





# Success Factors overview

Success Factor	First Line Managers and Technical Specialists	Middle Managers and Advanced Technical Specialists	Business Leader/Senior Manager
Drive innovation and breakthrough thinking 	<ul style="list-style-type: none"> <li>● Is aware of good and responsible practices from other companies/organisations</li> <li>● Adopts and implements new ideas, encouraging and supporting others to do so</li> <li>● Looks for new, and better, ways of doing things</li> <li>● Rewards thinking and acting differently</li> </ul>	<ul style="list-style-type: none"> <li>● Uses internal and external comparisons to review, embed and validate excellence</li> <li>● Embraces and promotes new ideas</li> <li>● Refines current practice and process</li> <li>● Encourages others to create and innovate</li> </ul>	<ul style="list-style-type: none"> <li>● Benchmarks activities against best practice</li> <li>● Pushes the organisation to adopt new initiatives</li> <li>● Looks to continually improve what is already underway</li> <li>● Fosters a climate of experimentation</li> </ul>
Develop personal awareness and leadership capability 	<ul style="list-style-type: none"> <li>● Accepts and acts on feedback to personally develop and improve</li> <li>● Volunteers for opportunities to grow knowledge and skills</li> <li>● Is passionate, assured and self confident</li> <li>● Is sensitive to people's differences</li> <li>● Strives for success; sets a high standard of performance for self and others</li> </ul>	<ul style="list-style-type: none"> <li>● Regularly seeks out feedback on own behaviours and performance</li> <li>● Seeks challenging opportunities to stretch themselves</li> <li>● Is passionate, assured and self confident</li> <li>● Is sensitive to people's differences</li> <li>● Is candid and honest; challenges and supports others to enable success</li> </ul>	<ul style="list-style-type: none"> <li>● Understands own impact on situations and people</li> <li>● Is committed to growing leadership potential</li> <li>● Is passionate, assured and self confident</li> <li>● Is sensitive to people's differences</li> <li>● Has the courage to confront others to drive business success</li> </ul>
Empower and develop talent 	<ul style="list-style-type: none"> <li>● Clearly and appropriately delegates work/tasks to others</li> <li>● Coaches and develops people in the workplace</li> <li>● Positively responds to requests for support and guidance</li> <li>● Regularly provides feedback to grow and develop others</li> </ul>	<ul style="list-style-type: none"> <li>● Provides others with responsibility and opportunities for new experiences</li> <li>● Invests time to coach and mentor people to grow their potential</li> <li>● Encourages others, supporting them to take decisions</li> <li>● Delivers frequent, open, constructive feedback on performance and behaviours to develop talent</li> </ul>	<ul style="list-style-type: none"> <li>● Delegates work that provides substantial responsibility and visibility</li> <li>● Acts as a mentor, helping others to develop and advance their careers</li> <li>● Adopts a coaching style of leadership, supporting others to take decisions</li> <li>● Develops talent through constructive feedback and encouragement</li> </ul>
Shape the Warburtons culture 	<ul style="list-style-type: none"> <li>● Acts in a responsible manner which is consistent with the Company values</li> <li>● Demonstrates a clear understanding of Warburtons values</li> <li>● Embraces new opportunities and approaches and encourages others to do so</li> <li>● Demonstrates a clear understanding of the importance of quality as a core business value</li> <li>● Treats safety as a key business priority</li> <li>● Seeks to understand other people's views and opinions</li> <li>● Is open to new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>● Acts in a responsible manner which is consistent with the Company values</li> <li>● Develops efficient systems, processes and controls in line with the values</li> <li>● Personally displays and encourages in others an appetite to support and drive new initiatives</li> <li>● Through actions demonstrates that quality is a key business priority</li> <li>● Treats safety as a key business priority</li> <li>● Builds business relationships with others; is in touch with operational reality</li> <li>● Provides leadership and support to enable people to see things differently</li> </ul>	<ul style="list-style-type: none"> <li>● Acts in a responsible manner that is consistent with the Company values</li> <li>● Develops solutions that align with the Warburtons values</li> <li>● Adopts an entrepreneurial approach to drive business success</li> <li>● Steadfast commitment to quality excellence</li> <li>● Treats safety as a key business priority</li> <li>● Interacts with and is visible to people at all levels of the organisation</li> <li>● Challenges deeply held assumptions and outdated practices</li> </ul>

