

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

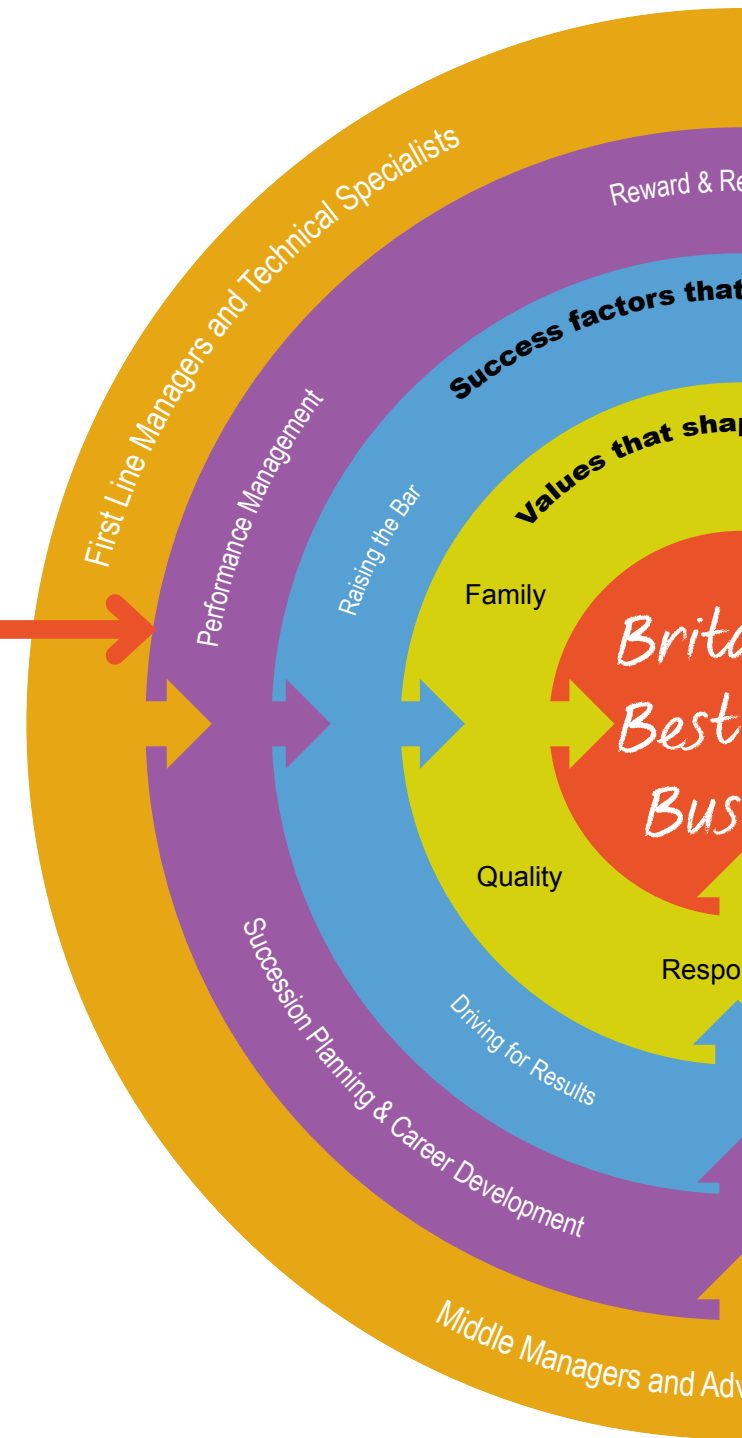
How it fits together

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 / indicators are the same across the three Leadership/ Management Bands. The Success Factor "Winning as a Team" for example "Identifies strengths and gaps in the capability of the team / function develops to close the gaps and ensures the right people in the right roles", a behaviour that should be demonstrated by all leaders, managers and those leading projects or initiatives.





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
Demonstrates openness to change and encourages others to do the same.	Provides leadership and support to enable people to see things differently.	Role models breakthrough thinking, challenging deeply held assumptions and outdated practices.

The thread is around change and innovation, this is described differently at each level, shifting from openness and supporting others to generating and leading.

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



Raising the Bar

Warburtons leaders/managers and colleagues champion change to drive the business forward. We are ambitious for our business and we push for improvements, whether that be transformational change or small incremental gains. Change is not always a straightforward route from A to B, so it's important that we can learn and adapt as we go, and that we show confident leadership in the face of ambiguity.



Driving for Results

At Warburtons we're focused on delivering results and growing our business. We step up and take responsibility, making decisions and moving things forward. We set out a clear direction for the team, ensure that they have the context they need and remove any complexity that could slow us down.



Winning as a Team

Our success is fuelled by the energy and commitment of every member of our Warburtons family. We collaborate across functions and locations to deliver the best results for our customers and for our business. We build diverse, engaged teams and work hard to create cohesion and alignment. We build accountable freedom and trust our people to deliver results.



Energy & Engagement

Our business is fast-paced, delivering fresh products to our customer everyday. We create a climate of high performance, starting with a commitment to our own development. We provide clarity on expectations and inspire pace. We nurture trusting relationships with our teams and encourage open, honest dialogue.

