

SUCCESS FACTORS

THE WAY WE WORK



**LEADERSHIP/MANAGEMENT
& SPECIALISTS**

*Family
Bakers*
Warburtons

“It’s up to leaders like us to make sure this business continues growing. Being ambitious for ourselves and our business is something we should be proud of.”

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Our Success Factors

Dear colleague,

Quality is something that we at Warburtons pride ourselves on. From the wheat we buy to the products we make, it has been core to our success over the years. In fact you could say quality is in our DNA.

But quality doesn't just stop with our ingredients and our products. Without quality people with the right vision, hard work and commitment we wouldn't be where we are today.

Times have changed, and growth in a tough market is hard to achieve which is why having the right people, with the right skills in the right roles is more important than ever before.

Equally, to remain competitive, we must draw on what makes Warburtons special; our family culture and core values which underpin everything we do.

That is why the **Warburtons Values and Success Factors** are essential to our future success. Ensuring we have the right guiding framework for everyone in the business...if our people grow and achieve, our business will grow and succeed.

We all have a role to play. We hope these Success Factors, alongside our values and the right guidance and support will help you achieve your potential.

Regards,

Sue

Sue Yell
HR Director

“Creating a workplace and culture that is inspiring and engaging is an essential element of running a responsible and successful business.”



Introduction

This guide details the Success Factors for the following Leadership, Management and Specialist Bands within Warburtons:

- Business Leaders/Senior Managers
- Middle Managers and Advanced Technical Specialists
- First Line Managers and Technical Specialists

While the four Success Factors are the same for each Band, the behaviours you should expect to see within each Band are, in the main, different. This reflects the increase in expectations at each level.

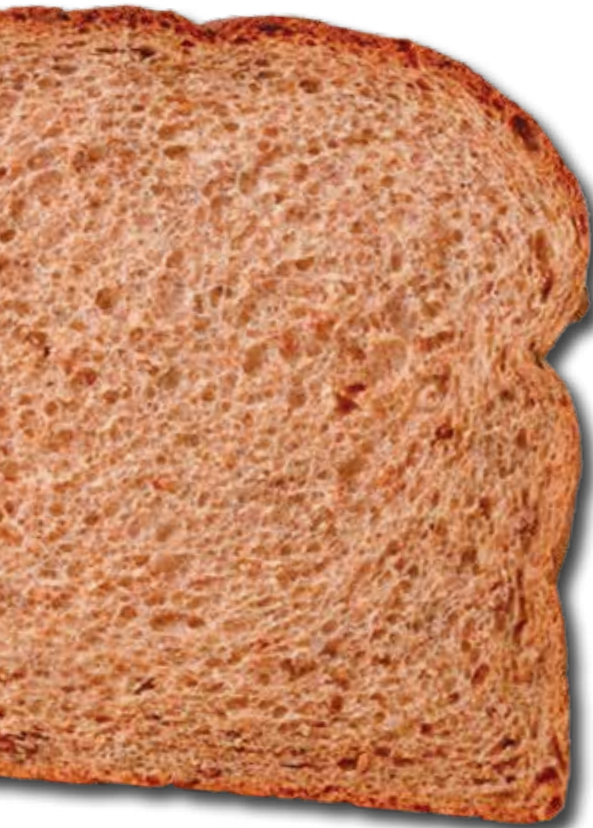
The four Success Factors are:

- Raising the Bar
- Driving for Results
- Winning as a Team
- Energy & Engagement

While what we do is important, **how** we achieve these results is just as important. We can all be made to deliver and comply. The real skill is inspiring people to deliver; creating a work environment where people want to succeed.

This guide describes the behaviours we expect to see for each of the Success Factors. Additionally, the guide provides examples of both positive and contrary behaviours.

The behavioural **indicators** detailed should be seen as examples and they illustrate **how** we should and should not be achieving our results. The behavioural **descriptors** and **indicators** should not be viewed as a checklist.



Our values

Our values serve to govern our decision-making. They provide us with a guiding set of principles that we use to help us take decisions. We all have our own personal values and the Warburtons values serves a company wide framework that provides consistency, standards and, ultimately, helps us to create and maintain a unique, positive and successful company culture.

Our values have guided our decisions throughout our history and they have evolved as the company has developed. Warburtons values are summarised opposite.

These values underpin the Success Factors – the behaviours we expect to see – and it is the combination of these that defines our culture.

For example, the Success Factor “Driving for Results” drives us to deliver financial success. Running a profitable business is vital, but we must not compromise our values; our financial goals and objectives must be achieved responsibly.

