can be used to help guide this portion of the discussion:

- 1. Looking ahead 3–5 years, what does career and professional success look like for you?**
- 2. What key actions or experiences will help you move toward that vision?**
- 3. How has your performance over the past 6–12 months contributed to your readiness? What successes and challenges have supported your growth?**
- 4. What are your key development priorities, and how can I support you in pursuing them?**
- 5. How are you contributing to the growth and development of others?**