

Long Term | Short Term | Medium Term | Effective  
| Realistic | Commitment | Goal Evaluation | Long  
Term | Short Term | Medium Term | Effective |  
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## **Goal Planning For Artists**

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## INTRODUCTION

While this is probably the shortest publication in the series, it was the hardest to write. There is a paucity of research material on the subject, yet knowing how to define and set goals that are effective and realistic is integral to a successful and financially rewarding artistic career. It is impossible to write a business or marketing plan without knowing how to set goals. I hope this booklet helps you in defining and setting your goals in both the artistic and business sides of your life.

## DEFINITION

The American Heritage Dictionary defines goal as the purpose toward which an endeavor is directed; objective.

Roget's Thesaurus defines the word **goal** as

1. A strong desire for achievement or success.

*Synonyms:* ambition, ambitiousness, aspiration, desire, aim, objective, purpose.

2. What one intends to do or achieve.

*Synonyms:* purpose, aim, design, intent, intention, meaning, plan, ambition, aspiration, objective, object, mission, target, resolution, motive, scheme, project, proposal

After careful consideration, my personal definition of goal is commitment. Setting a goal is making a commitment to myself, whether it is a large or small goal.

## BENEFITS OF SETTING GOALS

Making commitments to yourself establishes an inner integrity that affords you an awareness of self control and acceptance of more of the responsibility for your business and art.

You will develop the basic habits of effectiveness and create greater strength of character by possessing the means to enable you to make and keep commitments to yourself.

Setting goals leads to scheduling specific activities to achieve those goals, in effect aiding you in managing your time effectively.

Goals give structure and direction to your actions.

Setting goals give you a means to check your progress.

Goals help you to achieve more by giving yourself something to strive for. While the act of striving to meet a goal can become an end in itself, once you have met that goal the next goal on the list will be a spur to greater achievements. Setting goals kicks you into high gear to meet them.

### WHAT MAKES GOALS EFFECTIVE

To make goals effective, focus primarily on results rather than activity. Identify where you want to be and in the process of that identification determine where you currently stand. Once you have set goals and the activities to reach those goals, focusing on the results will give you information on how to get from here to there and will let you know when you have finished that particular stage of your journey. Focusing on results centers your efforts and energy, gives meaning and purpose to your actions, and translates into activities throughout every time period, helping you to achieve your goals.

### KEEPING GOALS REALISTIC

Goals based on reality require clear expectations. Many expectations are implicit, i.e., undefined. Make them explicit by clearly defining in words and writing it all down. An investment of time here will save you time and effort later on.

Setting realistic goals requires honesty and integrity. If we define honesty as conforming words to reality, i.e., telling the truth, then integrity may be defined as conforming reality to our words, i.e., keeping commitments and fulfilling expectations. Integrity includes honesty but goes beyond it.

Earlier I gave my personal definition of the word goal as a commitment to myself. Following the above definition of integrity and applying to that definition, I must practice honesty and integrity with myself in order to set realistic goals for myself.

## SETTING GOALS

Before attempting to set goals, it is important to define the your roles in each area that requires goal setting.

When you begin setting your goals, remember that long term goals are general statements, medium term goals are the breakdown of your long term goal into several areas, each one a goal in itself, and short term goals are very specific goals that enable you to plan activities to accomplish them. I find it easier to work my way down from general to specific, thereby building a ladder and stating each step needed to accomplish the long term goal.

## IDENTIFY ROLES

Thinking broadly will help to keep a sense of proportion and balance in and between each role.

Create a mission statement for yourself as an artist in order to determine your roles. It is easier to create a statement in an area by breaking it down into specific roles and state the general goals to accomplish in each area. For example, take the studio area of your life. You are an artist. What does that mean to you? What do you do in the studio? What are the values that guide your art?

List the traits needed to fulfill the statement.

List the roles that take priority in achieving your mission.

### ***Example: Creating A Mission Statement As An Artist***

*What does being an artist mean?*

Being an artist means creating work that communicates with people on both intellectual and emotional levels. It means not wasting the creativity and talent that have been given to me, that I have a unique way of viewing the world, constantly searching for new ways to better communicate my vision. It means constant improvement on all the skills I need to produce each piece of work, and being financially comfortable through selling the work I create.

*Artistic values:* Creating each piece because I want to and am happy working on it, not creating hack work that anyone could do. Not producing commercial reproductions and calling them limited editions. Creating original prints, doing the work myself.

