

CAREERS ZIMBABWE

Rising above the ceiling

Goal Setting Skills for High School Students

a handbook penned by

Nhundu Pardington

We are unlimited beings...we have no ceilings – Michael Beckwith



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Goal, Vision, Mission/ Purpose

What is your Mission/Purpose?

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What is your Vision?

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What is your Goal?

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What or who inspires you the most?

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Introduction to Goal Setting

Strive was born in 1961 and reaped the rewards during the late '90s and early 2000s when the cellular phone market shot into space. His mother was an entrepreneur in her own right and saved enough money to send Strive to be educated in the United Kingdom, where he studied electrical engineering at the University of Wales. But Africa, and business, called out to him.

Strive founded the cellphone company Econet in 1993 and over two decades ago, Strive Masiyiwa took the Zimbabwean government to court in a grueling five-year legal battle. Masiyiwa had been planning to launch his own mobile telecoms company, but the Zimbabwean government had been strictly opposed to anything that Strive was involved in because of his long history of legal battles with them – it took him five years of fighting in court to get rid of the monopoly-controlled telecommunications industry in Zimbabwe. The government held an exclusive monopoly to manage and operate telecommunications in Zimbabwe and was desperately trying to thwart his ambitions.

After the High Court ruled in favor of Masiyiwa in 1998, the Zimbabwean tycoon went on to build Econet Wireless, and within a few years, Econet had bought Mascom, a cellular giant in Botswana that enjoys nearly 80 percent of the market share, had service centres in Kenya and Burundi, and was operating in the United Kingdom as Econet Satellite Services and is the leading Pan-African mobile telecoms company with operations across Africa, the U.K and New Zealand.

Today, Econet Wireless is an investor's delight. It is easily Zimbabwe's most successful corporation. It is Zimbabwe's largest mobile telecoms firm, with a subscriber base of over 6 million. Its profits for the year ended February 2012 after-tax stood at over \$165.7 million and the Johannesburg-headquartered company has operations in Burundi, Lesotho, Kenya, Nigeria, Botswana and Rwanda. Econet has a market capitalization in the region of \$600 million.

Until 2003, Strive was the publisher of The Daily News, the only independent newspaper left in Zimbabwe. His business portfolio includes financial services, renewable energy supply, beverage bottling, hospitality and insurance, not to mention Econet Wireless, which provides telecommunication services in 15 countries around the world, including the United States, Europe and Asia.

While the business magnate has a net worth of some US \$1.4 billion, he hasn't forgotten about the small people that matter. He sits on the co-ordinating committee of the Social Dimensions Fund, an organisation that is concerned with reducing poverty in Zimbabwe and giving its people a chance for a better future. He is also a trustee of the Capernaum Trust, which provides funding and welfare for over 26 000 children.

Strive Masiyiwa, the unassuming and soft-spoken founder of the telecoms giant, is the richest person to emerge from Zimbabwe.

You can glean important business and life lessons by taking a close look at what made Strive Masiyiwa a successful billionaire telecoms tycoon.

1. Identify A Human Need And Reach Out To Meet It

According to Masiyiwa, this is the most sure-fire way to succeed in business.

In 1994, 70% of Africans had never heard a Telephone ring. People all across Africa desperately needed a reliable and cost-effective means of reaching out to their loved ones and associates wherever they were in the world. That was a human need. Masiyiwa, as a young engineer, set out to change that. He had the technology to do it and access to substantial resources. “We didn’t wake up and say we wanted to make billions of dollars; we said we wanted to extend telecommunications to all the people of Africa,” Masiyiwa stated during last year’s commencement address to graduating students of Morehouse College. If you reach out to meet the needs of the people around you, you will wear the crown.

2. Be Patient And Relentless; Never Give Up

Few people are as patient and as relentless as Masiyiwa. In 1993, when Masiyiwa set out to establish Zimbabwe’s first independent mobile telecoms network, he encountered stiff opposition from the Zimbabwean government. The Zimbabwean Post & Telecommunications Corporation (PTC) – a government-owned entity held a monopoly over the telecommunications business in the country and the corporation was vehemently opposed to granting Masiyiwa a mobile operating license. The Government threatened to prosecute him if he dared to proceed with his venture. Masiyiwa took the battle to court, and the case lingered for close to five years. It was a slow and long process, but Masiyiwa never gave in. Of course the government tried to subdue and frustrate him, but Masiyiwa was resolute. He was determined to challenge the government’s monopoly of telecommunications services in the country and was keen to launch his own mobile telecoms network. His persistence paid off. By 1997, the court ruled in his favour and Masiyiwa was able to launch Econet wireless. Develop a tough skin; be relentless, and be patient. Success hardly occurs in a split second; you need to learn to wait for your moment.

