

Women in the Workforce ... *Vataas B'chefetz Kapcha* SMART and Fuzzy

SHAINDY BABAD

No one can function, achieve, lead or perform without goals. We need to know where we are going if we are to get there.

Organizations and individuals (and families!) strive to define goals, working to identify the steps necessary to achieve them.

A favorite tool is SMART goals. Attributed to Peter Drucker, the SMART goal tool asserts that the more specific and challenging the goal, the greater the performance and motivation.

S – Specific goals. Having a clear objective will help you determine what steps need to be taken, and what resources are needed or available.

M – Measureable. Knowing how far you've come is important. If you can evaluate your progress you can check your achievements and recalibrate if you need to change course or adjust your plan.

A – Achievable. You must believe that it is possible to attain your goal to motivate you to action.

R – Relevant. If the goal isn't important to you, it will be hard to muster the energy needed to succeed.

T – Time. Deadlines create the obligation to focus on priorities and eliminate distractions.

Sample SMART goals:

- Getting all my Shabbos cooking done by 10 p.m. Thursday night.
- Finding two new clients before the end of the year.

These goals have clearly defined achievements locked into a specific time frame. You don't need much imagination to figure out what success will look like. It is easy to break these goals into bite-size and time-defined segments working backward from the goal.

Another popular model for setting goals takes the exact opposite approach. Fuzzy goals (sometimes also called learning goals) are goals that we know we want to achieve but don't yet know exactly what they will look like. This model works well in certain situations because it allows you to acknowledge the need to change, recruit resources and get started before you know exactly what the end product will look like. In these situations, defining the specific, measureable goal is simply impossible, too costly or out of reach. By planning a fuzzy goal you allow for reconsideration, adjustment and pivoting without the failure label and the risk of stagnation.

Sample Fuzzy goals:

- Plan a fun family event.
- Create a way to give students the soft skills necessary for successful employment.

These goals acknowledge a direction without dictating exactly what the end result will look like or include, and how it will take shape. Will the fun event be in your house? With extended family? What will it include? Will the students attend a workshop? Meet experienced women? Fill in a workbook? Which skills will be taught?

SMART goals work best in situations where the desired goal is clear and straightforward. SMART goals help us focus, remind us to persist, help us identify successes and use them to motivate us further. They are especially helpful for achieving shorter term goals and helping to coordinate a team around a specific achievement. Without a clear SMART goal it would be impossible to build a bridge. We need an architectural design, geographic mapping and budget defined before the tractors roll. SMART goals are crucial in competitions where no fudging can be tolerated.

However, SMART goals are sometimes too confining. What happens if one part fails? If circumstances shift and upset the rigid definition of success as mapped by the SMART goal?

Fuzzy goals allow us to test the waters, to set out on a journey of discovery in the process of meeting a goal. Impossible to use when an immediate and specific result is necessary for success, Fuzzy goals allow us to achieve even when the results, the team, resources and details are unclear at the outset. Fuzzy goals also encourage the humility needed to learn. A CEO convinced that he knows the only path to doubling sales will miss the junior but out of the box suggestion that may lead to compounded results. In rapidly changing industries, in situations where you are mapping the road untraveled and where many shifting variables need to be accounted for, Fuzzy goals allow us to move forward in a united

way without the rigidity that will derail the project.

Use SMART goals when you already know what you need to do and want to attain performance and outcomes effectively. Use Fuzzy goals when you don't



yet have the knowledge or circumstances are liable to shift to start the process, test the waters and move toward better defined goals.

SMART goal and Fuzzy goal setting is useful on the personal and team level. At home and at work both offer relevant frameworks for achievement and success. Choose the tool that meets your current needs and stay Fuzzy and SMART.

Temech is a nonprofit organization that promotes employment, entrepreneurship and professional development for women in Israel. Shaindy Babad is the CEO of Temech. Shaindy joined Temech in 2008 after working in high-tech and as a serial social entrepreneur.

We want to hear from you! This discourse is for and about you, me, all of us. Please send your comments, thoughts to hamodia@temech.org

Day to Day

Continued from page 18

building a train station to serve these residents, but hesitated due to the political implications. Last week, however, Katz gave the go-ahead for planning and for the acquisition of permits. Construction on the line could begin at the end of 2018, with the entire project, which will spread from Lod in the south to near Afula in the north, costing NIS 4 billion.

Katz also recently approved expansion of the Jerusalem Light Rail to Maale Adumim, Givat Ze'ev and Adam, all located outside the 1948 armistice lines, in areas liberated by Israel in the 1967 Six Day War. There is also a master plan to expand Israel Railways service beyond Yerushalayim, to Maale Adumim and Gush Etzion.

