

Short vs Long Term – The False Choice

Spencer Lord| NPI | 10-5-2026

Your Presenter

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Session Agenda

1. Introduction
2. Three Principles of Short- and Long-Term Goals
3. Common Pitfalls of Goal Setting
4. Implementing Better Goal Setting
5. Wrap-Up and Q&A

Section 1 - Introduction

What is a Goal?

"An observable end result that can be specific and measurable and can helps further define an organization by giving it direction"

- NIGP Dictionary of Terms



Discussion - What are some goals you have at your entity?

Short- vs. Long-Term Goals

Short-Term Goals typically…

- Less than one year
- Tactical
- Support Long-Term Goals

Long-Term Goals typically…

- One year or longer
- Strategic
- Support Mission, Vision of Entity

Short- vs. Long-Term Goals



Section 2 - Three Principles of Short- and Long-Term Goals

The Three Principles

Adapted from concepts Winning Now, Winning Later by David Cote

"Good" Goals should be…

1. Scrubbed down to what is real
2. Balanced between current and future needs
3. Focused on growth and resource constraints



Principle 1

Adapted from concepts Winning Now, Winning Later by David Cote

Scrubbed down to what is real



Principle 2

Adapted from concepts Winning Now, Winning Later by David Cote

Balanced between current and future needs



Principle 3

Adapted from concepts Winning Now, Winning Later by David Cote

Focused on growth and resource constraints



Discussion

How can you ensure that your goals meet the three principles of a "good" goal?

Section 3 – Common Pitfalls of Goal Setting

Three Pitfalls

Three Pitfalls of Goal Setting

1. Not aligning goals with entity mission, vision
2. Metrics becoming the goal
3. Staying the course…when it is no longer beneficial



Pitfall 1

Not aligning goals with entity mission, vision



Pitfall 2

Metrics becoming the goal



Pitfall 3

Staying the course…when it is no longer beneficial



Discussion

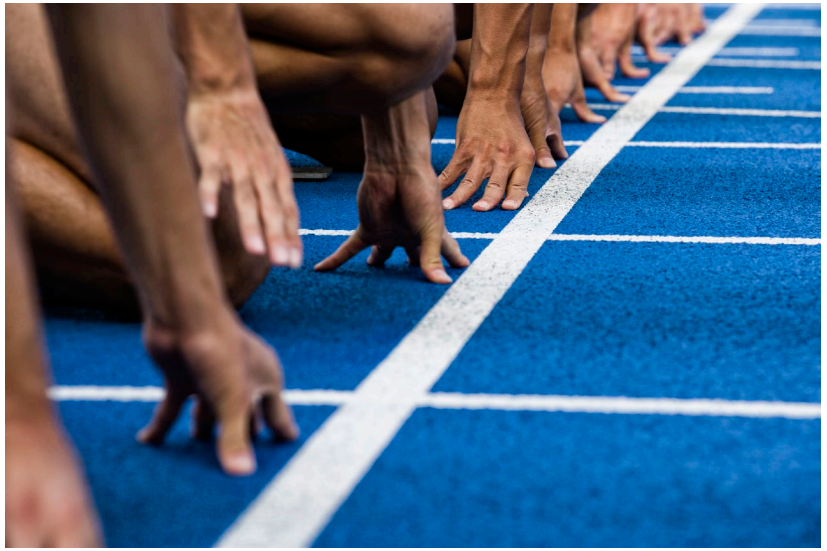
What are some pitfalls you have witnessed with goal setting?

Section 4 – Implementing Better Goal Setting

Better Goal Setting

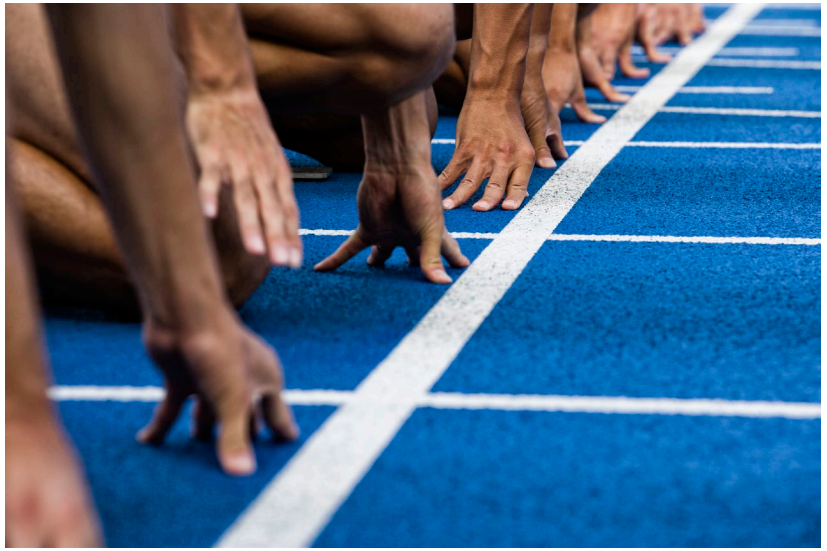
Three tips for implementing better goal setting…

