

[REDACTED]

---

**Sent:**  
**Subject:**

[REDACTED]  
Monday, January 12, 2015 5:13 PM  
Week 57 Learnings  
[REDACTED]

[REDACTED]

Dear Friend and Colleague,

Hello and hope you are fine and you have got off to a good start to 2015. We need everyone's best in 2015.

[REDACTED]

First a background on objectives.

Management by Objectives was the Management Guru Peter Drucker's idea in 1954. Drucker argued that an objective is a specific outcome that the individual, the team and the company want to achieve. Drucker saw objectives as basic inputs in planning, policy, and strategy for a company.

I saw a number of good and bad objectives this week. I saw a number of well written and poorly written appraisals this week. I also saw a big opportunity to be better at identifying development opportunities.

1. A good objective will drive an action plan, a regular review and helps evaluate performance versus objectives.
2. A good objective should be challenging and motivating
3. A good objective focusses on the output rather than the input, e.g., conduct a training program is an input objective , conduct a training program to improve individual productivity by ... % is a better objective.
4. Objectives should be few and large goals, not many and small goals.
5. Objectives should be fairly judged for achievement, they must be fair to the individual and also the company.

As you set your objectives this year, I want you to take a few hours off, maybe 3 to 4 hours to sit back and reflect on the Objectives.

[REDACTED]

[REDACTED]

[Redacted]

Are the objectives more team aligned this year?

Have a chat with your peers and others to see if the cross functional learning is coming through. Put quarterly timelines for each of your objectives.

Equally critical is to step back and think through what you will not do, what are the bad habits that have crept into your work ethic as a result of poor objectives? What are the things that you enjoy doing and do your objectives play to that? Work is at its best via objectives when work becomes a hobby! Is the objective stretching you to find and hone your creative skills.

Take time to set the big, meaningful objectives this year. The organizational focus is clear, the team and individual objectives must feed into that leading to a memorable performance that lays the foundation for an enjoyable career.

Peter Drucker visited Mexico and someone asked him about objectives and focus. Drucker said “ First things first, second things not at all!!”

[Redacted]

[Redacted]

All the best, do well.

Wr,  
Shiv



**UNSTOPPABLE PEPSICO STAY A LEADER**

**Shiv**  
Chairman & CEO

PepsiCo India  
3B DLF Corporate Park , DLF City Phase – III  
Gurgaon – 122002  
Office: (91) 124 2880600 | Direct: (91) 2880533  
Web: [www.PepsiCoIndia.co.in](http://www.PepsiCoIndia.co.in) & [www.PepsiCo.com](http://www.PepsiCo.com)

Logos for Pepsi, Fajitas, and G are also present.