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

Leadership Bands

The framework covers three leadership Bands

10		Warburtons leaders/managers and colleagues champion change to drive the business forward. We are ambitious for our business and we push for improvements, whether that be transformational change or small incremental gains. Change is not always a straightforward route from A to B, so it's important that we can learn and adapt as we go, and that we show confident leadership in the face of ambiguity.			
<i>Raising the Bar</i>		Exceeding:	Very Good	Good	Inconsistent:
Leadership Bands	Business Leader/Senior Manager	<ul style="list-style-type: none"> Rethinks business strategy and ways of working, challenging deeply held assumptions and introducing transformational change. Leads complex change for the organisation, achieving cost and timescale targets and collaborating to build a cross-functional coalition of support. Exemplifies a mindset of experimentation, able to quickly make sense of the impact of actions and to adapt as required. Provides inspiring leadership in times of ambiguity, adapting strategy as needed, and maintaining engagement and commitment in the team. Demonstrates courageous and optimistic leadership during times of challenge or change. Acts as a role model for customer centricity, continually finding ways to meet and surpass customer expectations. Constantly looks outside the organisation for inspiration and insight in order to anticipate challenges and shape functional and business strategy. Inspires a culture of high ambition, encourages informed risk taking and ensures that maximum learning is extracted when a plan does not deliver the expected results. 	<ul style="list-style-type: none"> Role models breakthrough thinking, challenging deeply held assumptions and outdated practices. Proactively builds wide-ranging sponsorship for change programmes, delivering change with high degrees of support, on time and in budget. Makes fast progress by experimenting, learning and adapting, and encourages team to do the same. Navigates ambiguity well, providing reassurance and support for the team, and finding ways to move forward despite the lack of certainty. Paints a picture to help people understand why change is happening and what it means for them. Continuously seeks to deepen understanding of the customer, anticipating and meeting customer needs. Is well connected externally and maintains a good understanding of external factors that will impact the business, uses this knowledge to inform plans. Demonstrates a personal commitment to trying new things, taking risks and learning from the unexpected, inspires the team to do the same. 	<ul style="list-style-type: none"> Generates innovative ideas and fresh perspectives that go beyond what has been done before. Collaborates in order to execute changes effectively, on time, within budget and with support and sponsorship from others. Adopts an approach of plan-try-refine in order to move forwards at pace. Is able to continue to make progress in the face of ambiguity, identifying what is known and what steps are possible. Supports team members and colleagues through times of change, making time to listen. Always starts with the customer, seeks to really understand what's required and then adapts in order to meet their needs. Works to stay up to date on trends and key developments in the external context in a way that enables insight driven plans and decisions. Takes well-judged risks in order to move forward at pace, quickly identifies, communicates and learns from what works and what doesn't. 	<ul style="list-style-type: none"> Sees that change and trusted approach. Micro manages. Struggles to deliver, indicating that action is slow or that support is slow to move. Action slows or support to move. Does not always impact of a change. Can lose sight of the customer. Minimal effort is made to ensure that decisions may so. May step away from the task, not talk openly about the task.
	Middle Managers and Advanced Technical Specialists	<ul style="list-style-type: none"> Role models innovative thinking and encourages others to do the same. Delivers initiatives at pace using robust change management approaches to deliver sustainable, well supported change. Enables fast progress through experimenting, learning and adapting, encourages others to do the same. Provides clear direction in times of ambiguity and maintains engagement and commitment in the team. Demonstrates courage and optimism during times of challenge or change. Always starts with the customer, seeks to really understand what's required and then adapts in order to meet their needs. Is well connected externally and uses their understanding of the external context to shape plans and decisions. Takes well-judged risks in order to move forward at pace, quickly identifies, communicates and learns from what works and what doesn't. 	<ul style="list-style-type: none"> Provides leadership and support to enable people to see things differently. Adopts a structured and planned approach to ensure changes are successfully implemented with required levels of support and sponsorship from colleagues. Adopts an approach of plan-try-refine in order to move forwards at pace. Navigates ambiguity well, providing reassurance and support for the team, and finding ways to move forward despite the lack of certainty. Helps others to understand why change is happening and what it means for them. Acts as a champion for the customer, ensuring that customer needs are met. Works to stay up to date with trends and key developments in the external context and responds appropriately. Considers risks carefully and applies sound judgment to decisions, taking risks to move forward. 	<ul style="list-style-type: none"> Is open to new ideas and works to develop and implement them where appropriate. Collaborates in order to ensure change is implemented in a timely manner and with colleague support. Demonstrates a commitment to experimentation and learning. Is able to continue to make progress in the face of ambiguity, identifying what is known and what steps are possible. Supports team members and colleagues through times of change, making time to listen. Demonstrates strong commitment to delivering for customers, understanding and meeting their needs. Maintains a good awareness of the external context and applies the knowledge in their work. Demonstrates good judgment of risk and benefit, takes calculated risks. 	<ul style="list-style-type: none"> May initially be resistant to change. Changes are made but other parts of the team are not involved. Can take a 'head in the sand' that the plan isn't working. Action slows or support to move forward. Does not always impact of a change. Can be internally motivated to do so. Largely internally motivated to do so. Reluctant to take risks.
	First Line Managers and Technical Specialists	<ul style="list-style-type: none"> Leads by example with a positive attitude to change. Collaborates in order to ensure change is implemented in a timely way and with colleague support. Adopts a test and learn approach in order to deliver fast progress. Is able to continue to make progress in the face of ambiguity identifying what is known and what steps are possible. Stays positive through times of change and encourages others to do the same. Demonstrates a clear focus on the customer and a commitment to meeting their needs. Works to stay up to date with trends and key developments in the external context, and responds appropriately. Demonstrates good judgment of risk and benefit, takes well-judged risks. 	<ul style="list-style-type: none"> Demonstrates openness to change and encourages others to do the same. Puts effective plans in place to deliver business change. Demonstrates a commitment to experimentation and learning. In times of ambiguity, seeks to establish as much clarity as possible for self and team. Supports team members and colleagues through times of change. Demonstrates an awareness of, and concern for, customer needs. Builds external connections and seeks to be informed about the external context and its impact on the business. Demonstrates a willingness to take appropriate risks in order to deliver better results. 	<ul style="list-style-type: none"> Recognises there may be other, better ways of doing things. Open to change and implements change when required. Willing to try things out, and to learn from the results. Remains positive and forward looking in the face of ambiguity. Maintains composure during times of change. Demonstrates a clear focus on the customer. Curious about the external context and how it impacts Warburtons. Will take carefully considered risks. 	<ul style="list-style-type: none"> May need to be encouraged to change. Does not always resistance rather than support. May not notice when change is needed. Action slows or support to move forward. May struggle to stay positive. May not be aware of the external context. Limited external connections. Requires considerable support.

