March 2013 | Global

Development Planner
Nestlé Leadership Framework
**Introduction**

The Nestlé Development Planner is a development actions library to support the creation of high quality, effective development plans. The document is based on the Nestlé Leadership Framework and includes development actions for each of the competencies across the All Employees, Leaders and Senior Leaders position levels.

**Using the Development Planner**

The purpose of the Development Planner is to support employees and line managers identify development actions to further leverage strengths or address development needs, in relation to the current and potential future roles. The Development Planner is not a “book” to read from start to finish, but rather allow employees to focus on the competencies and the associated development activities that best suit the development needs. It is intended to be utilised in conjunction with the PDG process.

The document is laid out by Success Driver and the competencies within the Success Driver. Development actions are grouped using the 70-20-10 approach (see below). Each development action within a defined competency is correlated to the behavioural indicator that the development action has the greatest impact on. It is important to remember that the development actions listed here are intended to provide you with a starting point towards creating your personal development plans. Please feel free to include any additional actions as necessary.

**Building your Individual Development Plan**

There are several basic steps for building an Individual Development Plan:

- Based on discussion with the Line Manager, identify Strengths and Development Needs during the PDG development discussion
- Choose the Nestlé Leadership Framework competency related to the identified Strengths you want to enhance or your Development Needs you want to build – and look at the competency in order to identify possible area of focus
- Use the Development Planner to choose one or more of the possible development actions
- Identify opportunities across a mix of short-term and long-term development actions
- Update the Development Plan in your PDG including the specific gap the action is addressing, the type (70-20-10) and the due date
- Share and agree the Individual Development Plan with the line manager
- Track on-going progress together with the line manager, and make sure to revisit the Development Plan on a regular basis, to make sure you are on the right track and update as necessary

In case you have any questions, or need additional clarification, please do not hesitate to contact your HR Business Partner.
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- Initiative

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- Energise and Engage
- Enable Results Through Others
- Coach & Develop
- Influence with Integrity
- Courage

**Senior Leaders**
- Foster Competitive Intensity
- Inspire the Organisation
- Develop & Execute Strategy
- Develop Organisational Capability
- Create an Inclusive Culture
- Embrace & Lead Change
### Understand the Business Environment

- Work shadowing in a completely new position or department that you are unfamiliar with.
- Takes action based on understanding of customer and consumer needs.
- Work a few shifts in the customer service department, handling complaints and inquiries from customers.
- Takes action based on understanding of customer and consumer needs.
- Teach your colleagues about an area of the business to help you learn something new and by teaching others to help you reinforce your understanding.
- Understands team goals and company business drivers.
- Study and establish internal or external customer needs, requirements, specifications, and expectations, and present the findings to the people involved.
- Takes action based on understanding of customer and consumer needs.
- Become a volunteer for a year or more for an outside organisation.
- Participates in activities within the community.
- Arrange a work exchange with a supplier or 3rd party.
- Takes action based on understanding of customer and consumer needs.
- Actively contribute to the development of your Department’s OMP.
- Understands team goals and company business drivers.
- Ask a Mentor to explain how they have developed an understanding of patterns and trends which can affect the business.
- Sees how personal contribution impacts the business.
- Speak to friends from other organisations in other industries to learn about their challenges.
- Actively questions to learn about the business in order to make appropriate decisions.
- Create a network of your peers from other companies to discuss industry trends and practices.
- Actively questions to learn about the business in order to make appropriate decisions.
- Interview outsiders on their views of Nestlé and present your findings to management.
- Understands the impact of our operations on the community.
- Identify someone who is considered an expert on a) the impact of Nestlé’s operations on the community; b) or b) actively questions to learn about the business in order to make appropriate decisions. Observe what they do that makes them effective and ask them for tips on how you might improve your own approach.
- Sees how personal contribution impacts the business.
- Actively questions to learn about the business in order to make appropriate decisions.

### NLF Behavioural Indicators

- Takes action based on understanding of customer and consumer needs.
- Takes action based on understanding of customer and consumer needs.
- Understands team goals and company business drivers.
- Participates in activities within the community.
- Takes action based on understanding of customer and consumer needs.
- Understands team goals and company business drivers.

