



# OUR LEADERSHIP

LEADERSHIP COMPETENCY MODEL IN ARLA FOODS



# OUR LEADERSHIP

Successful leaders in Arla Foods are characterised by their ability to



**Envision the future**



**Engage people**



**Deliver performance**

# OUR LEADERSHIP

## **Envision the future**

- Global mindset
- Organisation understanding
- Intellectual power
- Create direction

## **Engage people**

- Show integrity & judgement
- Build positive relationships
- Build commitment
- Live the change

## **Deliver performance**

- Enable the team
- Add ambition
- Be decisive
- Develop self & others

# OUR LEADERSHIP ENVISION THE FUTURE



**Global mindset** Arla leaders work towards the greater good by applying a broad global perspective, approaching the world with openness and curiosity. Arla leaders show strong external orientation and understand the consumer, customer and competitors in order to seize opportunities for commercial and profitable advantage.

**Organisation understanding** Arla leaders possess detailed knowledge of Arla Foods' business model and organisational capability, and apply this knowledge to work effectively within Arla Foods' decision making processes and structures. They tie together short-term initiatives with longer-term strategies and values, applying objective analyses, forward thinking and long-term business planning.

**Intellectual power** Arla leaders demonstrate intellectual power using both analytical and creative thinking. They investigate, understand and process relevant data in order to identify patterns, and develop key points and conclusions. They generate and explore new ideas to create original concepts. They solve complex problems and deliver solutions on time and in full.

**Create direction** Arla leaders define and communicate clearly on short, medium and long term goals. They prioritise and focus on the most important courses of action and make decisions to deselect those with less impact.

# OUR LEADERSHIP ENGAGE PEOPLE



**Show integrity & judgement** Arla leaders behave consistently in an open, honest and authentic manner. They can and do apply sound judgements based on personal and corporate values.

**Build positive relationships** Arla leaders build strong personal and business relationships within the company and with external stakeholders. Arla leaders care for their employees. They have a genuine interest in the views and opinions expressed by others and they show this through their actions.

**Build commitment** Arla leaders create intellectual and emotional commitment to support their business objectives. They consult actively on proposals, and build on contributions from others. They communicate clearly and passionately to ensure that the business benefits of any initiative are fully understood.

**Live the change** Arla leaders approach change in an open and positive manner and lead the way by example. They recognise the possibilities and opportunities that change can offer for business and people – and they encourage different and new ways of doing things. Arla leaders possess the stamina to work effectively through the frustrations that change can bring, and they enthuse others around them to deal with these also.

# OUR LEADERSHIP DELIVER PERFORMANCE



**Enable the team** Arla leaders make sure that their teams have the necessary authority, resources and control to deliver success for the business. They understand how to use empowerment effectively and they delegate tasks whenever appropriate in order to increase organisational efficiency.

**Add ambition** Arla leaders coach employees to exceed business expectations, and lead them to strive for continuous improvements in performance. They use their own positive energy in creating the momentum across the organisation to achieve stretch targets.

**Be decisive** Arla leaders are decisive, using personal authority and self-confidence to support competent, firm and timely business decisions. They are persistent in following through on decisions, accepting necessary flexibility while never losing focus on delivery against business targets.

**Develop self & others** Arla leaders embrace their self-development and actively seek out all opportunities to learn. Arla Leaders also take responsibility for the effective development of their employees and teams, facilitating their learning and supporting them with constructive feedback. They apply their own development and that of others to build team capability and deliver improved business results.

# OUR LEADERSHIP BASED ON OUR CHARACTER

	 <b>ENVISION</b>	 <b>ENGAGE</b>	 <b>DELIVER</b>
<b>LEAD</b>	<ul style="list-style-type: none"> <li>· Create direction</li> </ul>	<ul style="list-style-type: none"> <li>· Live the change</li> </ul>	<ul style="list-style-type: none"> <li>· Add ambition</li> <li>· Be decisive</li> </ul>
<b>SENSE</b>	<ul style="list-style-type: none"> <li>· Global mindset</li> <li>· Organisation understanding</li> </ul>	<ul style="list-style-type: none"> <li>· Show integrity &amp; judgement</li> </ul>	<ul style="list-style-type: none"> <li>· Enable the team</li> </ul>
<b>CREATE</b>	<ul style="list-style-type: none"> <li>· Intellectual power</li> </ul>	<ul style="list-style-type: none"> <li>· Build positive relationships</li> <li>· Build commitment</li> </ul>	<ul style="list-style-type: none"> <li>· Develop self &amp; others</li> </ul>

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