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

Warburtons leaders/managers and colleagues champion change to drive the business forward. We are ambitious for our business and we push for improvements, whether that be transformational change or small incremental gains. Change is not always a straightforward route from A to B, so it's important that we can learn and adapt as we go, and that we show confident leadership in the face of ambiguity.

Exceeding:

Business Leader/ Senior Manager

- Rethinks business strategy and ways of working, challenging deeply held assumptions and introducing transformational change.
- Leads complex change for the organisation, achieving cost and timescale targets and collaborating to build a cross-functional coalition of support.
- Exemplifies a mindset of experimentation, able to quickly make sense of the impact of actions and to adapt as required.
- Provides inspiring leadership in times of ambiguity, adapting strategy as needed, and maintaining engagement and commitment in the team.
- Demonstrates courageous and optimistic leadership during times of challenge or change.
- Acts as a role model for customer centricity, continually finding ways to meet and surpass customer expectations.
- Constantly looks outside the organisation for inspiration and insight in order anticipate challenges and shape functional and business strategy.
- Inspires a culture of high ambition, encourages informed risk taking and ensures that maximum learning is extracted when a plan does not deliver the expected results

Middle Managers and Advanced Technical Specialists

- Role models innovative thinking and encourages others to do the same.
- Delivers initiatives at pace using robust change management approaches to deliver sustainable, well supported change.
- Enables fast progress through experimenting, learning and adapting, encourages others to do the same.
- Provides clear direction in times of ambiguity and maintains engagement and commitment in the team.
- Demonstrates courage and optimism during times of challenge or change.
- Always starts with the customer, seeks to really understand what's required and then adapts in order to meet their needs.
- Is well connected externally and uses their understanding of the external context to shape plans and decisions.
- Takes well-judged risks in order to move forward at pace; quickly identifies, communicates and learns from what works and what doesn't.

First Line Managers and Technical Specialists

- Leads by example with a positive attitude to change.
- Collaborates in order to ensure change is implemented in a timely way and with colleague support.
- Adopts a test and learn approach in order to deliver fast progress.
- Is able to continue to make progress in the face of ambiguity identifying what is known and what steps are possible.
- Stays positive through times of change and encourages others to do the same.
- Demonstrates a clear focus on the customer and a commitment to meeting their needs.
- Works to stay up to date with trends and key developments in the external context, and responds appropriately.
- Demonstrates good judgment of risk and benefit, takes well-judged risks.

Very Good:

- Role models breakthrough thinking, challenging deeply held assumptions and outdated practices.
- Proactively builds wide-ranging sponsorship for change programmes, delivering change with high degrees of support, on time and in budget.
- Makes fast progress by experimenting, learning and adapting, and encourages team to do the same.
- Navigates ambiguity well, providing reassurance and support for the team, and finding ways to move forward despite the lack of certainty.
- Paints a picture to help people understand why change is happening and what it means for them.
- Continuously seeks to deepen understanding of the customer, anticipating and meeting customer needs.
- Is well connected externally and maintains a good understanding of external factors that will impact the business; uses this knowledge to inform plans.
- Demonstrates a personal commitment to trying new things, taking risks and learning from the unexpected; inspires the team to do the same.

- Provides leadership and support to enable people to see things differently.
- Adopts a structured and planned approach to ensure changes are successfully implemented with required levels of support and sponsorship from colleagues.
- Adopts an approach of plan-try-refine in order to move forwards at pace.
- Navigates ambiguity well, providing reassurance and support for the team, and finding ways to move forward despite the lack of certainty.
- Helps others to understand why change is happening and what it means for them.
- Acts as a champion for the customer, ensuring that customer needs are met.
- Works to stay up to date with trends and key developments in the external context and responds appropriately.
- Considers risks carefully and applies sound judgment to decisions, taking risks to move forward.