### Experience

- **Work shadowing**
- **Teaching & Coaching Others**
- **Development Assignments** (International, Cross Functional, Start Up & Turnaround; special projects & taskforces; increased responsibility)

### Relationship

- **Receiving Feedback**
- **Receiving Coaching & Mentoring**
- **Networking (Internally & Externally)**
- **Role models**

### Education

- **Training, Further Education, Conferences, Seminars, e-Learning, Reading**

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.
### Practice What You Preach

- Participate in an NCE Compliance Assessment of a Function or Business Unit
- Teach others about the Nestlé Corporate Business Principles
- When a colleague’s behaviors are out of line with the Nestlé Management & Leadership Principles, discuss this with them in private, encouraging them to do the right thing
- Give feedback to people who don’t “walk the talk”. Let others know when you feel that their actions are not in line with their beliefs. Describe their behavior to them and tell them how it differs from their values and beliefs
- Exposure to an economic environment where business practices are not always aligned to Nestlé Corporate Business Principles requiring you to work with integrity and honesty
- Practice saying “I don’t know” in areas where you may lack knowledge or expertise. This demonstrates integrity, especially to your team members
- Publicly acknowledge/admit your mistakes early; inform everyone affected and take personal responsibility to manage the consequences
- Work with a coach to understand how your nonverbal actions align with your words
- Identify someone who has a lot of experience to help you learn how they have worked externally to ensure the organisation’s reputation and best interest in mind
- Spend time with a group of Industrial/Employee Relations specialists to understand how to treat people fairly while also maintaining the company’s interests
- Identify someone in your business that is considered to embody the Nestlé Management and Leadership Principles and Nestlé Business Principles. Interview them about how they have aligned their behaviors and their personal beliefs with those of the organisation

### NLF Behavioural Indicators

- Acts with the organisation’s reputation and best interest in mind
- Interacts with integrity and honesty
- Lives the Nestlé values and principles
- Interacts with integrity and honesty
- Acts with the organisation’s reputation and best interest in mind
- Interacts with integrity and honesty
- Admits mistakes
- Shows consistency in words and actions
- Takes responsibility for own actions and consequences
- Shows consistency in words and actions
- Acts with the organisation’s reputation and best interest in mind
- Acts with the organisation’s reputation and best interest in mind
- Lives the Nestlé values and principles
- Shows consistency in words and actions

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**Experience**

- Work shadowing
- Teaching & Coaching
- Others
- Development Assignments (International, Cross Functional, Start Up & Turnaround; special projects & taskforces; increased responsibility)

**Relationship**

- Receiving Feedback
- Receiving Coaching & Mentoring
- Networking (Internally & Externally)
- Role models

**Education**

- Training, Further Education, Conferences, Seminars, e-Learning, Reading

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Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.
Results Focus

- Spend a few days in the field with one of the leading Sales Representatives/Managers to observe how they pursue goals and achieve results in compliance with Nestlé Corporate Business principles
- Run a session for your team explaining Goal Alignment
- Teach others how to set SMART X2 Objectives
- Take on a tough project, one where others who have tried it have failed
- Work on a process-simplification team to take steps and costs out of a process
- Plan for and start up something small (secretarial pool, athletic program, suggestion system, program, etc.)
- Take the lead to monitor and follow a new product or service through the entire idea, design, test market, and launch cycle
- Be responsible for planning your team’s annual offsite or workshop
- Get feedback on how you achieve results. How effectively do you plan and prioritise? How do you demonstrate ownership/accountability? How do you align your actions with the NCBP?
- Ask for coaching on how to more effectively set and achieve challenging departmental and personal goals
- Join an online business/professional network to gain access to other talented people to learn from their experiences in developing self motivation and achieving personal goals
- Identify examples of people who successfully overcame business challenges and learn which techniques they used, how they managed the difficulties, stress, etc.
- Identify and interview high-level achievers – How do they manage themselves to achieve ambitious results? What do they value as important in their work? How do they motivate themselves in difficult situations in order to stay in track?

NLF Behavioural Indicators

- Achieves results in compliance with the Nestlé Corporate Business Principles
- Plans and prioritises work effectively
- Takes ownership and accountability for delivering expected results (what and how)
- Shows a drive to achieve ambitious performance objectives and quality standards
- Doesn’t hesitate to act
- Takes every opportunity to do more than expected
- Shows a drive to achieve ambitious performance objectives and quality standards
- Pursues goals with energy and drives through to completion
- Plans and prioritises work effectively