1. Become (or stay) a strategic partner in your organization
2. Listen
3. Pace yourself



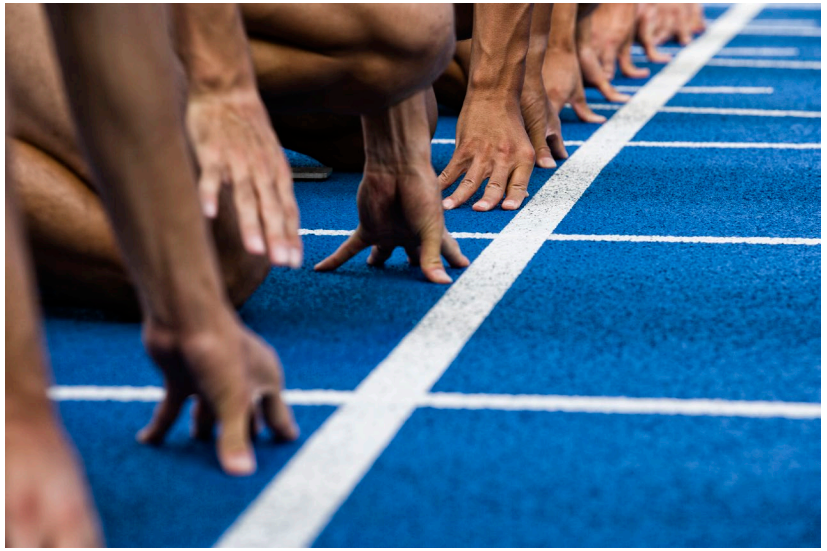
Tip 1

Become (or stay) a strategic partner in your organization



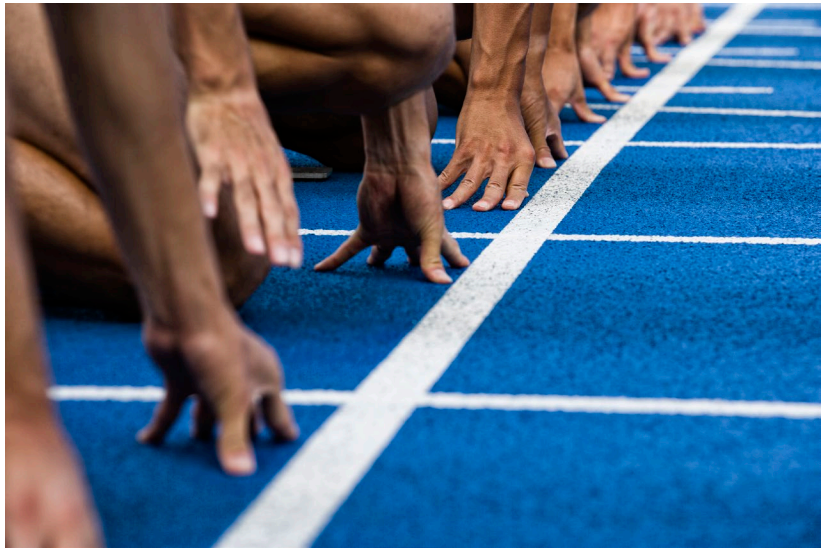
Tip 2

Listen



Tip 3

Pace Yourself



Discussion

How do you successfully implement your goals?

Section 5 – Wrap-Up and Q&A

Short- vs Long-Term

They aren't in conflict!

1. Short-term goals must align with the long-term ones
2. Cross-purpose goals lead to nowhere
3. Don't be afraid to change goals when you find conflicts



The Three Principles

Adapted from concepts Winning Now, Winning Later by David Cote

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Three Pitfalls

Three Pitfalls of Goal Setting

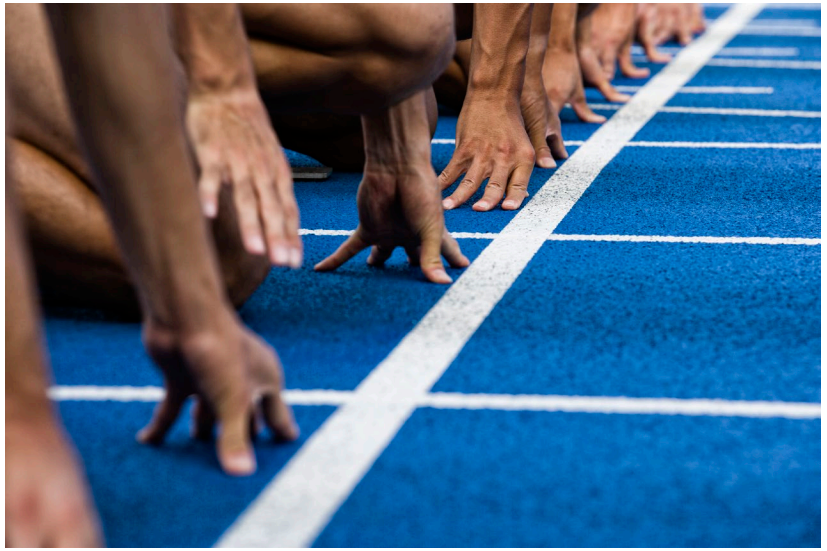
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Better Goal Setting

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2. Listen
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"Doing the best at this moment puts you in the best place for the next moment." – Oprah Winfrey



Thank You

Questions?

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