3. Work Hard And Stay Focused

This is a no-brainer. Nothing good in this world comes easily, least of all, success. You may have identified a need and possess the most brilliant business ideas. You may even have the praying spirit of Jesus, but if you are lazy you’re doomed to fail. Success requires hard work. Masiyiwa works long hours every day and has cultivated the requisite discipline to be focused. Work Hard And Stay Focused!

4. Pray Hard

“God will do nothing except you pray, and you have to be clear what you want”- Strive Masiyiwa

This might sound like illogical business advice particularly if you're an atheist. But according to Masiyiwa, a devout Christian, prayers are essential for success in business. Masiyiwa has stated countless times that when he was battling the Zimbabwean government in court for the right to operate a mobile Telecoms license, he prayed fervently. While the court case lingered, Masiyiwa prayed for victory. Even though it took four years, Masiyiwa's prayers were eventually answered. Employees at Econet and people close to Masiyiwa confirm that the tycoon never takes any important business decision before first going on his knees. Judging by Econet's raving success, Masiyiwa's prayers actually work. Prayers may work for you as well.

5. Give Back

What you give comes back to you ten-fold. Masiyiwa is Zimbabwe's biggest philanthropist. Along with his wife, Tsitsi, Masiyiwa is a co-founder of the Capernaum Trust, a Zimbabwe-registered privately funded Christian charity which sponsors the education of over 28,000 Zimbabwean orphans. Apart from providing scholarships to these children, the organization also provides food packs and healthcare for them. Masiyiwa funds the trust from his own personal resources with support from Econet Wireless. The Universe seems to have rewarded his generosity with brilliant success and a \$600 million fortune.

NB: Courtesy of Forbes Magazine

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Effective and competent people are proactive, focused and future oriented. They do not live fire-fighting and reactive lives. Others see things happening but goal-setters make things happen. They are not swayed all directions by random events but they seize opportunities when they come across them. People who achieve what they want do so because they:

- have clear goals
- develop plans and schedules for achieving them
- assume personal responsibility for implementing and following these plans and schedules
- persevere in the face of setbacks

A Goal-setting lifestyle means to think and to plan ahead, to be attentive and responsive to life events, problems, challenges and the changes.

A Goal-setting lifestyle means:

- looking ahead
- a conscious, deliberate, actively taking charge and planning for what will be accomplished
- strategizing to prevent potential problems

A Reactive lifestyle means:

- an after the fact mode of living
- fire fighting
- random and unorganized reaction to many events without correcting the source
- passive, ignorance and lazy mindset

The biggest difference between Proactive and Reactive lifestyle emanates from Goal Setting. Proactive people are aware of the significant positive consequences which emanate from goal setting. Reactive people have either accepted a life of fire-fighting, are ignorant or they are just too lazy to think and plan their lives.

A goal is a dream with a deadline – Napoleon Hill

OBJECTIVES OF THE MODULE

Goal Setting and Development:

1. Develop a comprehensive understanding of goals and goal setting process
2. Articulate your goal and plan towards it
3. Connect your current and future studies with your goals
4. Develop goals that lead to fulfillment of purpose
5. Establish a goal-centred life

Arriving at one goal is the starting point to another – John Dewey

What is Goal Setting?

A goal is the aim of an action or task that a person consciously desires to achieve or obtain (Locke & Latham, 2002; Locke & Latham, 2006).

Goal setting involves the conscious process of establishing levels of performance in order to obtain desirable outcomes. If individuals or teams find that their current performance is not achieving desired goals, they typically become motivated to increase effort or change their strategy (Locke & Latham, 2006).

Locke and Latham stated that "the goal setting theory was based on the premise that much human action is purposeful, in that it is directed by conscious goals" (O'Neil & Drillings, 1994, p.14).

Research has also shown that goal setting cannot in its own achieve the desired outcomes but rather with the use of Kenneth Blanchard and Spencer Johnson's SMART goals (Figure 1.1) thesis which include: goal acceptance and commitment, goal specificity, goal difficulty, and feedback (O'Neil & Drillings, 1994) the probability of results is at least improved.

Figure 1



Goals are fuel in the furnace of achievement – Brian Tracey

From the discussion set your goals and purpose. Write them down:

a.
.....
.....

b.
.....
.....

c.
.....
.....