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.
<table>
<thead>
<tr>
<th>Experience</th>
<th>NLF Behavioural Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work short rotations in other units and functions you’ve not been exposed to before</td>
<td>Takes every opportunity to learn and grow</td>
</tr>
<tr>
<td>Teach someone how to do something you are an expert in. How effective are you in explaining your expertise?</td>
<td>Is resourceful in pursuing learning objectives</td>
</tr>
<tr>
<td>Design a training course in an area you’re not an expert in</td>
<td>Is resourceful in pursuing learning objectives</td>
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<tr>
<td>Volunteer to work with a self-help or support group</td>
<td>Has high personal self-awareness – strengths, weaknesses, opportunities and limits</td>
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<td>Take on a task you dislike or hate to do</td>
<td>Has high personal self-awareness – strengths, weaknesses, opportunities and limits</td>
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<td>Try to learn something frivolous and fun to see how good you can get (e.g., juggling, square dancing, magic)</td>
<td>Has high personal self-awareness – strengths, weaknesses, opportunities and limits</td>
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</table>

**Workshadowing**
- Get feedback on your ability to learn from feedback. Do you get defensive when receiving constructive feedback? How do you apply what you have learnt from feedback?
- Get someone to coach you on how to build an effective development plan
- Establish a personal network of people who can regularly provide you with insight and support for your personal development
- Identify a well connected Nestlé employee to learn how they use their personal networks to continually learn and grow or to help them manage their own weaknesses

**Receiving Feedback & Mentoring**
- Actively seeks feedback from others
- Creates and executes personal development plans
- Learns from successes and mistakes

**Networking (Internally & Externally)**
- Has high personal self-awareness – strengths, weaknesses, opportunities and limits
- Takes every opportunity to learn and grow

**Education**
- Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning

**Receiving Feedback**
- Has high personal self-awareness – strengths, weaknesses, opportunities and limits
- Takes every opportunity to learn and grow

**Networking (Internally & Externally)**
- Has high personal self-awareness – strengths, weaknesses, opportunities and limits
- Takes every opportunity to learn and grow
**Proactive Cooperation**

- Partner with someone who manages internal or external customers and observe how they manage a dissatisfied customer; troubleshoot a performance or quality problem with a product or service
- Work for a Globally or Regionally Managed Business in a Nestlé in The Market context
- Work on a team forming a joint venture or partnership
- Resolve an issue in conflict between two people, units, geographies, functions, etc
- Volunteer as a member of a Committee responsible for Safety at your site
- Facilitate your team’s meetings or operational reviews

**NLF Behavioural Indicators**

- Works through disagreements without damaging relationships
- Influences without authority
- Is prepared to make compromises to achieve the group objectives
- Works through disagreements without damaging relationships
- Is prepared to make compromises to achieve the group objectives
- Is interested in and listens attentively to the ideas of others
- Actively contributes ideas, energy and the desire to succeed as a team

**Experience**

- Work shadowing
- Teaching & Coaching
- Others
- Development Assignments (International, Cross Functional, Start Up & Turnaround; special projects & taskforces; increased responsibility)

**Relationship**

- Receiving Feedback
- Receiving Coaching & Mentoring
- Networking (Internally & Externally)
- Role models

**Education**

- Training, Further Education, Conferences, Seminars, e-Learning, Reading

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.
**Initiative**

- Spend time with a colleague who is involved in your value stream or end to end process to understand the challenges in their work
- Teach your team members to successfully adopt a new management tool or process
- Volunteer to fill an open management job temporarily until it’s filled
- Seek out and use a seed budget to create and pursue a personal idea, product, or service
- Install a new process or system (computer system, new policies, new process, new procedures, etc.)
- Volunteer for a task that would normally go to a more experienced person
- Ask someone to provide you with feedback on how effective you are in challenging the status quo. Do you tend to put things off until later? When and how often have you been proactive at work?
- Ask a coach to help you with how to change your thinking or approach in response to new problems or challenges
- Identify a manager experienced in leading and driving continuous improvement and seek their advice on a) how they anticipate future problems; and b) how they contribute to successful innovation/renovation
- Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning

**NLF Behavioural Indicators**

- Anticipates future problems and works to minimise or prevent them
- Initiates and contributes to innovation and continuous improvement
- Is open minded towards new and different ways of doing things
- Acts decisively and proactively
- Tackles new problems, breaks new ground and develops contingency plans
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- Acts decisively and proactively
- Tackles new problems, breaks new ground and develops contingency plans
- Anticipates future problems and works to minimise or prevent them
- Initiates and contributes to innovation and continuous improvement

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<th>Relationship</th>
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<tr>
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<td>20%</td>
<td>10%</td>
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<td>Receiving Coaching &amp; Mentoring</td>
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<tr>
<td>Development Assignments (International, Cross Functional, Start Up &amp; Turnaround; special projects &amp; taskforces; increased responsibility)</td>
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</table>
Benchmark innovative practices, processes, products, or services of competitors, vendors, suppliers, or customers, and present a report making recommendations for change.

