

# To achieve sustained high organizational performance, we have derived core behaviours for all leaders (BASE)



## Create customer value

Our customers' needs are the centre of everything I do.



## Provide direction

I think ahead, set direction and thereby reduce complexity



## Engage the team

I seek personal growth and engage my employees.



## Drive business performance

I understand the business, take accountability for actions and results and strive to improve every day.



## Foster business innovation

I act like an entrepreneur. I am eager to try out new opportunities and challenge the status quo. I embrace change and take others with me.

# What we expect leaders to DO

## Core behaviours for all leaders – detailed view

### Create customer value



Our customers' needs are the centre of everything I do.

- I ensure that employees have a deep understanding of customer needs.
- I create integrated, end-to-end processes that focus on customer interests.
- I build long-term and trusting relationships with the customers.
- I am approachable and easy to do business with.

### Provide direction



I think ahead, set direction and thereby reduce complexity.

- I systematically analyse problems and manage complexity to find suitable solutions.
- I look ahead, and seek a broad perspective to make effective decisions.
- I establish and communicate direction, set clear expectations, priorities and goals.

### Engage the team



I seek personal growth and engage my employees.

- I reflect on my behaviour, and seek and act on feedback.
- I transfer responsibility and motivate employees to take ownership and enable them to develop.
- I promote a shared sense of purpose and facilitate teamwork.
- I create a culture of openness and trust where mistakes and differences are seen as opportunities.

### Drive business performance



I understand the business, take accountability for actions and results and strive to improve every day.

- I secure operational excellence, high quality and process standards through a KPI driven approach.
- I stay focused on, am persistent and take ownership for results.
- I suggest better approaches and implement improvements continuously.
- I foster an environment where performance is valued and rewarded.

### Foster business innovation



I act like an entrepreneur. I am eager to try out new opportunities and challenge the status quo. I embrace change and take others with me.

- I recognize relevant trends and developments and challenge the status quo.
- I envision the future and derive measures for today.
- I am willing to take calculated risks and have the courage to drive innovation.
- I take the team with me during changes.
- I facilitate collaboration and learning across boundaries.