A God-driven goal

Jesus' experience up until He ascended to Heaven, Jacob's fight with the angel for the whole night and Paul's charged missionary work reveal individuals who set goals and went for them. Mother Theresa, Martin Luther King, Ezekiel Guti, the late Archbishop Patrick Chakaipa and many other prophets of today display a magnificent calling and acceptance. They further displayed great ability in developing goals and managing them.

These Biblical characters and reflections can be guides in goal setting. Which other Biblical and contemporary characters inspire you most in the area of Goal Development and Management?

-
-
-
-
-
-
-

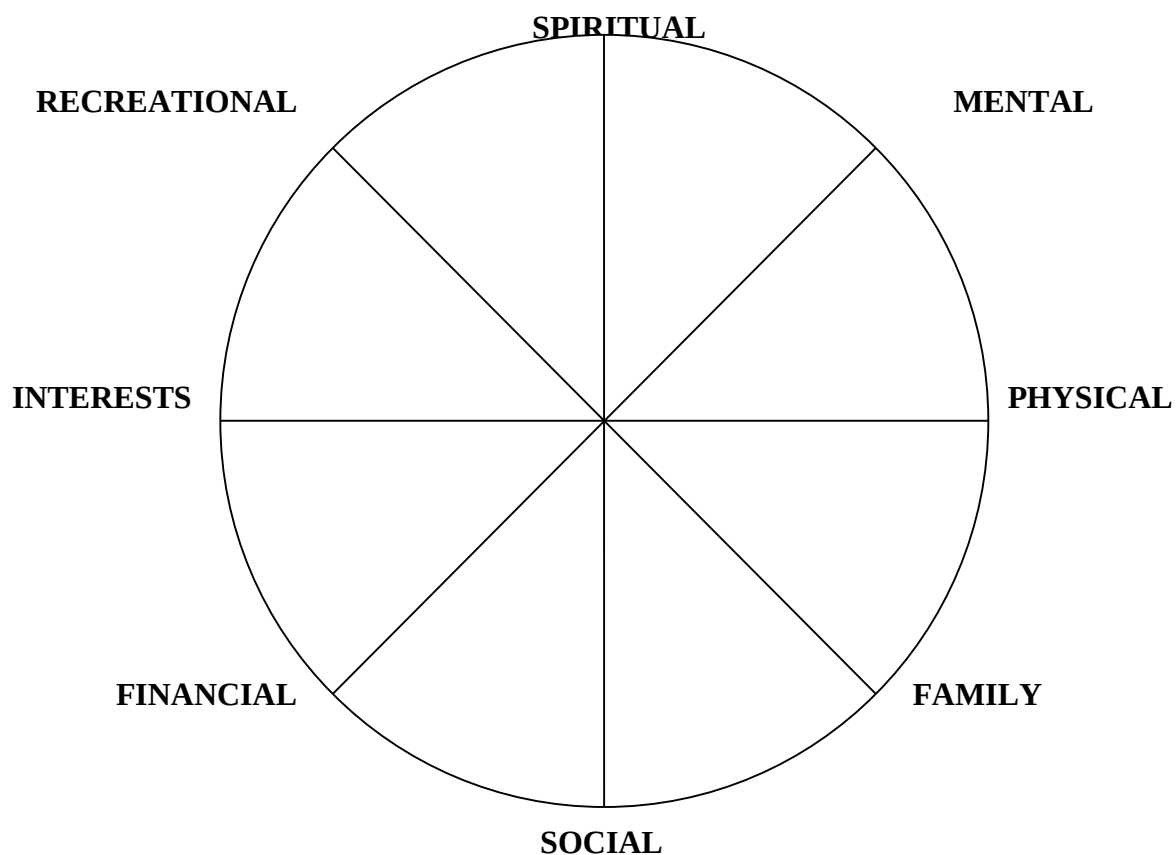
In contrast, the Biblical story of the be-heading of John the Baptist (verse...) show an ungodly goal to be achieved. King... failed to make it clear to the child that there are certain requests one can not be given and would have opted for half of the Kingdom as the King had promised. The oath taken by Jezebel lamented by Elijah (verse...) show a high level negative goal to take down all the prophets of God. These and other examples serve as examples to how ungodly goals can affect people and negatively influence their surroundings.

