Chapter 3	Goal setting and PDCA cycle	/

1. Goal setting

Goals at work are determined by the entire corporation, each organization (division or section) or individual, etc.

The direction of work starts when the goal is set.

Corporation goal	▶	Division/section goal	▶	Individual goal

1.1 How to set a goal

①Who
②What
③By when
④To what degree

Example 1)

Corporation goal: 'to increase the market share of Product A of ○○Company to 80 percent in three years in the nation'

Goal of the Sales Division: 'to increase the sales of Product A to 500 million yen by the end of the year, and 10 percent more for the next two years'

Individual goal: 'to achieve sales of 200 million yen in the Kansai area this year'

Example 2)

Goal of the Brass Band Club: 'to win the Kansai League this year'

Individual goal: 'as a part leader, to level up the five members' skills of clarinet playing and achieve playing the music of ○○ by the summer training camp'
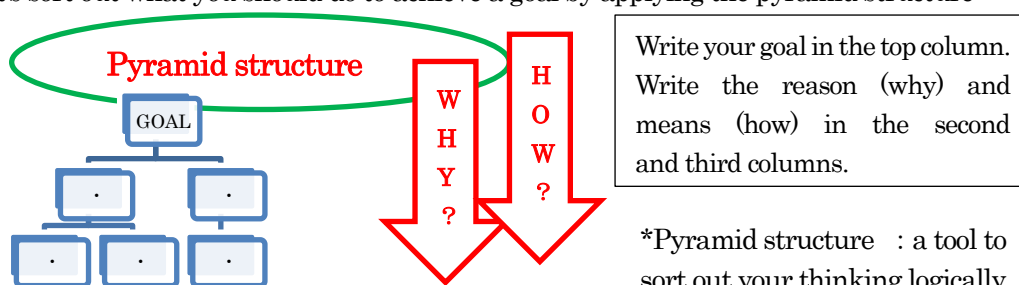
🎼 points of note 🎵

What is MBO (Management by Objectives)?

When the overall objective of a department/section is determined, an individual employee sets a goal to achieve based on the objective, before presenting it to, and coordinating with, his/her senior through discussion. To develop the ability of individual employees, it is important to set a challenging goal that is achievable within the designated period.

1.2 Planning

To achieve a goal, it is important to think logically about 'what I should do', as well as 'why and how', and visualize your actions so that you can fulfill it more efficiently by setting priorities.

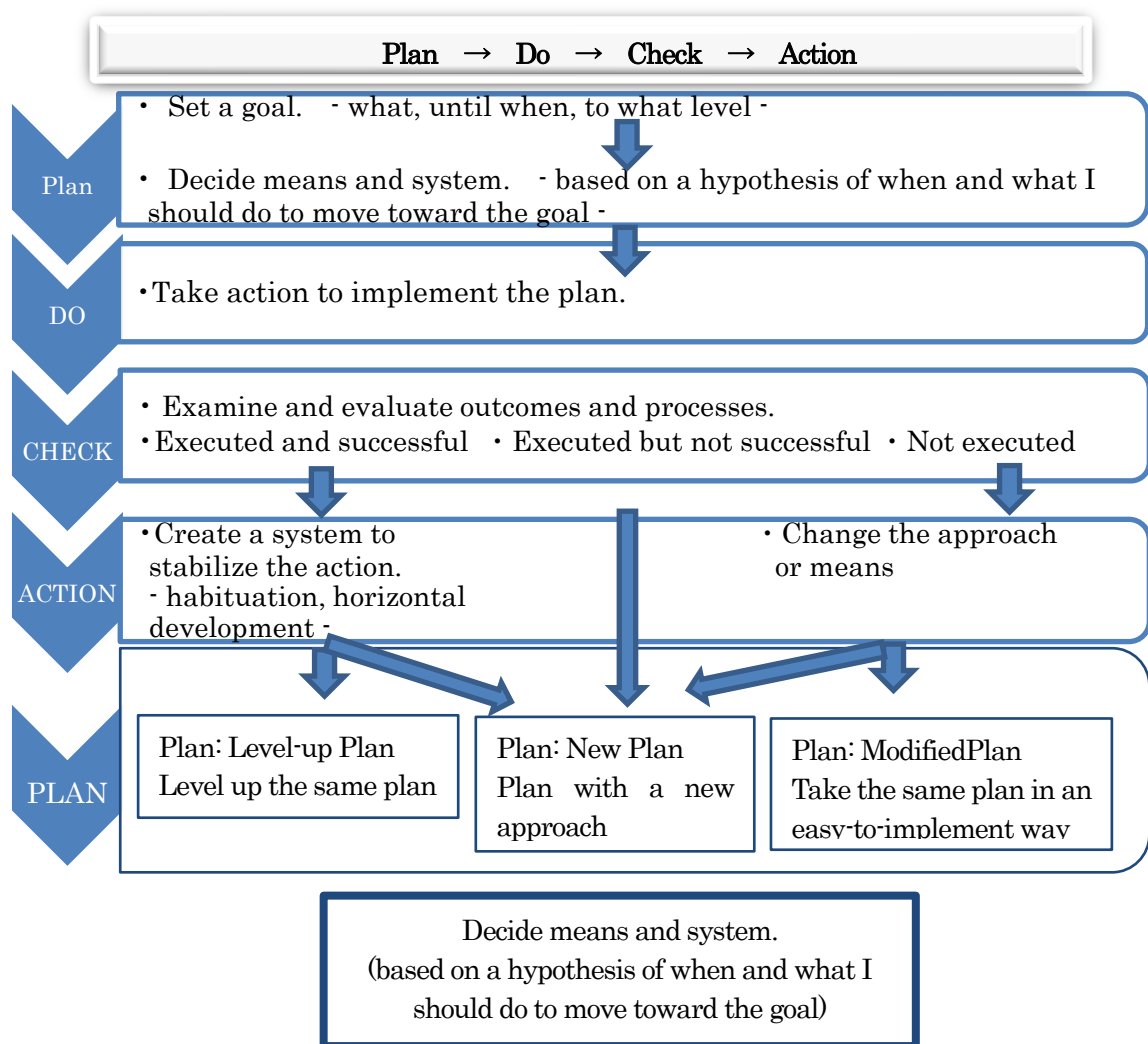Let's sort out what you should do to achieve a goal by applying the pyramid structure:

