



Turn 2026 Goals into Results

Transforming Engagements Ltd.

Four Points Sheraton, Kigali

Thursday 5 February, 9am – 12pm

Creating shared commitment to organisational goals is hard work. Employees and leaders face continuous challenges that distract them from their priorities.

While good discipline can certainly help teams stay on track, sooner or later a crisis will happen that will derail even the most focused team.

As Mike Tyson famously said: “Everyone has a plan to beat me until I punch them in the face.”

This is why good execution needs good processes. The right tools and rituals can be highly effective in building common purpose, even when your team is beset by daily disasters.

In this workshop you will master:

- Four simple processes that help teams succeed – (1) goal setting, (2) progress reviews, (3) recognition and (4) team positioning, and
- Simple tools to support these processes including (a) quarterly scorecards, (b) development plans, (c) succession plans and (d) a team positioning framework.

These will give you the structure you need to translate your ambitions for 2026 into practical steps that will inspire, energise and align your team.

Agenda

08:30 am <i>Team convenes</i>		
09.00 am	Welcome and expectations	Everyone says hello & what they want today
09.15 am	Why do teams achieve or fail to achieve their goals?	Everybody weighs in
09.45 am	Processes and tools to turn goals into results	Christian and the team
10.30 am <i>Coffee Break</i>		
10.45 am	Goals into Results case study introduction	Christian
11.15 am	Break into teams to complete the case study	Four teams
11:45 am	Teams report back	Facilitated discussion led by Christian
12.00 pm <i>Lunch (provided)</i>		

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Leaders and HR partners rarely bring in direct value for organisations: their primary role is to create a setting in which other people can succeed. This is particularly true when it comes to helping teams execute their plans – it is up to individual team members to determine how they apply themselves in realising the organisation’s goals. But leaders and HR partners can greatly increase the momentum and effectiveness of teams’ performance through the skillful application of processes and tools, as outlined below.

Goal setting – setting goals is a core priority in all organisations. No matter what approach is taken in your organisation, goal setting only works if employees think it is fair and reasonable. Wherever possible, employees should be given the opportunity to write their own goals. Even if there are hard targets or constraints that are non-negotiables, team members must have the opportunity to identify the goals that make the most sense to them in reaching these targets. Employees will feel little accountability for goals that they do not understand or accept.

Goal tracking – traditional annual performance tracking is being replaced in many organisations by quarterly scorecard reviews. Three months is a good period of time in which to (a) see the results of your actions in the market, and (b) make adjustments given changes in the external environment. “Objectives and Key Results” is a popular way to write clear and trackable goals in a scorecard format. Scorecards can also include a simple behavioural goal, so that quarterly review discussions consider both what was delivered, but also how the employee is enhancing their effectiveness.

Recognition – annual appraisals are commonly used to allocate bonuses and performance based increases. Leaders can also incentivise good performance through verbal recognition and team-based celebration. But the most authentic and powerful way to signal the importance of high performance is promotion. The process of elevating people to positions of higher responsibility is often completely opaque, with top leaders elevating people without due process or discussion. This often demoralises staff, particularly high performers who do not understand what they need to do to be considered. A formalised, leadership team-driven and HR facilitated succession planning process is the best way of keeping promotions objective and impactful.

Team positioning – a final issue that leaders must factor into their performance management is hubris. Where teams have been successful for a long time, this can adversely affect the way they see themselves and others. Leaders need to observe team members’ internal behaviours and be ready to mentor high performers if any entitlement or signs of disrespect become evident. Role modelling good behaviours yourself is a good way of setting the right tone – for example by sharing praise with everyone who contributed to a deal, not just the person closing it or by showing that you will do tasks that others might think are beneath them – like completing compliance training on time!

Scheduling these four practices will greatly enhance your team’s performance over the course of the year. Working with your business or HR partner to get performance review and development cycles into the calendar is a great first step.

Case Study: Turning Goals into Results at Rwanda Savings & Loans

Christine Dube sat on the balcony of her favourite café, sipping her cappuccino and watching thunderclouds drift slowly over Kigali. She loved the early months of the year, when the air was cooler and the pace of life felt more measured. The climate at her office, however, felt anything but relaxed.

Rwanda Savings and Loans (RSL) is a medium-sized bank headquartered in Kigali, with 300 employees and 15 branches across the country. The bank has a long history of supporting both retail and commercial clients. Over the past decade, RSL has built a solid reputation for stability and relationship-based banking.

Christine is RSL's Commercial Director. For 2026, her strategic mandate is clear: maintain strong performance in the bank's traditional retail and commercial businesses, while also standing up new capabilities in trade finance and agribusiness. Market growth is running at around 20 percent per year, and the Board and CEO have asked Christine to deliver a 25 percent improvement in both revenue and profit. She believes this is achievable, but only if the new trade finance and agribusiness teams are fully operational by the third quarter.

At the same time, Christine wants her existing Retail and Commercial Heads of Department to outperform the market by at least two percent, with a strong focus on new client acquisition and cross-selling. She worries that these leaders may become distracted or demotivated when the new Heads of Trade Finance and Agribusiness, who will report directly to her, come on board.

Christine works closely with Aline Mukamana, the HR Business Partner for the Commercial Leadership Team, to translate strategy into execution. Together, they are thinking hard about how goals are set, tracked, reviewed, and reinforced across the organisation. There are other people issues weighing on Christine's mind. The CEO and Board Chair have privately told her she is in line to become RSL's next CEO when the current CEO retires next year. While exciting, this raises questions about succession. Christine has identified Keith Limpopo, the highly respected Head of Commercial Clients, as a "ready now" successor. However, the Board has expressed concern that Keith is not yet well known at Board level.

Finally, there is a growing problem in the Retail division. Under Sheila, the Head of Retail, performance has been strong for several years. But success is beginning to breed entitlement. Some branch managers are openly dismissive of guidance from the compliance team and one senior manager is pushing aggressively for personal perks outside policy. Christine worries that this behaviour will escalate into regulatory issues that could distract the business for months.

As Christine finished her cappuccino, she wondered what processes she and Aline could put in place to make success in 2026 feel more certain.

Working with your team, complete the provided template and appoint someone in the group to report back to the broader audience.