The values at the heart of this family business are what is so different about Warburtons. They're why I'm here.



Family



Ambition



Responsibility



Care



Quality

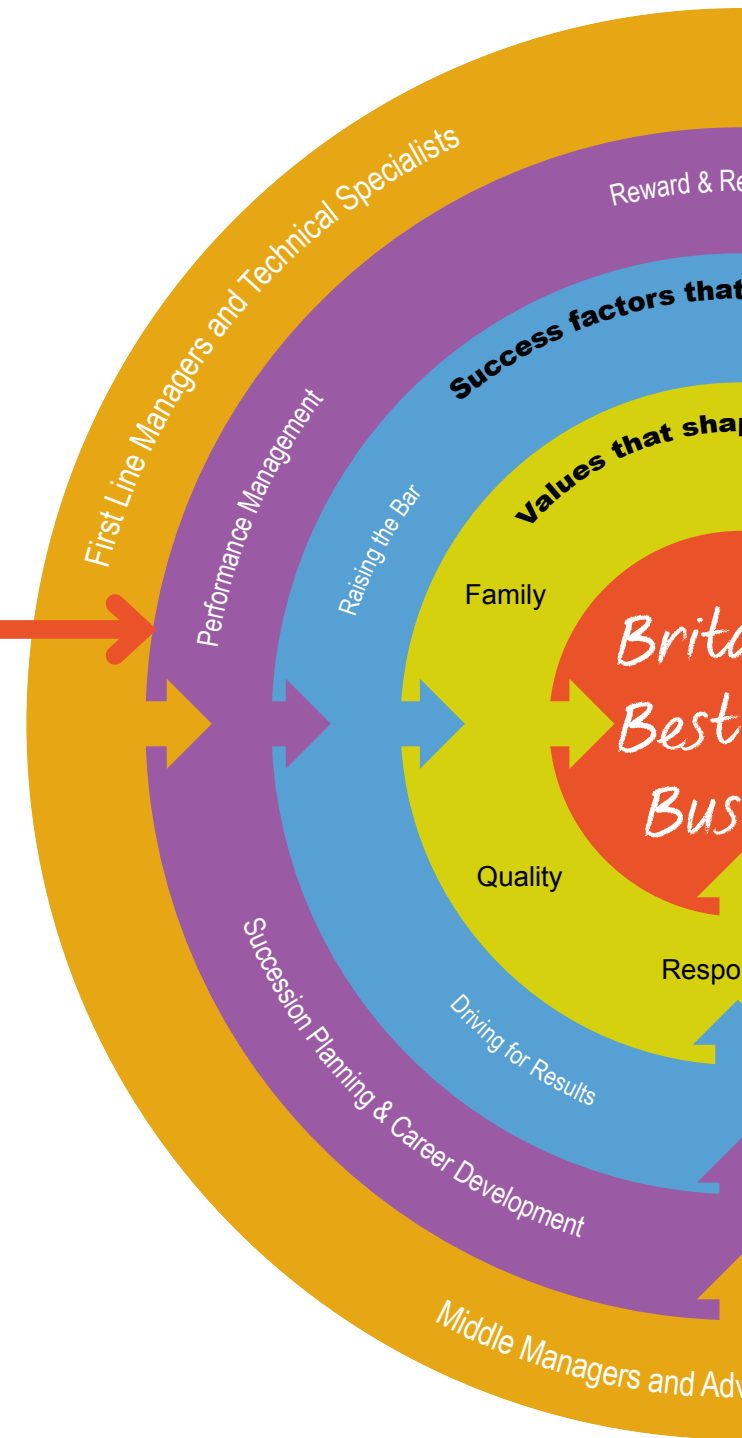
How it fits together

The Success Factors are used throughout the organisation and are integral to all stages of the employee life-cycle: from attracting and selecting employees, succession planning and career development, to learning and development, performance management and recognition and reward.

For example, the Success Factors are used as part of the Warburtons Performance Management process. By using the examples in this booklet you are able to give a clear indication of your expectations and provide specific feedback as to how people are performing. The Success Factors and their descriptions and indicators are designed to help you identify areas of strength and development opportunities. The indicators are examples which illustrate the behaviours we expect to see and those we don't expect to see.

The Success Factors descriptions are not exhaustive and should not be used as a checklist. The descriptions should be used as an overall guide to the behaviours expected.

Some behaviours are the same across the three Leadership/Management Bands. The Success Factor "Driving for Results" for example "Treats safety as a key business priority"; a behaviour that should be demonstrated by everybody.





