

# How it fits together

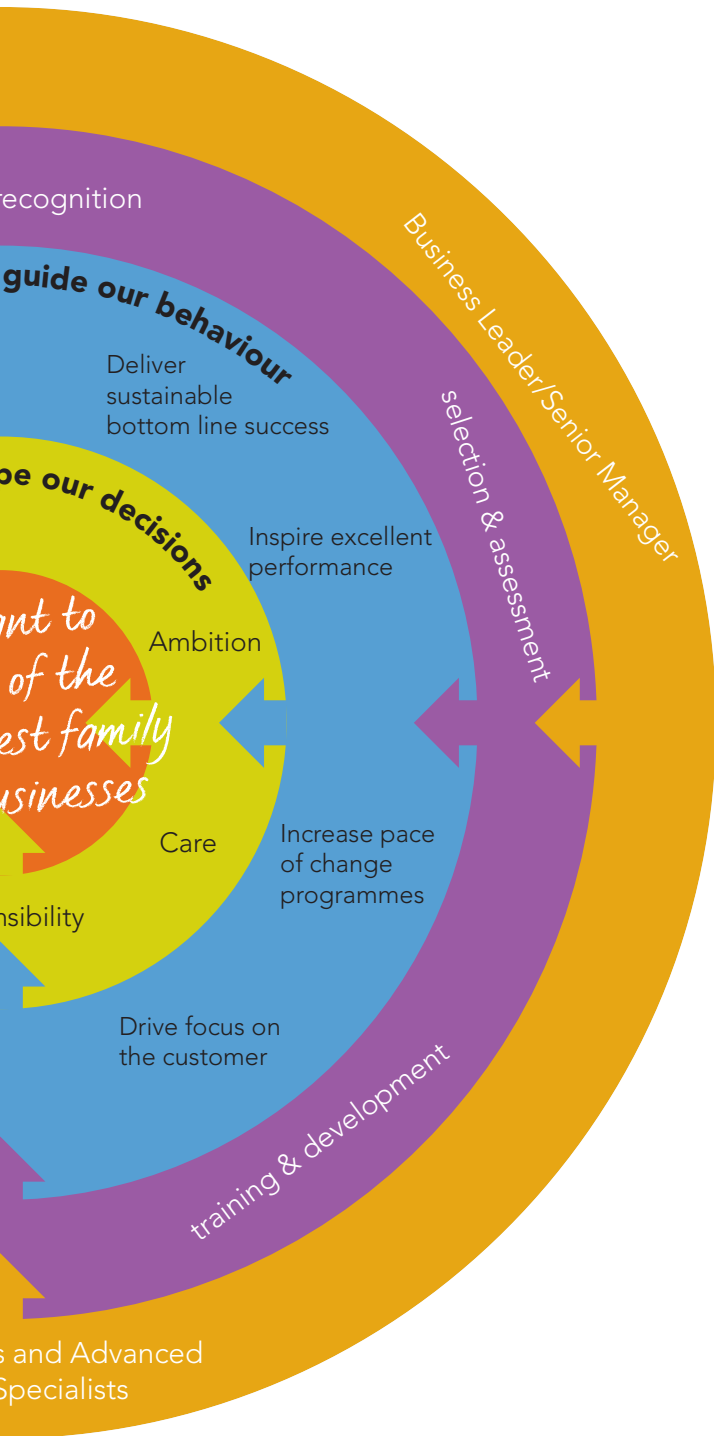
The Success Factors are used throughout the organisation and are integral to all stages of the employee life-cycle: from attracting and selecting employees, succession planning and career development, learning and development, performance management and recognition and reward.

For example, the Success Factors are used as part of the Warburtons Performance Management process. By using the descriptors and 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 Positive and Contrary Indicators are examples and 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 "Shape the Warburtons Culture" for example has "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 “Forge strong teams and alliances” has the following behavioural thread described differently at each level:

Forge strong teams and alliances

First Line Managers and Technical Specialists	Middle Managers and Advanced Technical Specialists	Business Leader/Senior Manager
Fosters open working relationships with others, embracing differences and complementary skills.	Values working in partnership; engages and collaborates with others.	Partners effectively with other organisations.

The thread is around collaboration and partnership and this is described differently at each level, shifting from an internal and individual focus, through to an external 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.”

Jason