Write your goal in the top column. Write the reason (why) and means (how) in the second and third columns.

*Pyramid structure : a tool to sort out your thinking logically

2. PDCA cycle

PDCA cycle is a framework to manage a series of a company's activities from the perspective of Plan-Do-Check-Action.

① Plan: To set a goal and put the plan into concrete action
② Do: To determine the organization's structure and roles, allocate the manpower, and give directions and orders to take concrete action while motivating the organization's members
③ Check: To measure and evaluate the outcomes during the processes
④ Action: To modify and improve the processes if necessary

▼PDCA cycle

Plan → Do → Check → Action

Plan	・ Set a goal. - what, until when, to what level - ・ Decide means and system. - based on a hypothesis of when and what I should do to move toward the goal -
DO	・Take action to implement the plan.
CHECK	・ Examine and evaluate outcomes and processes. ・Executed and successful ・Executed but not successful ・Not executed
ACTION	・Create a system to stabilize the action. - habituation, horizontal development - ・Change the approach or means
PLAN	Plan: Level-up Plan — Level up the same plan Plan: New Plan — Plan with a new approach Plan: ModifiedPlan — Take the same plan in an easy-to-implement way

Decide means and system.
(based on a hypothesis of when and what I should do to move toward the goal)

In recent years, as preparation is necessary to turn the PDCA cycle, an expression called 'S-PDCA cycle' (Start-Plan-Do-Check-Action) has also been coined.

When a series of PDCA cycles finishes, the need forfeedback based on the points for reconsiderationis also called for to proceed a new PDCA cycle toward a re-planning process.

Feedback is a very important element, but we would use a new word, 'feedforward', here to move forward.

Let's learn about the concept of 'S-PDCA＋F cycle'.

In a work situation, PDCA is a never-ending cycle.

It is a continuous quality and efficiency improvement process.