Other behaviours are different across the Bands as levels of responsibility and scope increase with career progression. For example the Success Factor “Raising the Bar” has the following behavioural thread described differently at each level:

Raising the Bar

First Line Managers and Technical Specialists	Middle Managers and Advanced Technical Specialists	Business Leader/Senior Manager
Actively looks for and contributes to better ways of doing things.	Personally displays and encourages in others, an appetite to support and drive new initiatives.	Pushes the organisation to adopt new initiatives and continually improve what is already underway.

The thread is around improvement, pace and change and this is described differently at each level, shifting from an internal and individual focus, through to an external leadership and organisational focus.

It is assumed that a Business Leader/Senior Manager will, as a matter of course, demonstrate the behaviours of the Middle Manager and First Line Manager.

If you have any questions about Warburtons values or Success Factors please contact your line manager or Human Resources.

“Knowing how the values and ways of working contribute to our business vision and goals is important. We make tough decisions every day and this booklet can help guide those decisions and how we implement them.”

Success Factors overview

Success Factor

Raising the Bar



Sets ambitious targets for self and others; challenges the status quo, fosters new ideas and perspectives, champions new initiatives with courage and belief while driving change forward at pace.

Driving for Results



Engages and aligns people to the Warburtons Strategy; drives profitability and delivers sustainable cost-savings; adopts disciplined approach to programme and risk management, understands customer expectations and develops value-added solutions.

Winning as a Team



Acts in accordance with the Warburtons Values, collaborating with other parts of the business and external partners to drive superior value; understands and harnesses the advantage of a diverse team, is committed to identifying talent.

Energy & Engagement



Projects personal impact and passion. Inspires, demonstrates and rewards excellent performance and actively manages poor performance; demonstrates a commitment to quality and excellence in all that they do.

Guide to each Success Factor

The framework is made up of a number of elements

Success Factor

This describes the Success Factor, providing the topic and the emphasis

Definition

This provides a definition of the Success Factor

Raising the Bar

Sets ambitious targets for self and others; challenges the status quo, fosters new ideas and perspectives, champions new initiatives with courage and belief while driving change forward at pace

Leadership Bands

The framework covers three leadership Bands

	Exceeding:	Very Good:	Good:	Inconsistent:
Business Leader/ Senior Manager	<ul style="list-style-type: none"> Adopts an entrepreneurial approach to drive business success Challenges deeply held assumptions and outdated practices Pushes the organisation to adopt new initiatives and continually improve what is already underway Acts with a sense of pace and encourages that feeling in others Constantly seeks to grow the business and actively pursues market opportunities 	<ul style="list-style-type: none"> Benchmarks performance against external comparators Advocates innovation and change in order to deliver future business value Creates and promotes approaches designed to stimulate improvement Recognises and rewards creativity, innovation and improvement Confidently and decisively takes difficult decisions Has clearly articulated projects/programmes in place to deliver sustainable change Sets challenging deadlines and drives the momentum of change Risks and issues are identified and mitigated at the earliest opportunity 	<ul style="list-style-type: none"> Is able to identify external market opportunities when directed or guided Accepts and adopts change with support of peer group, though inclined to transactional rather than transformational change Articulates the need to innovate and improve and offers up some approaches to do so Makes difficult or key decisions in consultation with peers Follows organisational frameworks for promoting improvements and driving performance 	<ul style="list-style-type: none"> Reacts to issues and proactively identifies Overly detailed approach to change Minimal effort is made to drive external organisation Strives to protect the status quo
Middle Managers and Advanced Technical Specialists	<ul style="list-style-type: none"> Embraces and promotes new ideas and continually improves current practice and process Personally displays, and encourages in others, an appetite to support and drive new initiatives Provides leadership and support to enable people to see things differently Drives and delivers initiatives at pace using robust change management approaches to deliver sustainable change 	<ul style="list-style-type: none"> Deals with challenging situations and makes effective decisions even when they are difficult Ensures change is implemented in a timely manner Adopts a structured and planned approach to ensure changes are successfully implemented Risks are identified, categorised and managed effectively Compares own performance to that of others in order to learn and make changes Is open to new ideas and works to develop and implement them where appropriate Refines processes and procedures as a result of feedback and suggestions Promotes the value of innovation and creativity and willingly explores others' suggestions 	<ul style="list-style-type: none"> Willing to adopt and promote new ways of thinking Change is managed to timescales when held to account for deliverables Contributes to discussions within peer group around technical improvements and innovation Decisions are made within timescales with support or reassurance from line manager Sets realistic and achievable improvement targets and objectives 	<ul style="list-style-type: none"> Relies on current thinking and practice Quickly finds reasons for not changing Changes are made only when necessary Does not have a strategic view
First Line Managers and Technical Specialists	<ul style="list-style-type: none"> Suggests, adopts and implements new ideas, encouraging others to do so Actively looks for and contributes to better ways of doing things Consistently meets deadlines and delivers on commitments made Operates at pace and strives for success 	<ul style="list-style-type: none"> Recognises there may be other, better ways of doing things Listens to others' suggestions and ideas with an open mind Reviews current practices and processes when mistakes occur in order to fix problems Makes difficult decisions when necessary Open to change and implements change when required Changes are communicated effectively to those involved Appreciates any risks and has identified actions to manage them 	<ul style="list-style-type: none"> Focuses on internal or departmental improvements unless directed to look externally Adopts change relatively early in the process when shown the benefits of the change Can provide suggestions for improvements when views are sought Able to make difficult decisions with limited support of manager Open to discussing performance and improvement targets, though may require encouragement to stretch performance 	<ul style="list-style-type: none"> Unnecessarily involves others in decisions Forces change through Seeks information only when necessary Accepts current practice Does not have a strategic view