- Demonstrates openness to change and encourages others to do the same.
- Puts effective plans in place to deliver business change.
- Demonstrates a commitment to experimentation and learning.
- In times of ambiguity, seeks to establish as much clarity as possible for self and team.
- Supports team members and colleagues through times of change.
- Demonstrates an awareness of, and concern for, customer needs.
- Builds external connections and seeks to be informed about the external context and its impact on the business.
- Demonstrates a willingness to take appropriate risks in order to deliver better results.

Good:

- Generates innovative ideas and fresh perspectives that go beyond what has been done before.
- Collaborates in order to executes changes effectively: on time, within budget and with support and sponsorship from others.
- Adopts an approach of plan-try-refine in order to move forwards at pace.
- Is able to continue to make progress in the face of ambiguity, identifying what is known and what steps are possible.
- Supports team members and colleagues through times of change, making time to listen.
- Always starts with the customer, seeks to really understand what's required and then adapts in order to meet their needs.
- Works to stay up to date on trends and key developments in the external context in a way that enables insight driven plans and decisions.
- Takes well-judged risks in order to move forward at pace; quickly identifies, communicates and learns from what works and what doesn't.

Inconsistent:

- Sees that change is needed, but can sometimes be attached to known and trusted approaches.
- Micro manages change programmes, reducing pace and engagement.
- Struggles to divert from an established plan, may not spot the signs indicating that adaptation is necessary.
- Action slows or stops when the situation is ambiguous, and requires support to move things forward.
- Does not always notice when others need support to deal with the impact of a change.
- Can lose sight of customer needs or accept issues as 'just the way it is.'
- Minimal effort is made to build knowledge of the external context, or decisions may sometimes seem disconnected from the external context.
- May step away from risk easily, and may struggle to acknowledge and talk openly about failures or learnings.

Red Flag:

- Resists change and strives to maintain current practices.
- Change programmes are uncoordinated or unclear.
- Does not learn from experience, unwilling or unable to adapt a plan once underway.
- Becomes paralysed in the face of ambiguity.
- Is preoccupied with personal impact of change, fails to provide leadership or support to others.
- Demonstrates a lack of care for customers.
- Internally focused, demonstrates minimal knowledge of relevant external context.
- Plays it safe, avoids risk and is very uncomfortable with failure.

- Is open to new ideas and works to develop and implement them where appropriate.
- Collaborates in order to ensure change is implemented in a timely manner and with colleague support.
- Demonstrates a commitment to experimentation and learning.
- Is able to continue to make progress in the face of ambiguity, identifying what is known and what steps are possible.
- Supports team members and colleagues through times of change, making time to listen.
- Demonstrates strong commitment to delivering for customers, understanding and meeting their needs.
- Maintains a good awareness of the external context and applies the knowledge in their work.
- Demonstrates good judgment of risk and benefit, takes calculated risks.

- May initially be reluctant to adopt change.
- Changes are made in an unstructured way and / or connections with other parts of the business are not made.
- Can take a 'heads down' approach to plan execution and may miss signs that the plan isn't working well.
- Action slows or stops when the situation is ambiguous, and requires support to move things forward
- Does not always notice when others need support to deal with the impact of a change.
- Can be internally focused and may lose sight of customer needs.
- Largely internally focused, will take an external perspective if prompted to do so.
- Reluctant to take risks or try something new, fearful of failure.

- Undermines or finds fault with new initiatives.
- Changes are not delivered, or are delivered late and/or over budget.
- Does not learn from experience, unwilling or unable to adapt a plan once underway.
- Becomes paralysed in the face of ambiguity.
- Is preoccupied with personal impact of change, fails to provide leadership or support to others.
- Demonstrates a lack of care for customers.
- Does not pay attention to the external context.
- Plays it safe, avoids risk and is very uncomfortable with failure.

- Recognises there may be other, better ways of doing things.
- Open to change and implements change when required.
- Willing to try things out, and to learn from the results.
- Remains positive and forward looking in the face of ambiguity.
- Maintains composure during times of change.
- Demonstrates a clear focus on the customer.
- Curious about the external context and how it impacts Warburtons.
- Will take carefully considered risks.

- May need to be convinced of the need for a different approach.
- Does not always effectively guide the team through changes, agrees with resistance rather than instilling confidence within the team.
- May not notice when a new approach is not working as anticipated.
- Action slows or stops when the situation is ambiguous, and requires support to move things forward
- May struggle to maintain composure during times of change.
- May not be aware of what the customer wants or needs.
- Limited external awareness.
- Requires considerable support and encouragement to take a risk.

- Resists new approaches and ideas.
- Resists or obstructs change.
- Does not appear to learn from experience.
- Becomes paralysed in the face of ambiguity.
- Demonstrates unhelpful reactions and negative emotions in times of change.
- Demonstrates a lack of care for customers.
- Internally focused, uninterested in the external context.
- Avoids risk, preferring to play it safe.

Driving for Results

At Warburtons we're focused on delivering results and growing our business. We step up and take responsibility, making decisions and moving things forward. We set out a clear direction for the team, ensure that they have the context they need and remove any complexity that could slow us down.

Exceeding:

Business Leader/ Senior Manager

- Provides clarity on priorities against a backdrop of ambiguity and complexity, makes brave priority calls with a clear understanding of all implications.
- Re-invents business processes in order to radically simplify them.
- Self sufficient as a leader, setting own agenda and navigating challenging circumstances with occasional check-ins to update and influence their manager.
- Creates compelling strategies and plans that align with the overall strategy of Warburtons.
- Unafraid to make tough calls when they are needed, demonstrating clear thinking, insight and judgment.
- Continually provides context for the team and encourages team members to use this context as a frame within which they can operate with autonomy.
- Provides strong leadership across multiple projects, ensuring the strategic goals and all interdependencies are well understood and managed.