**STATEMENT:**

*My mission is to create each piece of art work communicating my personal view of the world to others and not to give in to pressure from the outside to but to make each piece an original and make a living from my creativity and talent.*

**TO FULFILL THE MISSION:**

**Creativity and Talent** - I devote time, thought and effort to creating art work.

**Impact** - My work makes a difference in the lives of others

**Strength of purpose**- I am strong enough to find and create the markets needed to sell my work without using commercial methods

**Sacrifice** - I devote my time to my mission, creating art work and spending time on the business side of art.

**ROLES AND THEIR PRIORITIES TO ACHIEVE THE MISSION:**

**Studio**

1. Painter - create original work in watercolor, oils, other mediums in a style recognizable as unique to me
2. Printmaker - create linocuts and lithographs
3. Studio Manager - keep studio organized, supplies and research materials on hand

**Business Office**

1. Office Manager - keep the business side of art organized.
2. Marketing Manager - do all the marketing for my work
3. Publicist - do all the public relations work
4. Sales - do some of my own selling
5. Accountant/Bookkeeper - keep the business books up to date and do the taxes
6. Designer - design and layout for business cards, letterhead, biographical sheet, resume, brochures, price lists for commissions.

**SETTING LONG TERM GOALS**

**Mission Statement --> Role Definition --> Goals**

After all the roles are identified, think about the long term goals you want to accomplish in each role.

Identifying the various sub-areas in each major area such as the studio or business and the results you want to accomplish in each area will give you an overall perspective and a sense of direction.

List first a general goal, then become more specific. This will become the basic structure for setting medium term goals.

Suggested time range: 2 - 5 years.

**Example: *Setting Long Term Goals***

**GENERAL GOAL:** Become a recognized artist who is also successful financially.

**SUB-AREAS:**

**STUDIO:** Have developed a new style, want to carry it further and incorporate it into my printmaking, have it recognized as my particular style and gain name recognition in the market.

**BUSINESS:** Become financially independent through my art.

**SETTING MEDIUM TERM GOALS**

**Long Term Goals --> Generalized Plans --> Medium Term Goals**

List each of your long term goals that has been determined by one of your determined roles from your mission statement on a separate sheet.

List the generalized actions that you need to take to achieve that goal. These will be your medium term goals, which become the basis for determining specific activities when setting your short term goals.

Suggested time range: 6 months - 2 years.

**Example: *Setting Medium Term Goals***

**Long Term Goal:** Have developed a new style, want to carry it further and incorporate it into my printmaking, have it recognized as my particular style and gain name recognition in the market.

**Generalized actions needed to achieve the goal:**

- ◆ Create a body of work
- ◆ Develop new printmaking techniques to incorporate new style
- ◆ Develop plans for promoting the new work.

**Long Term Goal:** Become financially independent through my art.

**Generalized actions needed to achieve the goal:**

- ◆ Make at least \$25,000 a year from selling my work in two years.
- ◆ Make \$10,000 from selling my work in a year.

**Medium Term goals in priority order:**

1. Create a body of work
2. Develop new printmaking techniques to incorporate new style
3. Develop plans for promoting the new work.
4. Make \$10,000 from selling my work in a year.
5. Make at least \$25,000 a year from selling my work in two years.

**SETTING SHORT TERM GOALS**

**Medium Term Goals --> Short Term Goals -->Activities**

Setting short term goals is, in effect, planning activities.

Look over the medium term goals you have set for yourself and, if possible, break them down into the steps you must take to accomplish those goals. Record these as goals.

Now write the specific activities needed to be done as tasks in order to attain these goals. If you can divide the tasks into those that need to be done on a one-time basis and tasks that need to be done on a regular basis, you have also become involved in managing your time more effectively.

Short term goals should tie in to the long term goals set by role identification through your statements.

Suggested time range: 1 week to 6 months.

***Example: Setting Short Term Goals***

**Medium Term goals in priority order:**

1. Create a body of work
2. Develop new printmaking techniques to incorporate new style
3. Develop plans for promoting the new work.
4. Make \$10,000 from selling my work in a year.
5. Make at least \$25,000 a year from selling my work in two years.