Also, issues can continuously occur at work, so it can be considered that a PDCA cycle is conducted to resolve problems.
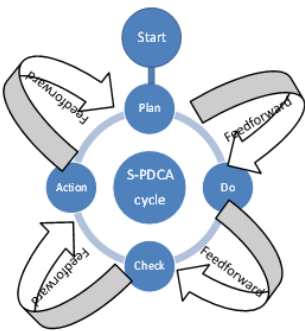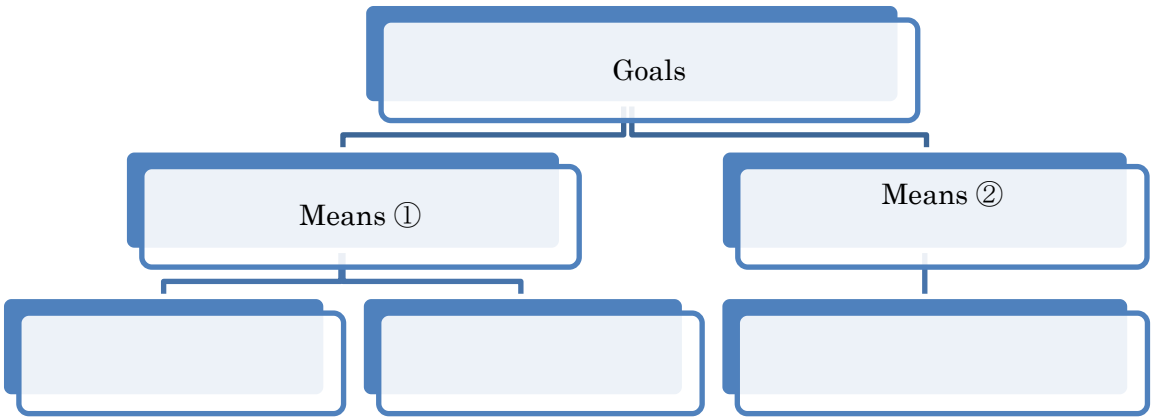
▲S-PDCA＋F cycle
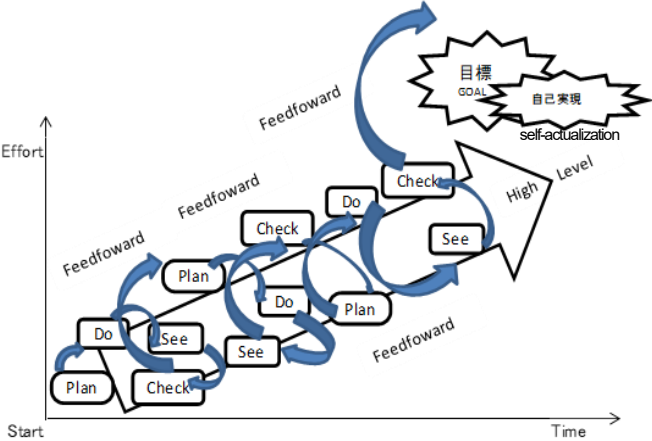
Also, issues can continuously occur at work, so it can be considered that a PDCA cycle is conducted to resolve problems.

目標
GOAL
自己実現
self-actualization

♫ work ♪

▼Let's design and plan your goals for learning or for a club activity at university.

Goals

Means ①

Means ②

Process:

3. Role expectation and group dynamics

3.1 Role expectation

We are individuals as well as constituent members of an organization.   A constituent member is, for example, a son, wife, father in a family; a student, a junior, a senior at school; a citizen, a taxpayer in a country.   Each constituent member has his/her own role.   For example, the role of a mother is to raise and educate children.   Role expectation refers to a society's expectation of the manner or behavior attached to a position or status.

♬ work ♪

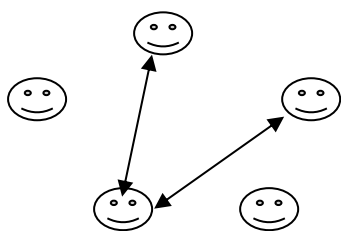▼What are the role expectations of the following?

Student	
Senior student	
New employee	
Son/daughter	

＊Did you learn that the role expectations vary depending on the situation and the position at that time?
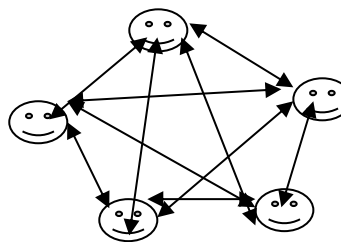
3.2 Group dynamics

Group dynamics is an interaction of forces among group members, which affects how verbal and non-verbal interaction between members can be active and flexible.   For example, when a problem occurs in a club activity you belong to, but everyone is reluctant to address it, the club can be said to be in a condition where the level of group dynamics is significantly low.

[when group dynamics does not function]   [when group dynamics functions]

▼Rules to facilitate group dynamics
① Try to understand the other person's opinion first.
　Do not deny someone's statement immediately.
② When making critical remarks, explain the reasons.
③ Pay attention to someone's talk to the end.
④ Listen with giving positive feedback such as nodding
　and smiling.
⑤ Offer a positive and constructive attitude within the group.

♬ work ♪

Participate in a group discussion with group dynamics in mind.

【Post-learning task】

◆Consider MBO and PDCA in your daily life and write about them in 400 characters.

<How to write>

1. Use a PC. Submit a Word document.
2. Formatting: 40 letters×30 lines
3. Font: MS Mincho, 10.5 point
    MS Gothic, etc. can be used if necessary.
4. Margin setting: Normal
5. Number of characters: 350 to 400

    *In business scenarios, when explaining the current situation or summarizing your talk orally, you should complete it in about one minute. If you put it into writing, about 400 characters should be sufficient.

    If the number of characters is specified:
    ① Don't exceed that number.
    ② Write more than 80 percent of the specified number (in this case, more than 350 characters).
6. Others:

    Read over what you have written to avoid typos and omissions.

    If there is anything you don't understand, confirm definitions and meanings by consulting a dictionary, etc.

    You will not obtain points if you appear to have deviated from ethical practices such as copying and pasting text from other literature, or copying a friend's work.

*Focus on creating an excellent and well-organized document.

【Pre-learning task】

◆Create your weekly schedule (in freestyle writing).