Middle Managers and Advanced Technical Specialists

- Prioritises effectively in order to meet the needs of the business across the change agenda and BAU.
- Simplifies ways of working for self and team, avoids unnecessary complexity.
- Demonstrates a strong sense of ownership for own accountabilities, taking decisions and resolving issues without referring upwards.
- Understands and interprets the Warburtons strategy and ensures personal and team objectives are appropriately aligned.
- Draws insight from data and uses these insights to make balanced, well informed decisions.
- Provides context for the team so that individuals are able to take the initiative and make informed decisions.
- Demonstrates strong project execution discipline, building project plans with clarity on risks, opportunities and interdependencies.

First Line Managers and Technical Specialists

- Able to effectively balance multiple priorities.
- Makes things as straightforward as possible, takes action to simplify.
- Demonstrates the ability to drive results with a good degree of autonomy.
- Clearly links team objectives to the Warburtons strategy, and explains the link to the team.
- Makes balanced and informed decisions based on good business understanding.
- Seeks out business information and relevant external context and shares with the team.
- Demonstrates effective project management skill.

Very Good:

- Demonstrates well judged prioritisation based on a deep understanding of the short and long term needs of the business.
- Strives for simplicity, finds the most efficient ways to do things and tackles complexity.
- Acts with autonomy and requires little management support, able to stretch up and support manager with their accountabilities.
- Has a clear strategy and long-term plan for own function which is developed and shared with the team.
- Confidently and decisively takes difficult decisions, balancing all relevant factors and demonstrating good judgement.
- Ensures a strong understanding of the internal and external context within the team, enabling team members to act independently.
- Confidently leads the delivery of projects, ensuring that all those involved have a clear understanding of risks, opportunities and interdependencies.

- Delivers responsibilities across the change agenda and BAU by making priority calls.
- Looks for, and takes, opportunities for efficiency and simplicity.
- Takes strong personal responsibility for delivery of own objectives, requires little supervision.
- Articulates the Warburtons strategy clearly and explains how team and individual objectives are linked to it.
- Demonstrates good judgment when making decisions, weighing up all relevant factors.
- Builds an understanding of the bigger picture for self and team, so that the context for decisions and action is clear.
- Delivers projects in a way that is disciplined, and demonstrates 'joined up' thinking.

- Makes progress on multiple priorities at the same time.
- Takes action to remove unnecessary complexity or inefficiency.
- Works independently, seeking appropriate levels of management support.
- Clearly links team objectives to the Warburtons strategy.
- Makes decisions in a thoughtful, considered way.
- Demonstrates a commitment to providing good internal and external context for the team.
- Demonstrates a good understanding of the essentials of good project execution.

Good:

- Prioritises effectively in order to meet the needs of the business across the change agenda and BAU.
- Simplifies ways of working for self and team, avoids unnecessary complexity.
- Demonstrates a strong sense of ownership for own accountabilities, taking decisions and resolving issues without referring upwards.
- Provides a clear overall direction for the team and ensures that each individual knows the part they play in making it a reality.
- Draws insights from data and uses these insights to make balanced, well informed decisions.
- Provides context for the team so that individuals are able to take the initiative and make informed decisions.
- Demonstrates strong project execution discipline, building project plans with clarity on risks, opportunities and interdependencies.

- Effectively balances the requirements of the change agenda and BAU.
- Makes things as straightforward as possible, takes action to simplify.
- Demonstrates the ability to drive results with a good degree of autonomy.
- Clearly links team objectives to the Warburtons strategy, and explains the link to the team.
- Makes balanced and informed decisions based on good business understanding.
- Openly and appropriately shares business information and external context with own team.
- Demonstrates effective project management skill.

- Sees all tasks through to conclusion.
- Seeks to keep work and process simple and straightforward.
- Demonstrates initiative and ownership.
- Sets objectives in line with business goals.
- Takes appropriate care when making decisions.
- Communicates business information appropriately to provide context for the team.
- Puts in place a structured approach to delivering a project.

Inconsistent:

- Struggles to maintain momentum on more than one priority or project at a time.
- Struggles with driving simplicity and efficiency, tolerates unnecessary complexity.
- Finds it difficult to make progress independently, seeks direction and reassurance from others.
- The team has clear short term plans but is lacking a longer-term direction.
- Needs support to come to a decision when the situation is challenging or complex.
- Limited business information is shared with the team, leaving team members without the full context they need to make their own decisions.
- Project execution lacks discipline and coherence, interdependencies may not be flagged.

- Struggles to maintain momentum on more than one project at a time.
- Lives with unnecessary complexity, misses opportunities to simplify.
- May lack confidence or initiative, struggles to operate independently of manager.
- May not be able to articulate the connection between team / individual objectives and the Warburtons strategy.
- May struggle to draw insight from data, or be reluctant to come to a decision.
- Limited business information is shared with the team and little use is made of management information available.
- Project execution is chaotic or lacking discipline.