Behavioural indicators

These are descriptions of behaviours that could be demonstrated by each Band under each Success Factor and illustrate how performance against the Success Factor could be differentiated. We would recruit against behaviours demonstrated at the top level and would design any training and development using this level. We would check against all four levels when reviewing performance.

Raising the Bar

Sets ambitious targets for self and others; challenges the status quo, fosters new ideas and perspectives, champions new initiatives with courage and belief while driving change forward at pace

Exceeding:

Business Leader/ Senior Manager

- Adopts an entrepreneurial approach to drive business success
- Challenges deeply held assumptions and outdated practices
- Pushes the organisation to adopt new initiatives and continually improve what is already underway
- Acts with a sense of pace and encourages that feeling in others
- Constantly seeks to grow the business and actively pursues market opportunities

Middle Managers and Advanced Technical Specialists

- Embraces and promotes new ideas and continually improves current practice and process
- Personally displays, and encourages in others, an appetite to support and drive new initiatives
- Provides leadership and support to enable people to see things differently
- Drives and delivers initiatives at pace using robust change management approaches to deliver sustainable change

First Line Managers and Technical Specialists

- Suggests, adopts and implements new ideas, encouraging others to do so
- Actively looks for and contributes to better ways of doing things
- Consistently meets deadlines and delivers on commitments made
- Operates at pace and strives for success

Very Good:

- Benchmarks performance against external comparators
- Advocates innovation and change in order to deliver future business value
- Creates and promotes approaches designed to stimulate improvement
- Recognises and rewards creativity, innovation and improvement
- Confidently and decisively takes difficult decisions
- Has clearly articulated projects/programmes in place to deliver sustainable change
- Sets challenging deadlines and drives the momentum of change
- Risks and issues are identified and mitigated at the earliest opportunity

- Deals with challenging situations and makes effective decisions even when they are difficult
- Ensures change is implemented in a timely manner
- Adopts a structured and planned approach to ensure changes are successfully implemented
- Risks are identified, categorised and managed effectively
- Compares own performance to that of others in order to learn and make changes
- Is open to new ideas and works to develop and implement them where appropriate
- Refines processes and procedures as a result of feedback and suggestions
- Promotes the value of innovation and creativity and willingly explores others' suggestions

- Recognises there may be other, better ways of doing things
- Listens to others' suggestions and ideas with an open mind
- Reviews current practices and processes when mistakes occur in order to fix problems
- Makes difficult decisions when necessary
- Open to change and implements change when required
- Changes are communicated effectively to those involved
- Appreciates any risks and has identified actions to manage them

Good:

- Is able to identify external market opportunities when directed or guided
- Accepts and adopts change with support of peer group, though inclined to transactional rather than transformational change
- Articulates the need to innovate and improve and offers up some approaches to do so
- Makes difficult or key decisions in consultation with peers
- Follows organisational frameworks for promoting improvements and driving performance
- Willing to adopt and promote new ways of thinking
- Change is managed to timescales when held to account for deliverables
- Contributes to discussions within peer group around technical improvements and innovation
- Decisions are made within timescales with support or reassurance from line manager
- Sets realistic and achievable improvement targets and objectives

Inconsistent:

