

# How to create goals

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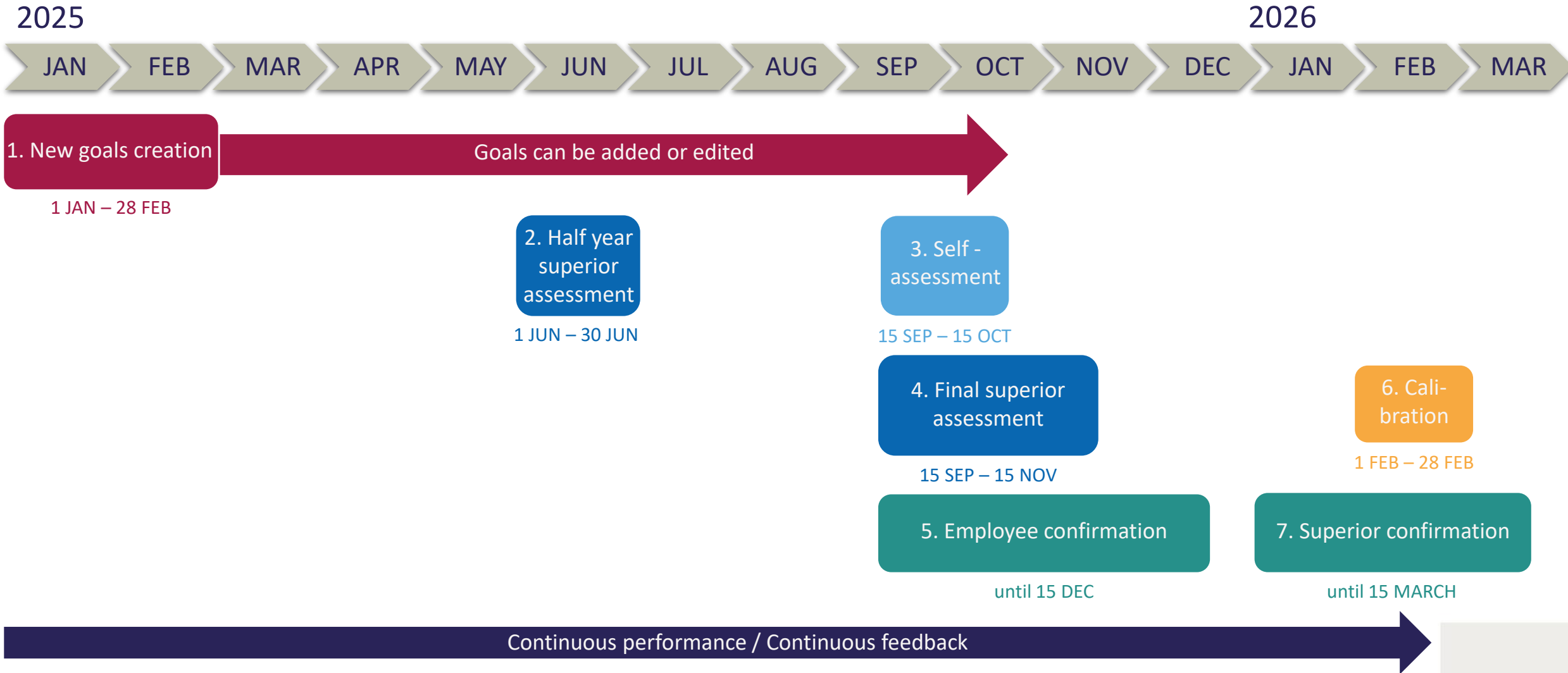
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# PMGM TIMELINE 2025



# Goals in general

Activities to be performed/fulfilled during a specific period

Based on the profession and job responsibilities

Goals are set in agreement with the supervisor (manager) and in accordance with the strategy

The recommended number of goals per year is 3 – 5 goals (including developmental goals)

# What goals can be related to?

Projects I am (co)working

More extensive and complex work tasks/activities

Personal development (developmental goals)

