

# STEPS | Targets & Behavior Support Sheet

## How to derive and phrase targets and behaviors



### 1 Derive targets and behaviors from overarching objectives

Your manager helps you understanding the connections.

#### Targets (WHAT)



#### Behaviors (HOW)

##### Employees:



OR

##### People leaders\*:



##### Leadership Principles (LPs)

Complement the HPBM by providing orientation for leadership.

\*Mandatory on Management Career; Optional for other Career paths

### 2 Phrase individual targets and behaviors

Recommendation: 3-5 Targets & Behaviors simultaneously

The screenshot shows the HR system interface with two green callout boxes: "Targets are derived from HPCM" pointing to the Targets section, and "Behaviors are derived from HPBM or LPs" pointing to the Behaviors section.

Use **SMART** (Specific, Measurable, Ambitious, Realistic, Time-bound) wording:

1. Give **examples** when using ambiguous words like „added value“
2. **Be personal** and use entire sentences that start with „she, he or the first name“
3. **Begin with the goal** in mind like „improves customer relationships by visiting...“
4. **Be as precise** as possible and use „once a week“ instead of „regularly“
5. **Phrase it positive** and use „openly addresses...“ instead of „stops doing...“
6. **Mention when or where** like „during our jour-fixes“ or „when talking to our customers“

#### Examples for targets (WHAT):

- Tony actively supports the transparent sharing of information about the project activities with customer X by putting them all on the team iShare once a week.
- Mark ensures that by the end of April 2023, all new IFX transceiver products will be on the OEM's recommendation list by providing the relevant documentation, exchanging expertise with our experts and the OEM and identifying possible obstacles. The necessary relationships to the network specialists have been established and Infineon is a reliable partner for IVN according to the feedback of affected BL-head, PL-heads and AEs.

#### Examples for behaviors (HOW):

- Focus on the customer: TK becomes the preferred partner for customer x by preparing all required information and by keeping a response time less than 48 hours.
- Be passionate about profit: Srishaa avoids scrap by adhering to defined procedures and safety-regulations and comes up with at least three improvement ideas on how to reduce waste or handling errors even further.



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## How to add targets, behaviors & comments



### 1 Add and edit a target



[Goto/MySTEPS](#)

Category : Others

Type: Personal

\* Target:

Choose [HPCM](#) category the target is contributing to.

\* Details: How to measure the target, what is helpful to achieve this target:

Define the target SMART in full sentences. Use active verbiage.

\* Start Date: 10/01/2020

\* Due Date: 09/30/2021

Document how to measure the target and which activities might be helpful to achieve the target.

Status: Not Started

Define the start and end date. Not all targets have to be set for the entire fiscal year. Each target can have a different start & end date.

Track status and completion on a regular basis (e.g. every quarter).

### 2 Add and edit a behavior

Add Behaviors

All By Role

High Performance Behavior Model

Leadership Principles (mandatory for Management Career)

High Performance L

Select All

Be ambitious and manage risks

Be passionate about profit (mandatory)

Drive value through innovation

Focus on the customer

Foster your talents

Strive for excellence

Team up for best results

Be passionate about profit (mandatory)

Click on [High Performance Behavior Model](#) OR [Leadership Principles](#) (mandatory for people leaders on Management Career)

Select the relevant dimensions and click "add" ("Be passionate about profit" is mandatory when using the High Performance Behavior Model)

Behavioral expectations

Describe the expected behavior in a SMART way. You can use elements to structure the text e.g. bullet points.



Define targets, behaviors (and development measures) early in the FY, but **latest by the end of Dec.** Review and discuss the status quo on a (at least) quarterly basis.

### 3 Add and edit a rating / comment

Ratings from Others

Rating by Tony Employee9

Successfully met expectations

**Employee's self-assessment:** Rate own target/behavior achievement and add comments (e.g. status, project achievements) .

Tony Employee9's Comments  
Target of reduced testing time is met, but only after timeline adjustment in May due to the delay of other projects and resource constraints.

Rating by Max Matrix Manager9

Exceeded expectations

**Manager's Rating:** Rate employee's performance per target and behavior and give comments

Comments by Max Matrix Manager9  
Status Quo March 2019: very positive, very active engagement in the project and of all project members - project status very well on track Status Sept 2019: Testing time per unit reduced by 4,5% - timeline was met after extension of timeline (because of external influences) - therefore exceeded expectations



Please note that targets and behaviors can only be added and edited in "Collaboration Phase" **by September 15.** Comments and Ratings can be adjusted also in later phases (Managers only).

Further information needed? Check [goto/STEPS](#) or [goto/MyHR](#)