Which other Biblical and contemporary characters represent the negativity of goals:

-
-
-
-
-

Your goal should be just out of reach, but not out of sight – Denis Waitley and Remi Witt

DISCOVERING GOALS



TOTAL HUMAN DEVELOPMENT GUIDELINES

1. Spiritual Goals
2. Educational Goals
3. Health Goals
4. Family Goals
5. Social Goals
6. Financial Business Goals
7. Recreational Goals

NB: List not exhaustive.

Life can be pulled by goals just as it can be pushed by drives – Viktor Frankl

Exercise

Choose an animal that describes your personality.

Now draw the animal and present it to your friends.

Exercise

Move out of your learning space and bring something back into class.

Present it to the class and state why you chose that and how it links to your personality.

Importance of a Goal-Centered Life:

- ❖ directs to life
- ❖ promotes enthusiasm
- ❖ instills a sense of purpose
- ❖ orients a result character
- ❖ increases competency
- ❖ promotes forecasting
- ❖ improves effectiveness and efficiency
- ❖ Goals.....
- ❖ Goals.....
- ❖ Goals.....

The virtues lies in the struggle, not in the prize – Richard Monkton Milnes

Downside of not having Goals:

1. Firefighting lifestyle
2. Failure to turn obstacles into opportunities
3. Failure to realize all potentials
4. Vision, Mission and Purpose not realized
5. Adoption of “whatever comes” attitude

From the foregoing discussion and your personal experiences what are the pertinent lessons you have learnt personally or by witness, for not leading a goal-centered life:

- a.
.....
.....
- b.
.....
.....
- c.
.....
.....
- d.
.....
.....
- e.
.....
.....

Our plans miscarry because they have no aim. When a man does not know which harbor he is making for, no wind is the right wind – Seneca

Goal Setting Process

Goal Setting Levels

- 1. Short Term Goals**

- 2. Medium Term Goals**

- 3. Long Term Goals**

NB: Use story on page one of Strive Masiyiwa.

To reach a port, we must sail – Sail, not tie at anchor – Sail, not drift. – Franklin Roosevelt

How to live your goals...

Goals require continuous visits, refinement and development and attaining them is possible when they are in black and white. Give priority to short-term goals because they construct long-term goals. Every single objective set needs full attention because it brings you closer to the medium and long-term goal.

1. Goal statement starts with an infinitive

Goals are action oriented thus should be written as such.

To lead

To acquire

To write

To register....

2. Articulate clearly what you want to achieve

A goal states what a person will do, by planned action, to bring it about.

To write my 'O' Level Exams

To write my 'A' Level Exams....

3. Be as specific as possible.

Make the goal measurable. To achieve a goal, people need to know precisely what they want.

It's not enough to write 'O' Level exams in June 2015 but specify how much and in what area do you want to improve.

To attain 5 A's and 4 B's when I write my 'O' Level exams...

4. Make the goal realistic

Goals must be practical, sensible and possible. They are set in consideration of potential, available resources, time, finances and limits around an individual.

5. Set goals that are meaningful and personally challenging

Goals too high increase frustration when not attained. Goals too low fail to create enthusiasm when attained. Goals should be set to improve current performance yet also be meaningful, organic and personally challenging.

6. Set the date: make the goal measurable

Setting a personal ultimatum increases attendance to a set goal and undated goals practically remains unattended. Personal ultimatums drive people into action, to get things done simultaneously for self and organizational development.

To attain 5 A's and 5 B's when I write my 'O' Level exams in June 2020.

SIGNPOSTS FOR GOAL SETTING

1. GOAL ACCEPTANCE/ COMMITMENT

A personal goal should be organic so as to accept it thereof binding with it. In case it's a shared goal it should also be communicated well so that it can be accepted and persons commit to achieving the set targets.

Two primary factors that help to enhance goal commitment are importance and self-efficacy (Locke & Latham, 2002). Importance refers to the factors that make attaining a goal important, including the expected outcomes (Locke & Latham, 2002). Self-efficacy is the belief that one can attain his/her goal (Locke & Latham, 2002).

2. GOAL SPECIFICITY

A goal should be straight-forward using infinitives and also,

A goal must be specific and measurable. **It should answer the who, what, when, where, why, and how of the expectations of the goal.** Specificity and measurability provide an external referent (such as time, space, increment, etc.) to gauge progress, whereas vague "do better" goals are ambiguous and often have little effect on motivation.

3. GOAL DIFFICULTY

Goals are proven to be an effective motivation tactic if difficulty is taken into consideration. **They should be set high enough to encourage high performance but low enough to be attainable** (PSU, 2012). When this grey area is achieved, goals are proven to be effective.

