

S
Specific

M
Measurable

A
Attainable

R
Relevant

T
Time-bound

SMART

Specific Measurable Attainable Relevant Time-bound

At the beginning of each year, managers and staff members work together to identify and agree upon performance goals for the year. This brochure is designed to assist you in setting your goals.

Goal Setting Guidelines

- Set a manageable number of goals. Between 3 and 8 goals is usually a good number
- Goals should be followed up regularly throughout the year and may be revised if needed
- In addition to your goals, you will also create an Individual Development Plan (IDP). Use your IDP to identify what development activities you need in order to reach your goals
- Great goals focus on the end result, not only on the steps to get there. A list of activities to be "ticked off" during the year is usually not a great goal



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Line of Sight Example

Nordic and Baltic Goal

Drive Growth and new products – Achieve XGEVA TTM net sales of x M \$ during the year



Country Goal

Achieve x% of Nordic & Baltic XGEVA TTM net sales target for the year



Individual Health Economist Performance Goal

Submit reimbursement document, which has been approved by head-quarters, at time of EMA positive opinion

Individual Performance Goal Examples

Sales Representative

Deliver XGEVA growth in district x during the year, by developing and implementing account Plan Of Action achieving 6 new patients on XGEVA.

Administrative Coordinator

Create, launch and continuously update local Sharepoint site, achieving a user satisfaction rate of at least 80% in the December user satisfaction survey.

Regional Medical Liaison

At least 70% of unprompted physicians (A and B) aware of XGEVA 1st and 2nd line data during the year.

Product Manager

Achieve a patient share of x % for XGEVA during the year by developing, gaining approval and executing on brand plan and sales material.

A Guide to Creating “Line of Sight” Goals

When you can align your individual performance with Amgen’s goals, we say you have a clear “line of sight”. A clear “line of sight” aligns:

- Functional/country goals to corporate goals
- Team expectations to functional/country goals
- Individual goals/job expectations to team expectations

SMART Goals Definition

SMART Goals Questions

Use these questions to make sure your goals are SMART:

Specific means detailed, particular or focused. A goal is specific when everyone knows exactly what is to be achieved and accomplished.

- What exact performance is expected? What should ultimately be accomplished?
- How are you going to do it?

Measurable goals include a clearly defined means for determining whether the goal has been met. The goal can be measured in quantity or quality. If you can't measure it, you can't manage it.

- How much? How many? What quality?
- How will you know when it is accomplished?
- What is the measure of success?
- Have you established concrete criteria for measuring progress?

Attainable goals are practical, realistic, possible, and fall within the staff member's area of responsibility or control. A goal should also be a "stretch" that reaches beyond what is easily achievable.

- Can you actually achieve this goal? Is it realistic?
- Does it allow you to "stretch" in your knowledge, skills, and abilities?

Relevant means that goals are applicable to the job and contribute to the mission of the team/work unit, function and/or overall business results.

- Is the goal important?
- Is the goal in line with team/work unit, function, and/or business results?
- Why is this important to do at this time?

Time-bound goals include the specific time by which results must be achieved. They may also incorporate a starting point, duration, and/or milestones. If you don't set a time, the commitment is too vague. An end point gives you a clear target to work towards.

- When does the goal need to be accomplished?
- What is the starting point and duration?
- What are the milestones?