

Deliver sustainable bottom line success

Drives profitability and aggressively drives cost out of the business; engages people in the 5 year plan.

First Line Managers and Technical Specialists

Description:

Sets objectives in line with the business area/site/department's goals. Presents the key aspects of the business objectives in an engaging and convincing manner. Ensures the team searches for and supports growth opportunities. Manages and controls spending responsibly. Demonstrates support of the CR strategy and processes. Manages and controls spending prudently. Ensures own team is aware of the overall business results and raises awareness of cost management.

Positive indicators:

- Goals and objectives are aligned with the 5 year plan
- Holds regular meetings with individuals and the team
- Has action plans in place to support any growth opportunities and encourages the team to pro-actively support them
- Demonstrates an understanding of the CR strategy and policies
- Understands the need for good financial performance and works to manage costs
- Raises awareness of cost and budget management with team

Contrary indicators:

- Limited knowledge of the 5 year plan
- Communication with team is limited and mundane
- Shows little or no understanding of the CR strategy and policies
- Focus is more on cost reduction rather than supporting growth
- Shows little knowledge or interest in financial performance
- Communications lack any commercial element

Middle Managers and Advanced Technical Specialists

Description:

Understands and interprets the Warburtons 5 year plan; ensuring department/team objectives are appropriately aligned to the business. Communicates with impact, inspiring and uniting others in the pursuit of the business objectives. Seeks out and pursues growth opportunities to improve the bottom line. Ensures decisions made consider the CR strategy and policies. Channels energies on reducing cost and increasing value. Shares business information and coaches others to promote cost awareness and understanding.

Positive indicators:

- Objectives are clearly linked to the 5 year plan
- Communicates frequently and clearly; others understand what is expected of them
- Is able to clearly articulate own growth plans or how they are supporting others to grow the bottom line
- Actively seeks to understand and align activity to the CR strategy and agenda and encourages own teams to do so
- Is aware of team/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

Contrary indicators:

- Unable to explain the 5 year plan's objectives
- 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
- Decisions made contradict CR policies
- Little evidence of cost control or management and/or no effort to improve financial performance
- Makes little effort to share performance data with others and little time/focus is given to discussing financial performance

Business Leader/ Senior Manager

Description:

Aligns individual, team and departmental goals with the Warburtons 5 year plan. Emotionally engages people with Warburtons ambitions and the 5 year plan. Constantly seeks to grow the business and actively pursues market opportunities. Acts to ensure sustainability of the organisation and understands impact on decision making. Aggressively drives cost out of the business. Ensures the highest level of cost awareness and understanding in the team.

Positive indicators:

- 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
- Social and environmental impact considered in decision making
- Regularly and frequently reviews individual and team performance and drives appropriate action to ensure targets are achieved
- Openly and appropriately shares business information (operational and financial performance and plans) with own team

Contrary indicators:

- Doesn't have a long term plan or strategy
- Limited business information is shared with individuals or the team and little use is made of the management information available
- Little consideration for social or environmental impact, either short or long term
- Strategy and plans focus solely on reducing costs rather than also considering growth opportunities
- Budgets are poorly constructed and actual expenditure doesn't match forecasted or budgeted figures
- Takes short term actions to deliver short term results with no intent to create sustainable success