- Reacts to issues and problems as they occur; little effort is made to proactively identify and manage them
- Overly detailed approach and micro-management restricts the pace of change
- Minimal effort is made to make comparisons with others and other external organisations
- Strives to protect known and trusted approaches
- Relies on current thinking rather than fostering a culture of continual improvement and innovation
- Quickly finds reasons not to innovate and change
- Changes are made in an unstructured way
- Does not have a structured approach to manage risk
- Unnecessarily involves their manager when making difficult decisions
- Forces change through
- Seeks information only from immediate or limited sources
- Accepts current practice as the only means of achieving excellence
- Does not have a process or system to manage risks

Red Flag:

- Resists change and strives to maintain current practices
- Takes little time to consider new or alternative approaches
- Procrastinates and fails to make timely decisions
- Change programmes are uncoordinated or ambiguous
- Avoids difficult decisions and potential conflict
- Has an evident lack of drive to change or improve
- Undermines or finds fault with new initiatives outside of current practice
- Does not consider the practice of those around them or external influences
- Is dismissive of others' ideas
- Resists involvement in new initiatives
- Resists change and protects the current way of working
- Is unaware of the need to manage risks

Driving for Results

Engages and aligns people to the Warburtons Strategy; drives profitability and delivers sustainable cost-savings; adopts a disciplined approach to programme and risk management, understands customer expectations and develops value-added solutions

Exceeding:

Business Leader/ Senior Manager

- Establishes and communicates a clear strategy and objectives, ensuring others are aligned appropriately
- Adopts a disciplined approach to managing change programmes and risk
- Emotionally engages and aligns people with Warburtons ambitions and strategy
- Has the courage to confront others to drive business success
- Demonstrates and seeks a deeper understanding of external conditions and customer needs and expectations
- Sustainably drives cost out of the business
- Treats safety as a key business priority

Middle Managers and Advanced Technical Specialists

- Understands and interprets the Warburtons strategy and ensures personal and team objectives are appropriately aligned
- Actively works to understand the customer needs and external conditions and shares that knowledge with others
- Builds effective controls to identify, safely contain and manage risk
- Channels energies on reducing cost, increasing value and pursuing new growth opportunities
- Treats safety as a key business priority

First Line Managers and Technical Specialists

- Sets objectives in line with business goals
- Demonstrates an appreciation of customer needs and expectations
- Responds positively to requests to work on customer issues
- Ensures the team is aware of the overall business results and the importance of cost management
- Demonstrates a clear understanding of the importance of quality
- Treats safety as a key business priority

Very Good:

- Has a clear strategy and long-term plan for own function which is developed and shared with the team
- Strategy and plans demonstrate how growth opportunities are being sought and acted upon
- Regularly and frequently reviews team and individual performance and drives appropriate action to ensure targets are achieved
- Openly and appropriately shares business information with own team
- Takes time to understand the customer and consumer and encourages others to do the same
- Actively collaborates with other departments to acquire and share customer information
- Considers all of the appropriate factors when making decisions that impact the customer

- Seeks out customer and consumer information and actively shares with the team
- Understands the key external factors facing Warburtons and shares this with the team
- Works with other departments/functions to resolve issues affecting the customer
- Is able to show where customer requirements have been considered when making decisions
- Objectives are clearly linked to the strategy
- Communicates frequently and clearly, others know what is expected of them
- Able to clearly articulate own growth plans, or how they are supporting others to grow the bottom line
- Is aware of the team's/department's financial performance and is working to deliver the required result
- Shares business results/performance with others and explicitly promotes cost control and adding value

- Ensures they learn from mistakes and shares learning so others may benefit
- Coaches people to improve their performance
- Always takes positive action, taking calculated risks where necessary
- Looks for opportunities to grow self and team, both personally and for results
- Regularly reviews own and team's targets, always pushing for improvements
- Is clear about what is expected personally and corporately and keeps this at the heart of all activity
- Takes ownership of the performance management process, challenges underperformance and makes difficult decisions to improve results
- Looks for the root of problems, effectively addressing causes, not symptoms
- Sees all tasks through to conclusion

Good:

- Strategy and plans demonstrate growth potential and are incremental in nature
- Ensures organisational frameworks and processes for driving performance are adhered to
- Demonstrates a broad understanding of consumer and market needs
- Is willing to collaborate across departments when approached by peers
- Makes decisions based on sustainable improvements, based on own experience and using limited scope of information

Inconsistent:

- Limited business information is shared with individuals or the team and little use is made of management information available
- Strategy and plans focus solely on reducing cost rather than also considering growth opportunities
- Takes short-term action to deliver short-term results with little intention to create sustainable success