**Breakdown of Medium Term Goals:**

- 1) Create a body of work
  - Do at least 20 new pieces in the next 6 months
- 2) Develop new printmaking techniques to incorporate new style

- Research printmaking (lithography) techniques and experiment with them
- 3) Develop plans for promoting the new work.
- Put together a new marketing plan
  - Plan a promotion campaign
  - Plan a public relations campaign
- 4) Make \$10,000 from selling my work in the next year.
- Put together new business plan
  - Do more shows

**Short Term Goals:**

1. Do at least 20 new pieces in the next 6 months
2. Research printmaking (lithography) techniques and experiment with them
3. Put together a new marketing plan
4. Plan a promotion campaign
5. Plan a public relations campaign and put it into practice.
6. Put together new business plan
7. Do more shows

**Activity List:**

Goal	Activities	How Often	Time Period Needed
1. Do at least 20 new pieces in the next 6 months	Minimum of 6 hours in studio	Daily	6 hours
2. Research printmaking (lithography) techniques and experiment with them	1) Write down ideas 2) Talk with pat Murrell to see if they might work 3) Arrange dates for working with Pat 4) Budget money to pay Pat	<u>Ongoing</u> Whenever <u>needed</u> <u>Once</u> <u>Once</u>	<u>Few minutes</u> <u>Up to 1 hour</u> <u>1/2 hour</u> <u>1/2 hour</u>
3. Put together a new marketing plan	1) Gather data needed 2) Fill out worksheets 3) Write new plan	Once	Several days
4. Plan a promotion campaign, revise as needed	1) Research media 2) Find free advertising 3) Research costs for ads 4) Make new brochures of work  5) Put together packets including slides 6) Budget money 7) Send packets	Planning once, revisions <u>monthly</u>  Monthly Once Monthly	Do planning over a week's time, several <u>hours a day</u> <u>1/2 hour</u> <u>1/2 hour</u> <u>1/2 hour</u>

Goal	Activities	How Often	Time Period Needed
5. Plan a public relations campaign, put into practice	1) Research media <ul style="list-style-type: none"> <li>◆ Concentrate first on local, then state, then national</li> </ul> 2) Budget money 3) Put media packets together 4) Send out packets	Planning once, revisions <u>monthly</u> <u>Once</u> As needed As needed	Do planning over a week's time, several <u>hours a day</u> <u>1/2 hour</u> <u>1/2 hour</u> 1/2 hour
6. Put together new business plan	1) Gather data needed 2) Fill out worksheets 3) Write new plan	<u>Once</u> <u>Once</u> Once	Do planning over a week's time, several hours a day
7. Do more shows	1) Research art fair & festival listings <ul style="list-style-type: none"> <li>◆ Send for show applications</li> <li>◆ Put together slide packets</li> <li>◆ Apply</li> </ul> 2) Research local galleries <ul style="list-style-type: none"> <li>◆ Check them out</li> <li>◆ Make appointments for review of work</li> <li>◆ Do contract</li> <li>◆ Deliver work</li> <li>◆ Follow up</li> </ul>	Monthly    Once Once  Once  Once  <u>Once</u> Monthly	<u>1 - 3 hours</u> <u>1 - 2 hours</u> <u>1/2 hour</u> 1/2 hour  1 -3 hours <u>per gallery</u> 1 - 4 hours on phone  1 -3 hours to go over contract with gallery <u>and sign</u> <u>1 -3 hours</u> 1/2 hour

### GOAL EVALUATION

Read over your goals, from long term down to short term, and decide whether each one is a reasonable objective. Take into account the time frame you have set for yourself. Ask yourself if you can achieve your goal in the time frame set without neglecting other areas of your life, whether it be in your personal, studio or business office. If you think it will affect other areas of your life in a negative manner, either lower the goal or allow yourself a longer time period. If it looks easy to accomplish, set your goal higher!

## PROGRESS EVALUATION

In order to evaluate your progress, take a look at the short, medium and long term goals you have set. Note which goals have been accomplished and in what time frame.

If you are not meeting your goals or not accomplishing them in the time frame you have determined for each goal, reevaluate whether you have been realistic in setting them. After this determination, analyze what is happening and take actions to remedy the situation. The first step is to look at your past performance.

### ANALYZING PERFORMANCE

Look at your goals and timetable. Determine whether you are sticking with the timetable you have set for yourself. You will find that some goals are being met earlier than expected and some are being met later than expected. Look at the actions you are taking to meet your goals and for each that is being met on the early side, list the reasons you have accomplished those tasks and met your goal early. For each that is late according to your time table, determine the reasons you are having trouble sticking to your time table or not accomplishing the action. When you have finished, you will have determined your strengths and weaknesses, and will know what you are doing right and which areas need improvement. You will be able to take action to remedy the situation.

#### ***Example: Progress Evaluation***

##### **Medium Term goal:**

Develop plans for promoting the new work.

##### **Short Term Goals:**

Plan a public relations campaign and put it into practice within 6 months.

