

Leadership goals for PEOPLE 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 people leaders:

- Create and promote a culture within the team in which giving and receiving feedback to each other and dealing with it constructively is part of everyday work.

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 an ambitious and relevant leadership goal for 2021. Please make sure that your leadership goal is formulated SMARTly and takes your current situation into account.

Exemplary further leadership goals for people leaders:

- Ensure that your direct reports/teams know their own (team) goals and how they are linked to the company's goals
- Act across departments and divisions
- Assemble the right team (prioritize hiring)
- Ensure / increase satisfaction and work motivation within the team (focus on retention)
- Strengthen personal responsibility in the team by (...)
- Promoting open discussion culture and giving room to other perspectives and views
- Define individual development measures for direct reports (70/20/10)
- Encourage development of talents, also through cross-team or cross-departmental moves