Red Flag:

- Does not have a long-term plan or strategy
- Budgets are poorly constructed and expenditure does not match forecasted or budgeted figures
- Is internally focussed and/or has a limited view of the marketplace and customers' needs
- Has no process for, and makes no effort, to share customer information with others
- Decisions are made in the interests of the team, ahead of the customer and the business

- Demonstrates they can work across departments to resolve customer, quality or cost issues, where others instigate interaction
- Financial and other performance indicators are discussed and objectives are broadly aligned to strategic themes
- Is able to articulate growth plans for area of responsibility when requested
- Communicates business results and financial performance within a narrow range of channels or methods
- Decisions are made broadly on the basis of customers need, quality and cost reduction

- Seldom communicates and/or communicates without conviction or impact
- Unable to articulate any approaches to help grow own area or support the business to grow
- Makes little effort to share performance data with others and little time/focus is given to discussing financial performance
- Focussed solely on own area of responsibility with little appreciation of other functions

- Acts on assumptions of customer needs, fails to test understanding with others
- Shows little interest and/or knowledge of the marketplace and does not discuss this with own team
- Decision-making shows little consideration of the customer
- Unable to explain Warburtons strategy
- Little evidence of cost control or management and/or no effort to improving financial performance

- Is supportive when approached by people who require help to improve performance
- Decisions and actions are taken within reasonable timescales and are generally risk averse
- Is responsive to offers of development opportunities, for self and team
- Manages performance according to formal company guidelines and with support of manager
- Provides expertise in solving problems and can identify learning when questioned by others

- Ensures the job gets done though can sometimes be distracted by the next objective
- Understands mistakes can be valuable but does not always ensure remedial action is taken
- Can be hesitant when faced with a difficult decision
- Can sometimes place personal objectives ahead of managerial responsibility
- Can struggle when challenging poor performance

- Moves from one activity to another, not completing and reviewing to ensure results have been achieved
- Repeats mistakes and does not ensure the team learn from them
- Does not take a chance to improve performance for fear of failure
- Can become confused, or allow confusion within the team, so that the aims and objectives of the function can be forgotten
- Does not challenge poor performance

Winning as a Team

Acts in accordance with the Warburtons values, collaborating with other parts of the business and external partners to drive superior value; understands and harnesses the advantage of a diverse team, is committed to identifying talent

Exceeding:

Business Leader/ Senior Manager

- Role models behaviours which are consistent with the Warburtons values
- Demonstrates expertise in building high-performing teams
- Collaborates with other departments to deliver increased levels of customer value and partners effectively with external organisations
- Is committed to growing leadership potential and developing talent through constructive feedback and encouragement
- Adopts a coaching style of leadership and acts as a mentor

Middle Managers and Advanced Technical Specialists

- Behaves and influences others to behave in a manner which is consistent with the Warburtons values
- Demonstrates commitment to building high-performing teams
- Values working in partnership; volunteers, engages and collaborates with others
- Invests time to coach and mentor people to grow their potential and encourages others, supporting them to take decisions
- Provides others with responsibility and opportunities for new experiences

First Line Managers and Technical Specialists

- Behaves and influences others to behave in a manner which is consistent with the Warburtons values
- Demonstrates commitment to building high-performing teams
- Coaches and develops people in the workplace through regular feedback and proactive support
- Actively collaborates with others, embracing differences and complementary skills
- Demonstrates a positive attitude and understanding regarding change and leads their team in a way that embraces positive change
- Develops a network of colleagues to benefit self and team in improving performance
- Understands different peoples' needs and develops skills to effectively communicate at all levels

Very Good:

- Ensures team members are involved in projects outside of functional area
- Creates a clear direction and purpose for the department and ensures that this is communicated clearly and professionally
- Actively uses own network to facilitate cross-functional collaboration
- Fosters a climate that encourages the seeking of new business opportunities and initiatives
- Continually looks for new opportunities and never accepts current performance as good enough
- Actively allocates projects or assignments in order to develop others
- Coaches own team and mentors others within the business
- Encourages others to take personal responsibility whilst providing appropriate support
- Delegates work to others and allows them the freedom to make decisions
- Frequently takes time to work with the team in order to develop their potential
- Individuals within the team understand the business strategy and objectives and appreciate how they are contributing
- Recognises and praises good performance, encouraging people to build on their strengths
- Challenges poor performance constructively
- Is enthusiastic in support of new business initiatives and drives change in the business
- Is in regular contact with people from other functions and is aware of how the business is performing
- Volunteers for projects/assignments outside of own function
- Identifies talented people and is not threatened by them. Contributes to developing peoples' potential. Offers constructive feedback
- Celebrates success of self and others and deals with failure appropriately
- Promotes team spirit and a culture of shared success
- Is inspirational to others
- Accepts responsibility and accountability for team
- Leads by example with a positive attitude to change. Explains the benefits of change to team and/or colleagues
- Recognises the differences between team members' needs and communicates appropriately
- Openly shares information with others for the benefit of the business
- Is recognised as a leader and/or key to the team's success. Contribution is clear and valued by others