Routine operational tasks should not be included



# What should a proper goal fulfill?

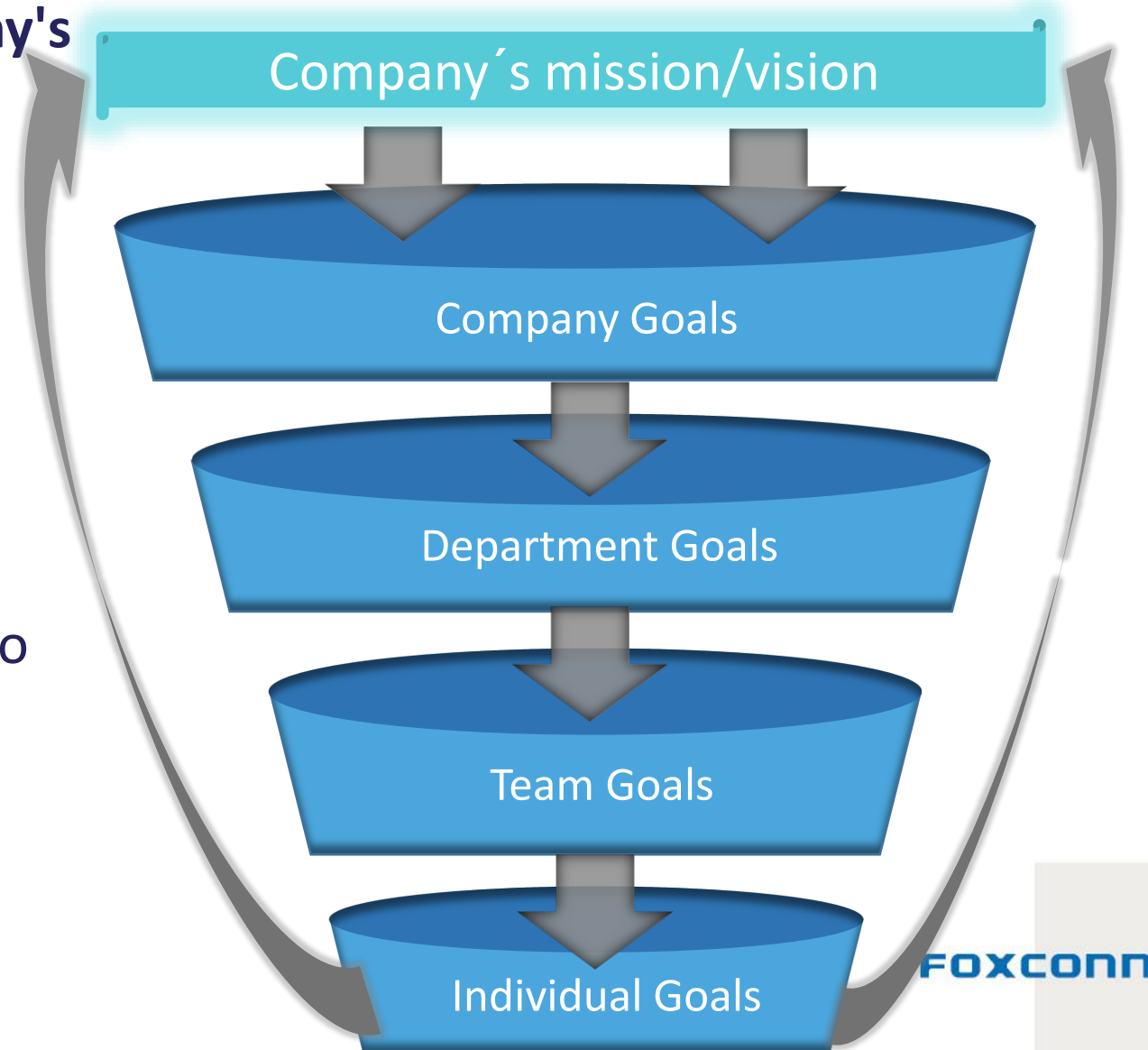
**Goals should be based on the company's mission/vision.**

There should be a cascade of goals from top to bottom:

Company-level goals aimed at fulfilling the long-term mission and vision.

Departmental goals derived from corporate goals, leading to team goals and finally to individuals contributing to the fulfillment of the company's mission/vision.

**Hence the need for alignment and communication on strategy between employees and leader/s.**





**Be the world leader in Manufacturing & Supply Chain Operations by delivering an excellent experience to our employees, customers and partners alike.**

**Develop Technology**

*Utilize best in class solutions in the area of Business Intelligence, Digitalization, Hardware and Software Automation.*

**Develop Citizenship**

*Continue to nurture strong community partnerships and environmental programs with sustainability at heart.*

**Develop Processes**

*Continuously challenge and optimise the way we do things to enhance customer experience and improve efficiency.*

**Develop People**

*Create an environment where employees feel pride in their work, and have the opportunities to grow and develop*

Reminder of Foxconn's vision / long-term goals and the 4 main pillars.