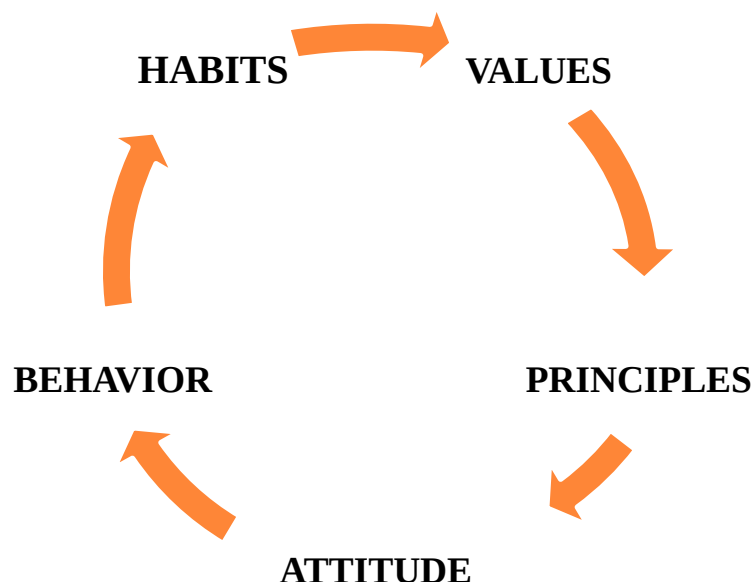
4. FEEDBACK ON GOAL TOWARD PROGRESS

Feedback is necessary in order for goals to remain effective and retain commitment. Without feedback people are unaware of their progression or regression and it becomes difficult to gauge the level of effort required to pursue the goal effectively (Sorrentino, 2006)

Process feedback provides specific tasks that must be performed to achieve the desired outcome. **Outcome feedback** is focused on the outcome of the goal and offers no tangible information to utilize in goal attainment. **Similar to goals, feedback must also be specific to offer constructive information on how to meet objectives** (PSU, 2012). By receiving feedback, individuals will know that their work is being evaluated and that their contributions are being recognized.

A good archer is known not by his arrows but by his aim – Thomas Fuller

UNDERSTANDING CHARACTER



HABITS – Habits are a constituent of everyday routine or a hyper-continuation of the same act consciously or even unconsciously. It is the everyday routine that builds up into habits. Habits can be both positive and negative. Continuous checks on everyday an action that builds positive habits and strives to eliminate the negative routines. Psychologists agree that it takes twenty-one days to build up a habit but it can take more than that to eliminate a negative habit. After significant training, for example, marines, soldiers and police officers form habits of waking up early, walking intentionally, dressing in uniforms and communicating in a directive style.

VALUES – The habits you entrench in yourself belong to a set of values you have adopted growing up, that is, in the family, society, school and even with peers. This set of conditions you abide to, assists in the construction of your habits. Values can also be adopted as a means to fit in a certain career.

A young man aspiring to be a “man of God”, that is, pastor, priest or deacon should in that manner adopt certain values such as the ability to socialize and be calm, patient, kind, non-judgmental and confidential. These and more values in that career make up a good ‘man of God’. This is because a short-tempered man with anger management issues would make a half-baked “man of God” with whom people would want to converse. An accounting career would require an honest, diligent, hard-working person who can withstand the temptation to be surrounded by piles of money and at the same time allow the idea of robbery to pass-by.

In absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia – Author Unknown

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PRINCIPLES – A principle is a law to abide and live by. It is a certain manner you would want your life to take. Principles should not be a ‘copy and paste’ mechanism because one sets them in consideration of values, beliefs, abilities and personality. The guidelines you set for yourself are the cornerstones to the person you become. *Norman Vincent Pearle* once noted, “*it is difficult to come across a real person*”. He meant that it isn’t easy to come across a person who knows himself/ herself and has set principles to maintain and develop that real self. Most people are just shadows of others because of the ‘copy and paste’ attitude.

ATTITUDE – An attitude is a resulting factor of habits and values. Goal achievement is a realization of the fact that it doesn’t matter where you are coming from but where you are going. For my ‘O’ Level I had two B’s and four C’s but I managed to transform the result to 11 points at ‘A’ Level: more so I changed subjects from C’s to A’s at ‘A’ Level. The attitude you adopt on the road to achieving your goal is thus of great importance because perception is altitude. The very action of loving corrections, study and discussions undoubtedly proves to be a positive attitude and opens doors to understanding and create a deeper love for learning.