- Ensures the job gets done though can sometimes be distracted by the next objective.
- Puts up with inefficiency and complexity.
- May lack confidence or initiative, struggles to operate independently of manager.
- May not be able to articulate the connection between team / individual objectives and the Warburtons strategy.
- Makes decisions reactively, without sufficient consideration.
- Business information is shared in a limited or inconsistent way.
- Puts project success at risk by a lack of attention to project management.

Red Flag:

- Focuses on one thing at a time, to the detriment of other priorities.
- Makes things more complicated than necessary.
- Fails to move things forward without clear direction and involvement from their manager.
- Does not have a long-term plan or strategy.
- Avoids tough decisions or makes decisions on the basis of incomplete data.
- Fails to provide context and business information to the team.
- Little structure is applied to the execution of projects.

- Focuses on one thing at a time, to the detriment of other priorities.
- Makes things more complicated than necessary.
- Requires close supervision in order to move things forward.
- Unable to explain Warburtons strategy.
- Procrastinates and fails to make timely decisions.
- Fails to provide context and business information to the team.
- Little structure is applied to the execution of projects.

- Moves from one activity to another, not completing and reviewing to ensure results have been achieved.
- Makes things more complicated than necessary.
- Needs detailed instructions from manager in order to deliver a task.
- Unable to explain the Warburtons strategy.
- Demonstrates poor judgment.
- Fails to inform team on how the business is performing.
- Projects are delivered in an unstructured way.

Winning as a Team

Our success is fuelled by the energy and commitment of every member of our Warburtons family. We collaborate across functions and locations to deliver the best results for our customers and for our business. We build diverse, engaged teams and work hard to create cohesion and alignment. We build accountable freedom and trust our people to deliver results.

Exceeding:

Business Leader/ Senior Manager

- Exemplifies an empowering style of leadership, balancing autonomy with support to enable their people to thrive.
- Demonstrates a belief in the potential of others by consistently stretching them to do more than they thought possible, and coaching them to succeed.
- Consistently builds highly capable, leader-independent teams that deliver exceptional levels of performance.
- Spots and nurtures potential in others, inspires and stretches individuals to achieve more than they thought possible.
- Demonstrates a total business mindset, collaborating skilfully and prioritising the needs of Warburtons as a whole above the interests of their own area.
- Seeks out diversity, and creates a climate of inclusion and belonging that enables those around him/her to do their best work.

Middle Managers and Advanced Technical Specialists

- Manages by outcome, trusts their people to work smart and deliver in the way that works best for them.
- Invests time to coach and mentor people to achieve their potential.
- Creates the conditions for strong team performance (cohesion, clear purpose, high trust, high accountability) whether the team is physically together or working remotely.
- Supports team members to achieve their full potential, enabling growth through the use of challenging assignments, coaching and feedback.
- Collaborates within and across functions in order to co-create solutions and deliver the best results for Warburtons.
- Builds a talented, diverse team and leads in an inclusive way to get the best from everyone.

First Line Managers and Technical Specialists

- Trusts the team to deliver, ensuring clear accountability and freedom to operate.
- Coaches and develops others through regular feedback and proactive support.
- Ensures the team is clear on its purpose and relationships are strong.
- Demonstrates a passion and commitment for developing their people to deliver more.
- Builds relationships and working partnerships across functions, seeks to co-create.
- Values difference and actively seeks out people with different perspectives and experience.

Very Good:

- Gives space for their people to find their own way to deliver results, encourages autonomy and the use of technology to work smart.
- Enables team members to achieve their potential by coaching, encouraging the team to take personal responsibility whilst providing appropriate support.
- Clearly understands the ingredients of an effective team and adapts their leadership to inspire strong performance from the team in a challenging or fast-changing context.
- Demonstrates a deep commitment to developing people within and beyond own team, enables others to flourish.
- Establishes a mindset of collaboration within the team, consistently encourages co-creation and a focus on what's best for the business.
- Demonstrates active commitment to diversity and inclusion, consciously building a strong, diverse team and flexing their leadership to enable others to be at their best.

- Gives team members appropriate space to operate and the freedom to make decisions.
- Coaches and develops others through regular feedback and proactive support.
- Builds a high performing team, maintaining connection and focus even when the team is dispersed.
- Puts plans in place to support team members to develop to their full potential, provides coaching, support and guidance.
- Is proactive in reaching out beyond own function, forms strong and productive cross-functional alliances.
- Values difference and takes conscious steps to create an inclusive environment

- Demonstrates trust and allows direct reports the opportunity to show initiative.
- Coaches people to improve their performance.
- Takes a playful approach to developing team performance.
- Spots where a team member could do more and supports them to stretch themselves.
- Reaches out beyond own team in order to deliver the best results for Warburtons.
- Values diversity and seeks out different views.

Good:

- Manages by outcome, trusts their people to work smart and to deliver in the way that works best for them.
- Adopts a coaching style of leadership, with an emphasis on 'ask' rather than 'tell'.
- Creates the conditions for strong team performance (cohesion, clear purpose, high trust, high accountability) whether the team is physically together or working remotely.
- Supports team members to achieve their full potential, enabling growth through the use of challenging assignments, coaching and feedback.
- Collaborates within and across functions in order to co-create solutions and deliver the best results for Warburtons.
- Builds a talented, diverse team and leads in an inclusive way to get the best from everyone.