# What should a proper goal fulfill?

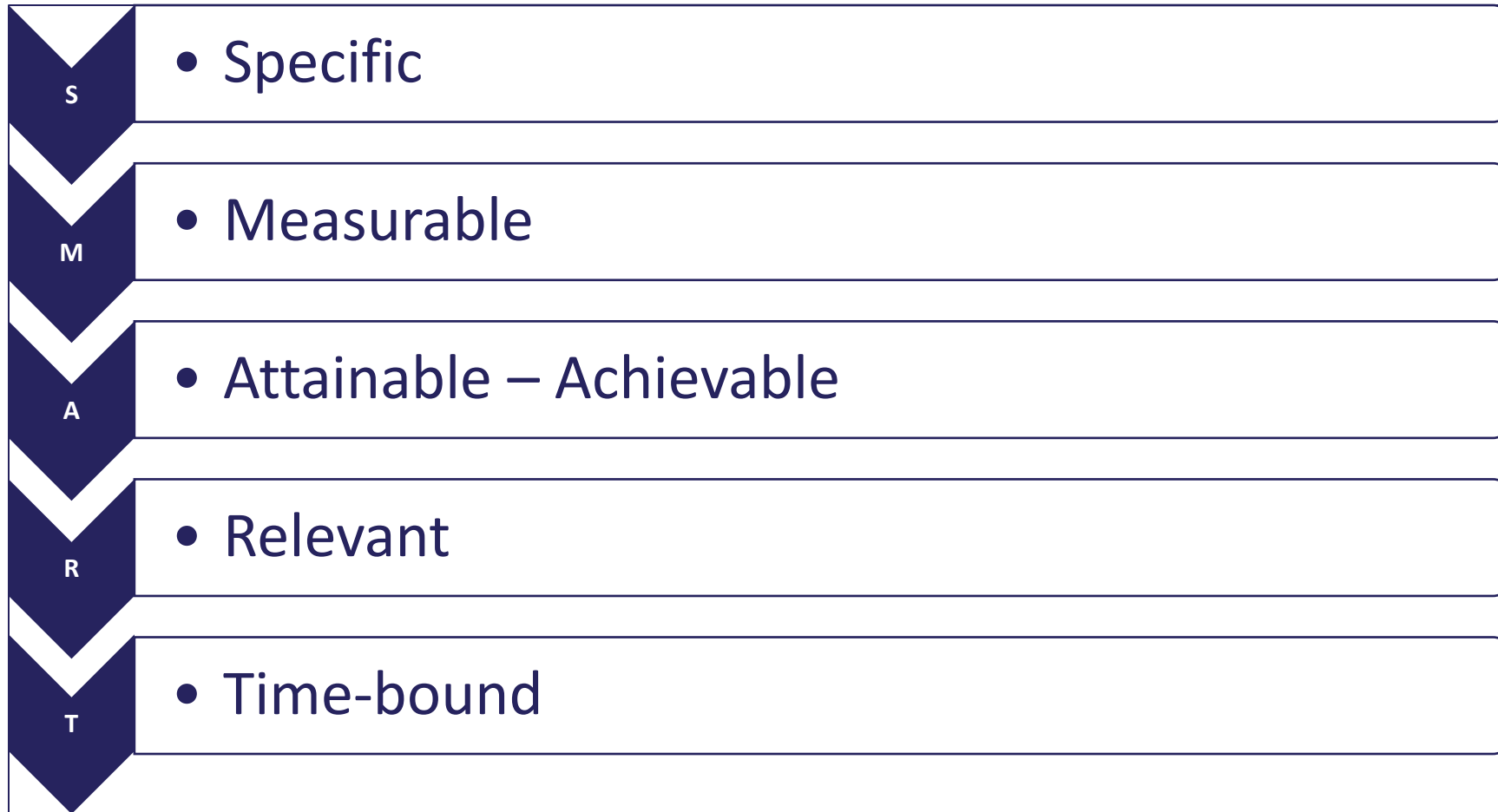
## A proper goal should have:

- Clear purpose, meaning, and benefit (Why? Who/what will benefit from it?)
- Clear description of the target state (Measurability – how will the goal be recognized as achieved?)
- Weight (Importance and difficulty of the goal expressed in %)
- Deadline (By when should the goal be achieved?)
- Owner (Who is responsible for achieving the goal? Is she/he ideally motivated and engaged in the matter?)



# SMART Goals

A goal defined according to SMART meets all the following aspects:




# Examples - what is/isn't a proper SMART goal?

## Examples of goals in the IL environment:

1a) In 2024, increase the production of XY units from 9,000 pieces (in 2023) to 10,000. 

1b) Increase unit production. 

2a) Improve product quality – reduce defect rate. 

2b) By the end of Q3/2024, reduce the defect rate of component XY from 2% to 1%. 