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 <p>Forge strong teams and alliances</p>	<ul style="list-style-type: none"> <li>● Actively collaborates with others across the business</li> <li>● Ensures the team understands the area/site/functional priorities</li> <li>● Demonstrates commitment to building high performance teams</li> <li>● Fosters open working relationships with others</li> </ul>	<ul style="list-style-type: none"> <li>● Volunteers for cross functional experiences, opportunities and projects</li> <li>● Establishes clear direction to achieve the goals and ambitions of the business</li> <li>● Demonstrates commitment to building high performance teams</li> <li>● Values working in partnership; engages and collaborates with others</li> </ul>	<ul style="list-style-type: none"> <li>● Contributes to Warburtons success beyond the functional area</li> <li>● Focuses others' energy on common goals, priorities and problems</li> <li>● Demonstrates commitment to building high performance teams</li> <li>● Partners effectively with external organisations</li> </ul>
 <p>Deliver sustainable bottom line success</p>	<ul style="list-style-type: none"> <li>● Sets objectives in line with the area/site/department's goals</li> <li>● Presents the key aspects of the business objectives in an engaging and convincing manner</li> <li>● Ensures that teams search for and support growth opportunities</li> <li>● Demonstrates support of the CR strategy and processes</li> <li>● Manages and controls spending prudently</li> <li>● Ensures the team is aware of the overall business results and raises awareness of cost management</li> </ul>	<ul style="list-style-type: none"> <li>● Understands and interprets the Warburtons 5 year plan; ensuring department/team objectives are appropriately aligned</li> <li>● Communicates with impact; inspiring and uniting others in the pursuit of the business objectives</li> <li>● Seeks out and pursues growth opportunities to improve the bottom line</li> <li>● Ensures decisions made consider the CR strategy and policies</li> <li>● Channels energies on reducing cost and increasing value</li> <li>● Shares business information with others to promote cost awareness and understanding</li> </ul>	<ul style="list-style-type: none"> <li>● Aligns individual, team and departmental goals with the Warburtons 5 year plan</li> <li>● Emotionally engages people with Warburtons ambitions and the 5 year plan</li> <li>● Constantly seeks to grow the business and actively pursues market opportunities</li> <li>● Acts to ensure sustainability of the organisation and understands impact on decision making</li> <li>● Aggressively drives cost out of the business</li> <li>● Ensures the highest level of cost awareness and understanding in the team</li> </ul>
 <p>Inspire excellent performance</p>	<ul style="list-style-type: none"> <li>● Delegates tasks to individuals clearly and precisely, ensuring people know what is expected of them</li> <li>● Discusses and agrees stretching performance goals with people</li> <li>● Challenges and manages underperformance promptly and professionally</li> <li>● Leads by example; setting high performance standards</li> <li>● Highlights excellent performance</li> </ul>	<ul style="list-style-type: none"> <li>● Ensures individuals know what is expected of them and have clearly defined roles and responsibilities</li> <li>● Defines clear stretching performance goals for people</li> <li>● Identifies underperformance and demonstrates commitment to managing those who are not delivering</li> <li>● Challenges self and others to deliver excellent performance</li> <li>● Celebrates the achievement of excellence; recognises and rewards success</li> </ul>	<ul style="list-style-type: none"> <li>● Assigns clear accountability for important objectives</li> <li>● Sets ambitious targets for departments, teams and individual managers</li> <li>● Addresses poor performance in a timely and transparent manner</li> <li>● Creates an environment which inspires the achievement of excellence</li> <li>● Provides tangible rewards for achievement of excellence</li> </ul>
 <p>Increase pace of change programmes</p>	<ul style="list-style-type: none"> <li>● Gathers the necessary information when making decisions</li> <li>● Consistently meets deadlines and delivers on commitments made</li> <li>● Engages relevant people in change programmes</li> <li>● Utilises project management techniques to deliver changes</li> </ul>	<ul style="list-style-type: none"> <li>● Takes difficult decisions with confidence</li> <li>● Drives and delivers change initiatives at pace</li> <li>● Uses robust change management approaches to deliver sustainable change</li> <li>● Builds effective controls to identify, safely contain and manage risk</li> </ul>	<ul style="list-style-type: none"> <li>● Makes effective decisions in a timely manner</li> <li>● Acts with a sense of urgency</li> <li>● Adopts a disciplined approach to managing change programmes</li> <li>● Effectively manages all relevant risk within the change programme</li> </ul>
 <p>Drive focus on the customer</p>	<ul style="list-style-type: none"> <li>● Demonstrates an appreciation of customer needs and expectations</li> <li>● Demonstrates an awareness of external conditions which affect the business</li> <li>● Responds positively to requests to work on customer related issues</li> <li>● Effectively communicates the overall business rationale for key decisions</li> </ul>	<ul style="list-style-type: none"> <li>● Actively works to understand the customer needs and shares that knowledge with people</li> <li>● Is aware of the external conditions affecting Warburtons and shares understanding with teams and individuals</li> <li>● Actively works across functions to deliver customer excellence</li> <li>● Considers the customer perspective in decision making</li> </ul>	<ul style="list-style-type: none"> <li>● Seeks a deeper understanding of customer needs and expectations</li> <li>● Has a firm grasp of external conditions affecting Warburtons</li> <li>● Collaborates with other departments to deliver increased levels of customer value</li> <li>● Takes a balanced approach to making customer decisions</li> </ul>