Inconsistent:

- Sometimes interferes with the work of their direct reports.
- Sometimes chooses to coach, but can slip into a 'tell' approach at times.
- Is unstructured and inconsistent in approach to team performance, may be overly reliant on physical proximity.
- Is unstructured and inconsistent in approach to developing people, feedback is patchy.
- Focuses energy and effort mainly on own team showing little interest in other functions.
- Does not seek out diverse perspectives and/or take a planful approach to building their team.

Red Flag:

- Micromanages their people.
- Adopts a command and control style of leadership.
- Fails to set any direction for the team, work is disjointed and team performance is not a priority.
- Does not demonstrate commitment to developing people, deprioritises the people agenda.
- Narrow in focus, does not reach out beyond own team.
- Pays little or no attention to the diversity in the team, performance of the team may suffer as a result.

- Trusts the team to deliver, ensuring clear accountabilities and freedom to operate.
- Coaches people to improve their performance.
- Ensures the team is clear on its purpose and relationships are strong.
- Demonstrates a passion and commitment for developing their people to deliver more.
- Builds relationships and working partnerships across functions, seeks to co-create.
- Values difference and actively seeks out people with different perspectives and experience.

- Sometimes gets involved in the work of their direct reports when support is not required.
- Sometimes chooses to coach, but can slip into a 'tell' approach at times.
- Is unstructured and inconsistent in approach to team performance, may be overly reliant on physical proximity.
- Is unstructured and inconsistent in approach to developing people, feedback is patchy.
- Focuses energy and effort mainly on own team, showing little interest in other functions.
- Able to work with a range of people, although does not seek out different perspectives.

- Micromanages their people.
- Fails to recognise when people need support and coaching.
- Fails to pay attention to team performance.
- Does not demonstrate commitment to developing people, deprioritises the people agenda.
- Narrow focus, does not reach out beyond own team.
- Struggles to work with people who are different in style, background or approach.

- Shows good judgment in how close to be to the work of direct reports.
- Demonstrates the ability and willingness to adopt a coaching style of management.
- Invests time and attention in enhancing team performance.
- Actively supports team members to develop and grow.
- Demonstrates a collaborative mindset and willingness to partner.
- Works effectively with a diverse range of people.

- Sometimes gets too close to the work of team members.
- May use coaching, but not consistently.
- Recognises the need to build a high performing team, but does not prioritise it.
- Inconsistent approach to the people agenda, deprioritises development when workload is high.
- Willing to work cross-functionally but doesn't consistently do so.
- Able to work with a range of people, although prefers to partner with people similar to themselves.

- Micromanages their people.
- Makes little attempt to develop people, preferring to tell them how to do their work.
- Fails to pay attention to team performance.
- Fails to invest time in developing their people.
- Avoids opportunities for collaboration, operates in isolation.
- Avoids or struggles to work with those different to themselves.

Energy & Engagement

Our business is fast-paced, delivering fresh products to our customer everyday. We create a climate of high performance, starting with a commitment to our own development. We provide clarity on expectations and inspire pace. We nurture trusting relationships with our teams and encourage open, honest dialogue.

Exceeding:

Business Leader/ Senior Manager

- Demonstrates a human, empathetic and authentic style of leadership that engages others and inspires them to give 100%.
- Inspires others through accomplished communication and a willingness to engage in real two-way dialogue.
- Acts as a role model for personal development by demonstrating clear self awareness, proactively seeking feedback and personally driving own development.
- Exemplifies an expectation of high pace and agility; driving forward at speed, adapting direction swiftly and ensuring their team is fully with them.
- Assigns clear and stretching objectives which are clearly linked to the business strategy.
- Resets the standard on performance, celebrating excellent performance as well as tackling underperformance promptly and effectively.
- Demonstrates a belief that engagement drives performance with a coherent strategy for engaging and motivating the team.

Middle Managers and Advanced Technical Specialists

- Demonstrates empathy, care and concern for team members and invests in building trusting relationships with them.
- Inspires others through accomplished communication and a willingness to engage in real two-way dialogue.
- Is willing to examine own leadership style and to work to develop personal effectiveness.
- Demonstrates pace and agility and expects the same of team members.
- Ensures that all team members know what is expected of them through smart and stretching objectives.
- Creates a climate of high performance by setting high standards, swiftly addressing performance issues and celebrating achievement.
- Demonstrates a belief that engagement drives performance with a coherent strategy for engaging and motivating the team.

First Line Managers and Technical Specialists

- Creates strong connection with each direct report, characterised by care and empathy.
- Instils trust and respect through honest communication and good listening.
- Shows willingness to improve, seeking and accepting feedback and the need for personal development.
- Moves the agenda forward at pace.
- Sets objectives in line with business goals and ensures they are fully understood.
- Sets high expectations of performance in the team, tackles underperformance and celebrates success.
- Demonstrates understanding of the link between engagement and performance, and puts actions in place to drive engagement.

Very Good:

- Leads with authenticity and empathy, creates meaningful connections with others.
- Communicates well, and connects with people at all levels through genuine dialogue and good listening.
- Proactively seeks feedback in order to develop self awareness and personal effectiveness.
- Delivers at pace and inspires team members to do the same; demonstrates the ability to be agile, quickly learning and adapting.
- Establishes clear responsibility for action against well-defined priorities.
- Creates a climate of high performance by setting high standards, swiftly addressing performance issues and celebrating achievement.
- Engages the team, ensuring that the basics are in place as well as paying attention to what will build loyalty, commitment and enjoyment.

