

The important link between strategy and individuals setting objectives

Purpose

To help employees understand how their individual objectives directly contribute to the goals of their unit and, ultimately, the wider University.

When employees can see the link between their day-to-day work and the University strategy, they gain:

- **Clarity** about what is expected of them
- **Purpose** in how their work contributes to bigger goals
- **Motivation** through meaningful and measurable outcomes
- **Consistency** in how departments/teams work together across the University

Alignment ensures that we are all moving in the same direction and focusing on the activities that create the greatest impact.

How the Alignment Works (The “Line of Sight” Model)

University Strategy (Top Level)

The University strategy outlines the University’s long-term direction, its mission, vision, and strategic priorities. It looks at what we are aiming to achieve as a university and our aspirations in relation to where we want to be in the future.

College / Unit Strategy

Each College / Unit translates the University strategy into more specific goals relevant to their College / Unit. It looks at what our College / Unit needs to deliver to support the University priorities and how it can contribute to the overall success of the University.

Individual Objectives (Employee Level)

Each employee’s objectives identify the key activities and outcomes they are responsible for delivering that will ultimately support the College’s/Unit’s goals. These focus on what the individual needs to achieve so the team/Unit/College and University succeed.

Together, these three levels form a clear “**line of sight**” from each individual’s work to the University’s strategic priorities.

Discussing this with your employee

1. Start with the University strategy

Highlight the top strategic priorities e.g., distinctive research impact, education for the future, effective and sustainable organisation that empowers our people.

2. Move to the College / Unit strategy

Discuss how your College/Unit supports those priorities.

Example: *“Our unit’s focus on process improvement supports the University priority of creating an effective and sustainable organisation.”*

3. Show the direct link to their role

Connect their objectives to the College’s/Unit’s contribution.

Example: *“Your objective to reduce the new hire onboarding process by X days by the end of Q4 directly supports the unit strategy of process improvement which strengthens our overall effective organisation ambition.”*

4. Discuss the impact

Show how their work supports meaningful organisational outcomes such as efficiency, quality, safety, staff retention, or student engagement.

5. Invite questions and co-ownership

Encourage dialogue so the individual understands the link between their objectives and the University strategy.

Key Message to Reinforce

Remember we all have a role to play in contributing to the overall success of University of Galway. Your work is a vital part of how our team delivers its commitments, and how the University achieves its strategy. By aligning your objectives with our College/Unit and University goals, we ensure that every contribution makes a meaningful difference.