Good:

- Creates some opportunities for individuals to grow and develop within own functional area
- Is receptive to approaches regarding cross functional collaborations
- Focuses teams on high performance within existing business initiatives or projects, though not necessarily instigating new ones
- Uses formal frameworks for developing people and is broadly supportive of career and personal development
- Communicates company values in the context of frameworks and policies, though not necessarily actively demonstrating the values

Inconsistent:

- Focuses energy and effort solely on own team showing little interest in other functions
- Unable to demonstrate any significant improvements in changes to process, policy or procedures
- Takes personal credit for the work of others
- Apportions blame when projects fail or work is not to the required standard

Red Flag:

- Team has no clear direction or purpose and operates in isolation
- Shows little regard for, or interest in the wider business
- Relies on hierarchical position and power to command and control
- Feedback is used destructively to exert control

- Delegates some areas of responsibility whilst retaining tight control
- Acknowledges the need to work across the business and build on limited personal networks
- Willing to accept projects and assignments to develop self when these are proposed
- Is able to focus on under-performance, or deliver praise for high performance, though requires support to balance these
- Team demonstrates some understanding of their role in relation to strategic themes and overall business objectives

- Makes little effort in working outside of own functional area
- Rarely gives feedback or coaching and provides limited time for development activities
- Style is overly controlling and prescriptive, inhibiting others' opportunity and experience
- Prefers to stick with tried and trusted methods, even though they may be dated and unrefined
- Shows apathy, is reserved and has limited interaction with team

- Is negative about new business direction or initiatives
- Unable to articulate the overall business strategy; team goals and objectives are unclear
- Relationships within the team are ineffective and communication is limited/poor
- Works independently with minimal interaction with others
- Fails to recognise when people need support
- Difficult feedback is avoided, subjective or superficial

- Is seen by others as a safe pair of hands
- Shows they can be an early adopter of change and can articulate benefits of change retrospectively
- Achieves specific tasks through teamwork if not fully appreciating dynamics of effective teams
- Actively attempts to develop own identity as a leader with some success
- Can be supportive in developing team members, using a limited range of options

- Does not always effectively guide the team through change, agrees with resistance rather than instilling confidence within team
- Has a small group of contacts within the business and discusses any issues with them
- Treats all team members the same, does not always recognise differing needs
- Celebrates success within team, does not share with wider business
- Can be insular within own team/department. Is not always the clear leader

- Actively resists change
- Considers self and team as self-sufficient. Demonstrates little interest in developing contacts outside immediate circle
- Can favour team members who are like themselves. Can feel uncomfortable with or threatened by different characters
- Does not recognise the value of celebration for "just doing the job"
- Makes little attempt to develop people, preferring to tell them how to do their work

Energy & Engagement

Projects personal impact and passion. Inspires, demonstrates and rewards excellent performance and actively manages poor performance; demonstrates a commitment to quality and excellence in all that they do

Exceeding:

Business Leader/ Senior Manager

- Passionate, assured and self-confident
- Regularly seeks out feedback on own behaviours and performance
- Assigns clear accountabilities and sets ambitious targets for themselves and their teams and celebrates success
- Creates an environment which inspires and demonstrates a steadfast commitment to business excellence
- Delegates work that provides substantial responsibility and visibility
- Addresses poor performance in a timely and transparent manner
- Inspires others through accomplished communication and engagement

Middle Managers and Advanced Technical Specialists

- Demonstrates confidence
- Seeks challenging opportunities to stretch themselves and their teams
- Regularly seeks out feedback on own behaviours and performance
- Agrees stretching performance goals with people and celebrates success
- Identifies underperformance, challenges and manages those who are not delivering
- Provides regular constructive feedback both within and outside own team
- Motivates others through effective communication and engagement

First Line Managers and Technical Specialists

- Leads by example; sets a high performance standard for self and others
- Accepts and acts on feedback to personally develop and improve
- Delegates tasks to individuals clearly and precisely, ensuring people know what is expected of them
- Agrees stretching performance goals with people and celebrates success
- Challenges and manages underperformance promptly and professionally
- Motivates others through effective communication