# Examples - what is/isn't a proper SMART goal?

Examples of goals in office/non-manufacturing IL environments:

1a) In the second half of 2024, achieve an average response time to contact job applicants within 2 days of receiving their response. 

1b) Contact job applicants as quickly as possible upon receiving their response. 

2a) Within one year, proficiently lead and conduct negotiations in the English language. 

2b) Improve communication in the English language. 



# OKR Goals

## O – Objective

Mid-term ambitious goal  
for 1-2 years

## KR – Key Results

Metric used to verify goal  
achievement

### Essence of OKR:

- Bold and impactful goals (resembling catchy marketing slogans)
- Clearly defined, comprehensive, and time-bound
- Achievable with at least a 40% probability (because even if we manage to achieve a very ambitious goal only halfway, it can still be a much greater success than 100% achievement of a modest goal, or in other words: *"it's better to aim for the stars and miss than to aim for a dung heap and hit"* 😊)



*Examples of  
OKR goals  
and missions  
from around  
the world*

Mission: "By the end of this decade, we will transport a human to the Moon and safely return them to Earth."

Volvo

Zero fatalities or injuries by the year 2020



Office depot  
Tomorrow or free



# The essence and example for creating OKR.

**Objective = what do I want to achieve?**

From trainee to appreciated specialist within two years.

**Key results = how will I measure it?**

80 % of trainees stay in the FX after completing the program.

Performance rating in PMGM  $\geq$  3.

**Activity = what am I doing for it?**

Factory tours, workshops, internships, meetings with management, 1:1 meetings with career counselors, development center, individual development plans...





# Examples of OKR Goals

**Objective: To become a key supplier for Inogen.**

Key Result: Deliver 70,000 products annually within two years.

Activities: Breakdown of activities by department, the necessity of collaboration between teams...

**Anyone in the team can handle anything at any time.**

Key Result: 100% coverage in all agendas and activities.

Activities: Sharing agendas, procedures, knowledge transfer, maintaining a unified and shared repository of documents...

# How to create your own OKR goal?

Magic questions for preparing OKR goals:

1. Setting the objective (objective) – **What do I want to achieve?**
2. Metric for success verification (key results) – **How will I measure it?**
3. Activities to achieve the goal (activity) – **What am I doing for it?**

When creating OKR goals, we ask:

Does it stimulate progress? Will we leave the comfort zone for it? Does it motivate people? Is it in line with our values? Do people consider it attractive? Does it create driving force?

➔ Ideally, we should answer **yes** to all, if not, it is not a properly formulated OKR goal...

# When to use OKRs and SMART (KPIs)?

## OKR:

For a new business, startups  
Need for innovation  
Driving force – "challenging"  
Personal self-development

## SMART (KPI):

Established, functioning process  
Maintenance of quality  
Increase in production volume  
Cost reduction



# Recommendations for putting OKRs into practice

Seek small victories.

Speak openly about mistakes.

Break down big goals.

OKRs are not a tool for blaming.

Collaboration and sharing are essential – aim in the same direction.

When something doesn't work out, communication is necessary.

Break down big goals.

OKR goals may change – circumstances can evolve over time, and the original goal may be modified (communication!).

Resistance to OKRs – "it doesn't work" – seek meaningful answers to the question "why?" and don't settle for established routines.



# How to start setting goals in myFox?

Before we start setting goals in myFox, it is necessary to align broadly with the supervisor (especially on the first question):

**Do they want/expect me to set goals on my own?**

If yes, what are our strategic priorities for the next year or two?

How can I specifically contribute to their achievement?

What will be my next professional direction in the team? Do I need to develop in some way, learn something new for that purpose...?

**➡ Only after clarifying these and similar questions does it make sense to go to myFox and start creating your goals.**

# myFox – goals creation

The screenshot shows the myFox interface for goal creation. At the top left is the myFOX logo. A 'Goals' dropdown menu is highlighted with a blue box. Below it is the 'People Selector' with a search bar and a checkbox for 'Include inactive users in search results'. A user card for 'Ben Brook, Accounting Specialist' is highlighted with a green box. To the right, there are two tabs: 'Performance Goals' and 'Development Goals', both highlighted with purple boxes. Below the tabs is a '2024 Goals' section highlighted with a yellow box, showing the period 'Jan 1, 2024 - Dec 31, 2024'. Below this is a progress bar with '2 Goals' and a status summary: '2 Not Started', '0 On Target', '0 Not Completed', and '0 Cancelled'. On the far right, a 'Create Goal' button is highlighted with a red box. The top right corner has a search bar and notification icons.