BEHAVIOR – The correct recipe brings the best tantalizing meal; from the correct habit, value and attitude emerges the correct behavior. For example, many students fail their interviews by creating a poor impression with how they’ve dressed and the first few words they say. One preacher once said, ‘you are addressed according to the way you are dressed’.

A friend of mine once told me a story about a young intelligent university student looking for attachment. He was dressed well, was on time and had very good grades and seemed like a perfect fit for the position. The whole class knew that time and punctuality were ‘engrained’ in the young Accountant and he would burst when delayed anyhow and by anyone. The Human Resources Manager a, Psychologist, decided to use unorthodox means and he delayed calling the young Accountant: at 9:00am he passed the applicant on his way to breakfast and left him there unacknowledged until he was on his way to lunch. At that moment the young Accountant was no longer patient but as a person looking for attachment the person had to stretch some limits. The HR Manager apologized and took him to lunch at the company’s kitchen. After receiving the plates the young Accountant was hungry, angry, tired and also frustrated; without tasting the food he just took the salt shaker and added salt. The HR Manager after the meal just said, “You have failed the interview.”

1. In your own view what is the young Accountant’s behavior?
2. Is the young Accountant’s behavior suitable for the profession?
3. Was the HR’s decision appropriate?
 - a. If Yes/ No, Why?

There are two things to aim at in life; first to get what you want, and after that to enjoy it. Only the wisest of mankind has achieved the second – Logan Pearsall Smith

Goal Setting tips:

Goal setting brings out a goal and a goal helps us live our lives. A goal properly set reveals the inner person such that purpose and goal are intertwined.

1. Take repeated action in the face of an obstacle
2. Humble oneself and be open to advice
3. Take action in the face of an obstacle
4. Commit self to achieve the required goal
5. Make perseverance a twin of goal setting
6. Make a personally meaningful goal
7. Take repeated lessons from delayed goal results

Sometimes goals set in a rush and without a clear sense of purpose are haphazard. Such goals maybe caused by:

- Confusion
- Depression
- Negatively motivations
- Copy other peoples goals
- Ignorance of abilities
- Not being honest with oneself
- Failure to strategize
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-
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-
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-
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-
-

Always do your best. What you plant now, you will harvest later – Og Mandino

Exercise

Take at least five minutes to think about setting personal commitments.

Now write them down, in the manner you desire.

Volunteers now take to the podium and share your commitments and how you will monitor yourself.

How do you make personal commitments?

- a.....
.....
- b.....
.....
- c.....
.....
- d.....
.....

What lessons are drawn from the commitment?

- a.....
.....
- b.....
.....
- c.....
.....
- d.....
.....

How do you communicate commitments to yourself?

- a.....
.....
- b.....
.....
- c.....
.....
- d.....
.....

***It is not enough to take steps which may someday lead to a goal; each step must be itself a goal
and a step likewise – Johann Wolfgang von Goethe***

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About the Author

Pardingtone Nhundu is the Founder and Director of Careers Zimbabwe, a non-profit career development organisation in Zimbabwe. He is a political analyst, keynote speaker, educator and author of numerous articles on career development. He is a holder of a degree in Political Science from University of Zimbabwe and also a Certificate in Career Management Professional Program from Life Strategies.

Other books by Author

AS YOU GRADUATE...

By Nhundu Pardingtone



Simplicity of believing in yourself is the vital organ to your success. The availability of resources can insurmountably be useless when the partaker is down trodden within. The simple action of acknowledging your strength and weakness is virtually the springboard to that success. It does not take a crazy teacher, the greatest motivational book ever written or a crazy enough amount of cash to make you realise what you have in store and how you can make use of it. Set your life in motion by taking stock of your daily activities. Invest in personal development with full knowledge of your strengths and weaknesses. Have a strong and steadfast desire to maintain your real person by becoming honest, most importantly to yourself and others. Set goals that challenge you and are ready to launch you to greater heights. Your perception of life should not be anchored on pessimism but let it be monitored by an optimistic injunction and learn from your mistakes daily. Redeem yourself from procrastination by acting diligently when needed and necessary and talking less. Remember to be led by your passion and equip yourself with the necessary skills. You are a unique being that has the greatest power ever imagined. A unique being with no copy and never will have a copy in this lifetime or the aftermath. You only live once enjoy every day and make your CAREER COUNT!!!