

Leadership goals for FUNCTIONAL and PROJECT leaders

PAYBACK Groups' success and culture are based to a large extent on close, trustful and appreciative cooperation, as was impressively demonstrated most recently during the months of separation caused by the pandemic. Constructive FEEDBACK and a positive reception of the same are important cornerstones for this and we would like to strengthen this further by declaring 2021 the 'Year of Feedback'. The aim is for all colleagues across hierarchical levels to be able to give each other constructive feedback on topics such as perceived behavior, effects, performance, and also criticism and praise, and to do so regularly. You are supported by targeted measures, great training sessions and the opportunity for a lively exchange among your colleagues.

You leaders have a special responsibility here, which is why we have set the following feedback target as the first point in the leadership goal for each of you in the tool:

Specified feedback goal for functional leaders

- Regularly asking for and giving feedback to interfaces and colleagues as part of knowledge transfer, e.g. after training sessions or specialist presentations

Specified feedback goal for project leaders

- Regularly collecting and giving feedback from interfaces and colleagues within the scope of the project

Examples of other possible leadership goals are listed below. Take the opportunity - first for yourself and then together with your leader to reflect on your role using the leadership competencies and set yourself ambitious and relevant leadership goals for 2021. In particular, consider to what extent you are already fulfilling your "thought leadership" responsibility and where and through which measures you can have even more influence in our company.

Exemplary LEADERSHIP goals for FUNCTIONAL leaders

- "Thought leadership" / self-motivated knowledge generation to further advance the topic (...) in the company
- Proactive, targeted transfer of knowledge and "best practice" to (...) through internal training and/or specialist presentations
- Technical guidance and leadership of (team) colleagues (...) and interfaces (...)
- Further develop consulting competence / internal networking

Exemplary LEADERSHIP goals for PROJECT leaders

- Active engagement with the Project Pioneers
- Further strengthen overarching expertise and methodological competence through (...)
- Promote collaboration and/or efficiency in the project team through (...)
- Strengthen quality / adherence to deadlines through improved coordination and cooperation skills
- Making the willingness to take responsibility for the project and for the project team more visible through (...)
- Strengthening intercultural competence through (...)