Commenting on the new developments, Katz said that "we are connecting all of Israel via trains, and we are happy that the Shomron will be part of this."

Earthquake Felt in North

An earthquake measuring 3.8 on the Richter scale was felt in northern Israel last Friday morning. The Israel Geophysics Institute said that the earthquake's epicenter was about three miles (5 km) north of the Kinneret. *B'chasdei Shamayim*, no injuries or damage were reported.

A week earlier, an earthquake measuring 3.6 on the Richter scale was felt in northern Israel. Its epicenter was in central Lebanon, but was felt in Israel. No injuries or damage were reported in that event either.

About six months ago, a series of earthquakes were felt in central and southern Israel. One measured 4.9 on the Richter scale, with its epicenter 62 miles

(100 km) south of Eilat, in Sinai. There were no injuries or damage in those quakes, although tourists and residents in Eilat felt the quake.

Biometric Database Opponents To Challenge Plan in Court

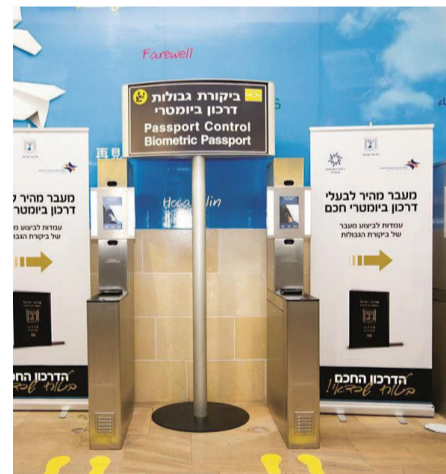
Opponents of a plan by Interior Minister Rabbi Aryeh Deri to implement a biometric database and issue "smart" ID cards to all citizens will petition the High Court against the move, officials of groups opposed to the database said last Thursday.

"This is a program that has been rejected by all other countries," the Movement for Digital Rights said in a statement. "The project is opposed by many officials, including 74 top Israeli data security experts and the director of the National Council Against Cyber Terror. All of the personal details of Israelis will now be subject to data leaks, despite efforts by the Interior Ministry that the database will be safe from hackers. The fact is that 70 percent of Israelis have refused to participate in the past program that has been ongoing for the past three years."

The database will include, among other things, a digitized photo of the individual, his or her fingerprints, and other personal information. Rabbi Deri decided last week to implement it.

"The biometric database is necessary to prevent identity theft, and it will be very secure," he said. "I am convinced that the plan we developed provides an ideal balance between privacy protection and the obligation of the state to prevent identity theft and protect citizens."

The "default" Israeli ID card to be offered to citizens from now on will be the



View of the passport control machines which read the new biometric passports, at Ben Gurion International Airport.

biometric card, which will require taking a photo and submitting fingerprints. Israelis who prefer not to participate must ask for an exception, which will be granted – but their identity cards will have to be renewed every few years, in order to ensure that they have not been compromised, the ministry said.

MK Proposes Ban on Polls 30 Days Before Election

Yisrael Beytenu MK Robert Ilyatuv has recommended banning polls 30 days before elections. In a letter to the head of the Public Committee on Election Law, Ilyatuv said that releasing polls within that period could unfairly influence elections.

Many of the polls released throughout the course of an election cycle "have an

agenda behind them," and inaccurately present information about the election process. Banning polls 30 days before the elections "will allow voters to make their choices without the influence of prejudiced polls."

He added that "publication of these polls harms free choice and fairness in elections, creating undue influence on the results."

Duty-Free Shopping to Be Available to Eilat-Bound Israelis

Israelis will no longer have to travel abroad to shop duty free. With the opening of the Eilat International Airport next year, Israelis flying from Ben Gurion Airport to Eilat will also be able to shop duty free.

The Transportation Ministry last week opened the first of some 30 tenders for services at the Eilat Airport. The tenders will allow retailers, restaurateurs and other service providers to bid on the opportunity to open shops. Duty-free products, such as tobacco, alcohol, food, clothing and other items, will be available at Eilat Airport.

Transportation Minister Yisrael Katz said, "The objective of this program is to further strengthen Eilat economically, and to provide an incentive to Israelis to prefer Eilat over foreign vacation destinations. I believe that, indeed, many Israelis will choose Eilat."

Eilat is already seen as a "discount capital" for Israelis. Purchases made in Eilat are exempt from value-added tax,

Continued on page 21