1) Research media ♦ Concentrate first on local, then state, then national	Planning once, revisions monthly	Do planning over a week's time, several hours a day
2) Budget money	Once	1/2 hour
3) Put media packets together	As needed	1/2 hour
4) Send out packets	As needed	1/2 hour

The goal is reasonable and so is the time frame, but it's taking me a couple of months longer to meet my goal as many of the press releases I have sent out are not getting my name

published in the local papers on the first or second mailing of the press release. Obviously I am doing something wrong. On careful consideration, everything listed is being done right. Before sending out the press releases I have done research but have not been able to contact the correct person at the local publication. This means that a working relationship has not been built and the probability is that the press releases sent out to the wrong person are being thrown in the trash.

**Strengths:** Organization and writing skills.

**Weaknesses:** Research.

**Remedial Action:** If the contact name I need is not listed, call the publication and get it. When I have the contact name, if it is local call and make an appointment to see the person and develop a solid working relationship so there is a higher chance of the press releases being printed in the publication. Will add an hour or two to the overall time for each publication, but should stay within time frame for goal and accomplish goal successfully.

### **MAKING REALISTIC PROJECTIONS**

After you have evaluated your goals and analyzed your performance, the answers will provide you with the basis for setting realistic goals.

Goals should be based on realistic projections but be just a bit beyond the projection to encourage energetic striving.

#### ***Example: Realistic Projection***

After progress evaluation of the short term goal to plan a public relations campaign and put it into practice within 6 months, it is reasonable to expect that it can be done in a shorter period of time, say 5 months, and to set the time frame for the goal for 4 months. By extension, I can shorten the estimated completion time for the medium term goal, to develop plans for promoting the new work, related to the short term goal. However, the long term goal of making \$10,000 in a year and \$25,000 in two years from sales of art work is quite reasonable and will remain the same.

### **WHEN YOU MEET YOUR GOALS**

It's time to feel good when you meet your goals. When you have met goals, do a progress evaluation. If you are meeting them consistently, and staying within the time frames you have set, revise your goals to a higher standard.

## GLOSSARY OF TERMS RELATED TO GOALS

### **Fast Track**

The quickest and most direct route to achievement of a goal, as in competing for professional advancement: "*Making complaints against the public is hardly the fast track to elective office*" New Yorker

### **Goal**

1. the purpose toward which an endeavor is directed; objective
2. A strong desire for achievement or success.  
*Synonyms:* ambition, ambitiousness, aspiration, desire, aim, objective, purpose.
3. What one intends to do or achieve.  
*Synonyms:* purpose, aim, design, intent, intention, meaning, plan, ambition, aspiration, objective, object, mission, target, resolution, motive, scheme, project, proposal

### **Gradualism**

The belief in or the policy of advancing toward a goal by gradual, often slow stages.

### **Headway**

Progress toward a goal.

### **Law Of Diminishing Returns**

The tendency for a continuing application of effort or skill toward a particular project or goal to decline in effectiveness after a certain level of result has been achieved.

### **Stepping stone**

An advantageous position for advancement toward a goal.

### **Strategy**

A plan of action resulting from strategy or intended to accomplish a specific goal.



# **Goal Planning For Artists includes**

Sections on:

**Benefits Of Setting Goals**

**Role Identification**

How to Set:

**Long Term Goals**

**Medium Term Goals**

**Short Term Goals**

Examples:

**Of Goal Setting**

**How To Analyze Performance**

**How To Make Realistic Projections**

And:

**A Glossary Of Terms Related To Goals**

**Zipora Hartov**, an artist herself, began to develop her line of business publications for artists after years of never quite finding what was needed for herself, whether it was contracts (they always needed much revision) or other information. Another of her main concerns was and remains the affordability of business publications for artists. Conciseness and orderly presentation of subject matter make the booklets easy to read and understand as well as easy to find the points of most interest to each artist.

Zipora has been drawing and painting for most of her life. Her education includes studies in art at Maryland Institute, College of Art from 1971 -1973, Minneapolis College of Art from 1973 - 1975, receiving her Bachelor's degree, the NY Studio School in Paris and New York in 1973, and studies in zoology at Tel Aviv University from 1981 - 1983.

She has received a number of awards. 1996 includes work exhibited in London at the Natural History Museum and inclusion of her work in Christie's Wildlife Art Sale at Christie's South Kensington, London in May. Christie's has contacted her concerning the 1997 Sporting Art, Cats & Dogs exhibit and sale as well as the 1998 Wildlife Art Sale and exhibit in London. Her work has been exhibited at the Johnson and Johnson corporate gallery of Ortho Diagnostics, Inc. Several pieces in the collection of James Moorcroft are placed in the offices of Walt Disney in California.