In myFox, goals are created in the designated **Goals** section. Then, it is essential to ensure that I am "**on myself**," and also that I am planning to enter goals for the correct period – **the year**. Subsequently, I proceed through the option **Create Goal**. This opens a window at the next slide.

Before starting to create a goal, it is necessary to consider whether it is essentially a **performance or development goal** and place it in the right section. The default value is performance goals.



# myFox – goal creation

Hi, Ben Brook!

Choose how you'd like to create a goal:



**Create from Scratch**

Create a goal with a blank goal form.



**Copy from Goal Plan**

Create goals based on your previous goal plan.



**Create from Library**

Choose goals from your goal library and add to your goal plan.

Creation of a completely new goal – see the next slide.

Possibility to copy any of the goals from previous years (e.g. if that goal continues into the next year...)

General predefined goals that can be selected and subsequently modified if necessary. If you are interested in adding new goal to the library, please contact .HR Training.

# myFox – goals creation from scratch

2024 Goals / Goal Creation Options / Create from Scratch

## Creat Goal

You can choose whether you want the goal to be visible to other employees from different departments or if it should be private, visible only to you and your superiors.

Fill in the weight of the goal based on its importance.

Here, you can change the status and the percentage completion of the goal.

Name your goal – what you want to achieve.

Fill in a detailed description of the goal and activities for its achievement.

Specify the metric(s) by which you will determine whether the goal has been achieved.

Specify the period during which you will work on the goal and when it should be achieved at the latest.

Here you will complete the creation of the goal.

Goal Name: \*

500 characters left

Visibility: \*

Private

Description: \*

2000 characters left

Metric: \*

1000 characters left

Weight: \*

0 %

Start Date: \*

Jan 1, 2024

Due Date: \*

Dec 31, 2024

Complete: \*

0 %

Status: \*

Not Started

Save Cancel

FOXCONN



# myFox – development goals creation from scratch

## Create Development Goal

Development Goal: \*

Visibility: \*

Competencies: \*

Description: \*

Metric: \*

### Add Capabilities

*Search Capabilities*



Show Filters

▼ Foxconn

▼ Core

- Flexibility / Innovation
- Responsibility / Integrity

▼ IL

- Customer approach
- Teamwork

▼ Managers

- Acceptability
- Developing the self, team & organization
- Leading the self, team & organization
- Managing the self, team & organization

Development goals are created technically in the same way as performance goals, through the Development Goals section.

The only difference when filling in a development goal is that the competencies that will be developed within the given goal have to be ticked. This is more of an indicator without a major impact.

Add

Cancel

# myFox – overview of created goals

myFOX Goals

Search for actions or people

17

People Selector

Search

Include inactive users in search results

Ben Brook  
Accounting Specialist

Manager

Anna Fialová  
Accounting coordinator

Performance Goals Development Goals

**2024 Goals**

Jan 1, 2024 - Dec 31, 2024

2 Goals

Not Started On Target Off Target Completed Not Compl. Cancelled

Introduction

Goal Test n. 1  
Personal • 2 Days Overdue

Complete 0%

Not Started 30%

team goal test  
Team • 2 Days Overdue

Complete 0%

Not Started 10%

Create Goal

40 %  
Weight (Total)

Here you can find more options for editing or deleting the goal.

This way, both you and your supervisor will see all your goals. Just like you, your supervisor can add, edit, or delete goals - you have the same permissions. If someone modifies a goal, creates a new one, or removes a goal, the other party will be notified the next day through email notification. When you double click on the goal it's open goal detail - see the next slide.

# myFox – details of created goal

2024 Goals / Goal Details

**Goal Test n. 1** (Private) 

Updated: Dec 31, 2024

2 Days  
Overdue

Not Started   
Status

0 %  
Complete

[Edit Goal](#) [Delete Goal](#)

Possibility to add specific activities to fulfill the goal. Here is a link to the Continuous Performance, where activities can also be added to the goals.

Linked Activities (1)

[+ Create Activity](#)

Test aktivty 1

Description

Test 1

More Info

Metric:

Test 1

Weight:

30%

Start Date:

Jan 1, 2024

Due Date:

Dec 31, 2024

Goal Audit

[View Audit History](#)

Goal Alignment

Aligned Up:



Here you will find out exactly what was changed on the goal, when and by whom.

Here you can continuously comment on the progress of the goal. For public goals, comments can also be seen by others.

Comments (1)

Leave a Comment



1000 characters left



**Ben Brook:** Comment exapmle.

Updated: today

# T&D team

Questions,  
comments?

Contact:  
.HR Training