Very Good:

- Willingly seeks feedback in order to develop self-awareness and personal effectiveness
- Collaborates proactively with other functions as a means of developing
- Respects others and values diversity
- Works with a mentor or coach
- Leads by example setting high personal standards
- Individuals know what is expected of them and their colleagues
- Departmental objectives and targets are stretching and are clearly linked to the strategy and plans
- Formal and informal performance reviews are focussed on ensuring the objectives are achieved or exceeded
- Excellent performance is appropriately celebrated and rewarded
- Individuals understand their responsibilities and what is expected of them
- Team and individuals have comprehensive objectives that are stretching
- Performance reviews are frequent and meaningful with appropriate action documented and followed up
- Underperformance is challenged with and/or while considerable effort is expended on addressing the performance issue
- Success is publicly recognised and excellent performance is appropriately celebrated
- Willingly gets involved in projects outside of own work area in order to develop themselves
- Acts fairly and respects people's differences
- Positively engages with others and works with passion and confidence
- Does not accept mediocrity and lets people know when performance is not to standard
- Demonstrates a positive attitude, always looks for a constructive side to any given situation
- Shows self-awareness about strengths and looks for ways to maximise them
- Shows self-awareness about weaker areas and takes an active approach towards their development
- Understands impact of behaviour on others and adapts communication style to meet the needs of different people
- Demonstrates a passion and energy for success for self, team and organisation
- Involves self in many areas of the business in order to develop knowledge
- Shares knowledge with others

Good:

- Is receptive to feedback when offered and is open to discussions about own development and personal effectiveness
- Utilises existing frameworks and success measures to motivate others to high performance
- Instills trust and respect, though requires support in delivering more inspirational or transformational messages
- Achieves results using tried and tested methods and people
- Is willing to examine own leadership style and work towards a more transformational style of leadership

Inconsistent:

- There is no real visibility of important objectives
- Team and individuals demonstrate a lack of ownership and accountability
- Focus is on own function with little interest in other functional areas
- Has a limited network and rarely makes an effort to engage others
- Acts in a way that does not support diversity in the workplace

Red Flag:

- Arrogantly ignores personal feedback and shows scant regard for personal development
- Mediocrity and poor performance go unchallenged
- There is no strategy or direction for the team
- Underperformance is not identified nor addressed and results are not as required
- Pace of work is slow and levels of engagement and motivation are low

- Sets objectives that are focused on results though these could be more stretching or developmental
- Underperformance is identified and discussed, though may require support in dealing with recurring performance issues
- Is generally willing to accept projects without own area of responsibility when these are proposed
- Relies on generic frameworks and tools in enhancing motivation and performance
- Creates a generally positive impact by virtue of experience or technical knowledge

- Fails to seek feedback and areas for development
- Is content to remain in own function, rarely gets involved in other aspects of the business
- Lacks impact and influence; has low self-esteem
- Performance reviews are infrequent and superficial
- Does not see the value of celebrating success

- No clear performance goals or objectives are set
- Personal standards and performance are poor
- Poor performance is ignored and little time is expended on improving it
- Discriminates against others
- Avoids conflict and/or difficult conversations with others

- Generally positive in outlook though may require support to overcome challenges
- Shows willingness to improve, accepting feedback and the need to develop self and others
- Uses some flexibility in style when communicating with others across the business
- Is generally enthusiastic when given exposure to new tasks or other areas of business
- Gathers knowledge about the business and processes and will share these when prompted

- Is positive in doing enjoyable tasks, can feel a lack of motivation for those considered more challenging
- Knows what they are good at but does not recognise all weaknesses
- Can be defensive about feedback
- Communicates well with those known to them
- Believes in own abilities, can be dismissive of others' contribution if not clearly linked to own

- Positive behaviours are superficial
- Is competent in own job but uninterested in wider activities
- Does not appreciate constructive feedback
- Communicates on a factual level, does not encourage or share opinion
- Is motivated only by status/remuneration

VISION ➡ STRATEGY ➡ PEOPLE



Values



Family



Ambition



Responsibility



Care



Quality



Success Factors



Winning as a Team

Raising the Bar

Driving for Results

Energy & Engagement

Bands

First Line Managers and
Technical Specialists

Execute

Middle Managers and
Advanced Technical Specialists

Enable

Business Leaders and Senior
Managers

Empower





WarburtonS
Family Bakers