- Establishes strong rapport and relationship with each direct report, demonstrates empathy and compassion.
- Communicates well, and connects with people at all levels through genuine dialogue and good listening.
- Looks for opportunities to grow self and team, both personally and for the team.
- Build momentum in the team, drives agility and pace.
- Uses the objective setting and review process effectively to ensure clear accountabilities.
- Sets high expectations of performance in the team, tackles underperformance and celebrates success.
- Engages the team, ensuring that the basics are in place as well as paying attention to what will build loyalty, commitment and enjoyment.

- Builds trusting one-to-one relationships with each team member.
- Communicates effectively within the team, ensuring understanding and engagement.
- Seeks, accepts and acts on feedback to personally develop and improve.
- Demonstrates strong personal drive to deliver, works at pace.
- Sets objectives, ensures team members are clear on what is expected and they are regularly referenced and reviewed.
- Drives performance, taking action on performance issues and celebrating success.
- Is proactive in identifying and implementing opportunities to increase engagement.

Good:

- Demonstrates empathy, care and concern for team members and invests in building trusting relationships with them.
 - Instils trust and respect through honest communication and good listening.
 - Is willing to examine own leadership style and to work to develop personal effectiveness.
 - Demonstrates pace and agility, and expects the same of team members.
 - Ensures that all team members know what is expected of them through smart and stretching objectives.
 - Sets high expectations of performance in the team, tackles underperformance and celebrates successes.
 - Consciously creates an organisational culture that engages team members and builds commitment to the business.
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- Creates strong connection with each direct report, characterised by care and empathy.
 - Instils trust and respect through honest communication and good listening.
 - Shows willingness to improve, accepting feedback and the need for personal development.
 - Moves the agenda forward at pace.
 - Ensures that individuals understand their responsibilities and what is expected of them.
 - Drives performance, taking action on performance issues and celebrating success.
 - Creates a work environment that makes work rewarding and enjoyable.
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- Establishes effective relationships with all team members.
 - Communicates effectively, conveying messages clearly and listening well.
 - Is responsive to offers of development opportunities, for self and team.
 - Demonstrates personal drive.
 - Sets clear objectives and reviews them regularly as part of the review cycle.
 - Identifies strong and weak performance and takes appropriate action.
 - Pays attention to the environment they create and seeks to improve engagement.

Inconsistent:

- Struggles to connect with team members, may seem lacking in empathy and overly focused on task.
 - Can struggle to communicate in a compelling way, or may be reluctant to really listen and take on the views of team members.
 - Is receptive to feedback when offered but tends not to request it.
 - Delivers an inconsistent pace of work and may struggle to demonstrate agility.
 - May be slow in establishing objectives, or may fail to create clarity of accountability within the team.
 - May accept mediocre performance or fail to act in the case of either under- or over-performance.
 - Struggles to prioritise engagement, can be overly focused on the delivery of task.
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- Struggles to connect with team members, may seem lacking in empathy and overly focused on task.
 - Can struggle to communicate in a compelling way, or may be reluctant to really listen and take on the views of team members.
 - Open to feedback when it is offered, but does not seek it out.
 - Pace of work can vary, team may lack agility.
 - May be slow in establishing objectives or may not regularly review their relevance.
 - May accept mediocre performance or fail to act in the case of either under- or over- performance.
 - Struggles to prioritise engagement, can be overly focused on the delivery of task.
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- Builds relationships of varying strength with team members.
 - Not always able to connect with the team and may struggle to convey important messages.
 - Is open to feedback when it is offered, but does not seek it out.
 - Pace of work can be inconsistent.
 - Sets clear objectives but may not review and update them as a matter of course.
 - Can struggle when challenging poor performance and / or be inconsistent in acknowledging success.
 - Does not consistently focus on engagement.

Red Flag:

- Fails to pay attention to relationships with team members.
 - Relies on one -way, 'tell' communication and fails to listen to others.
 - Arrogantly ignores personal feedback and shows scant regard for personal development.
 - Pace of work is slow and may be resistant to adapting their way of working.
 - There is no real visibility of important objectives.
 - Does not actively drive performance.
 - Fails to pay sufficient attention to team morale.
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- Fails to pay attention to relationships with team members.
 - Relies on one -way, 'tell' communication and fails to listen to others.
 - Ignores feedback.
 - Pace of work is slow.
 - No clear performance goals or objectives are set.
 - Does not actively drive performance.
 - Fails to pay sufficient attention to team morale.
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- Fails to pay attention to relationships with team members.
 - Relies on one-way "tell" communication and fails to listen to others.
 - Ignores feedback.
 - Pace of work is slow.
 - Does not set clear objectives.
 - Does not actively drive performance.
 - Fails to pay sufficient attention to team morale.

VISION ➡ STRATEGY ➡ PEOPLE



Values



Family



Ambition



Responsibility



Care



Quality



Success Factors



Bands

Winning as a Team

Raising the Bar

Driving for Results

Energy & Engagement

First Line Managers and
Technical Specialists

Execute

Middle Managers and
Advanced Technical Specialists

Enable

Business Leaders and Senior
Managers

Empower





WarburtonS
Family Bakers

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