

Coaching by Objectives: The **pros** and **cons**

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Goals ideology

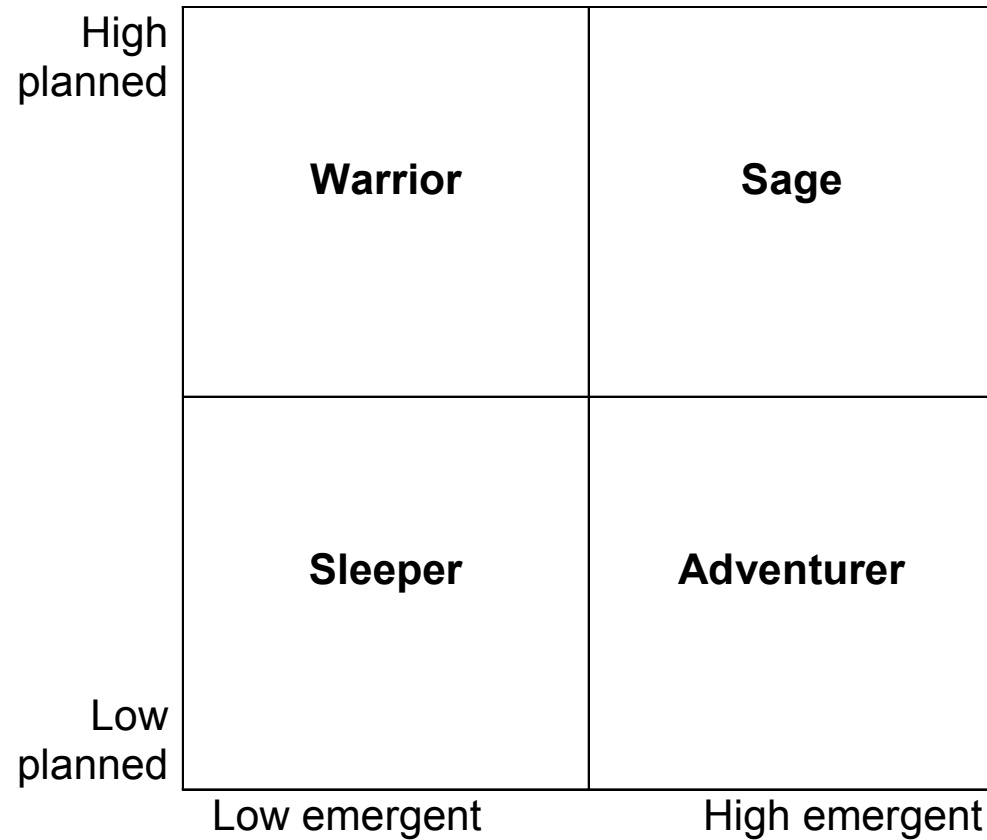
- **Coaching and managing are about goals**
- **SMART goals are better than loose ones**
- **Goals should be set at the start**
- **Success means achieving these goals**



Goals research conclusions

- **Goals limit exploration**
- **Goals don't express deep purpose**
- **Goals prop up the helper/boss**
- **Goals can represent interference from sponsors**
- **When they are set, it is often not at the start**
- **'Goal junkies' and 'target averse' people are not considered**

Learning strategies



Purpose

- **What do you think your purpose is?**
- **Can you feel your purpose?**
- **How does being clear about your purpose affect your goals?**

Questions for Think Tank

- 1. Is it always necessary to set goals at the start of a coaching relationship?**
- 2. Are goals sometimes more harm than good in coaching? If so, how do we determine the direction of the conversation? If not, how do we compensate for their negative side-effects?**
- 3. Can goals be distorting and destructive for organizations? If so, what might be used instead to determine the direction of the business?**
- 4. Can goals be demotivating and lead to micro-managing, and what can be done about this?**