Help someone outside your unit or the organisation solve a business problem.

Work on a global project (e.g. an acquisition or joint venture) to learn how to develop simple solutions for complex organisational challenges.

Volunteer to take the lead in a CSV initiative with an external stakeholder.

Do a competitive analysis of your organisation’s products or services or position in the marketplace, and present it to the people involved.

Get involved with the negotiation of a contract or agreement with international consequences.

Write a speech or presentation for someone higher up in the organisation.

Ask your peers to give you feedback on your ability to simplify complex issues & ideas. What do you do to ensure concepts are understood? How do you use information to help others make the connections you have made? What do you need to do differently to help others understand your message?

Have a Mentor share with you their experiences and most important learning in successfully partnering with outside stakeholders.

Ask your leader or a peer for feedback on biases or blind spots that might keep you from seeing all the relevant information on a particular issue or opportunity.

Regularly read comments posted by contributors to professional blogs or networks to gain insights into the opinions, concerns and perspectives that different people have about issues that involve Nestlé.

Identify a senior leader to help you understand how they use their experience and knowledge of Nestlé’s Business and culture to anticipate the most effective decision or course of action.

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.

Benchmarks to discover opportunities for competitive advantage.

Considers the broadest possible views (internal and external) of issues and challenges.

Draws connections between facts, ideas, and situations.

Considers the broadest possible views (internal and external) of issues and challenges.

Engages and partners with outside stakeholders to maximise Nestlé’s contribution to society.

Benchmarks to discover opportunities for competitive advantage.

Considers the broadest possible views (internal and external) of issues and challenges.

Draws connections between facts, ideas, and situations.

Simplifies complex issues into easily understood elements.

Engages and partners with outside stakeholders to maximise Nestlé’s contribution to society.

Benchmarks to discover opportunities for competitive advantage.

Considers the broadest possible views (internal and external) of issues and challenges.

Anticipates consequences and impacts of actions on others.

Benchmark to discover opportunities for competitive advantage.

Considers the broadest possible views (internal and external) of issues and challenges.

Anticipates consequences and impacts of actions on others.
### Energise & Engage

<table>
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<th>Relationship (20%)</th>
<th>Education (10%)</th>
</tr>
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<tr>
<td>Coach a team in an Operational Review about the benefits and importance of recognition</td>
<td>Ask someone to give you feedback on how you enable people to give their best. Do you value people and their contribution? Do you understand what drives the different individuals that you work with? Do you share credit and celebrate success? Are you fair in your treatment of others?</td>
<td>Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning</td>
</tr>
<tr>
<td>Manage a group of people involved in tackling a fix-it or turnaround project</td>
<td>Ask your team members what they truly value, enjoy or are excited by in order to most effectively motivate them? Provide them with opportunities to pursue these things</td>
<td></td>
</tr>
<tr>
<td>Celebrate the team’s accomplishments. Choose milestones that you want to celebrate, put them on your calendar and schedule an event</td>
<td>Get someone to coach you how to enable others to see how their role impacts the success of the business</td>
<td></td>
</tr>
<tr>
<td>Work for a volunteer organisation and notice how people are rewarded in non-monetary ways</td>
<td>Share “success stories” of people who successfully overcame business challenges and learn which techniques they used, how they managed the difficulties, stress, etc</td>
<td></td>
</tr>
<tr>
<td>Specifically put together a diverse cross-functional team of individuals to tackle an issue needing resolution (ideally with team members not directly involved in the issue)</td>
<td>Compare and contrast the leadership styles of each of your previous Managers or those who exhibit exceptional leadership qualities. What can you learn from their various strengths and weaknesses?</td>
<td></td>
</tr>
</tbody>
</table>

### NLF Behavioural Indicators

- Understands and motivates diverse individuals and groups
- Supports team in successes and failures
- Creates a climate of trust in which people want to do their best
- Recognises contributions and celebrates successes
- Invites input from others and creates shared ownership and visibility
Enable Results through Others

- Begin team meetings with the question “What individual action did you take last week/month that you are proud of?” Persist in asking this question as a fixed item in your meeting agenda
- Manage a project team of people who have difficulty collaborating or who are older and more experienced than you
- Manage a group that includes peers to accomplish a task
- On a weekly basis share information on how your team is doing in terms of meeting goals. It’s motivating for people to know the status of progress. They feel empowered and more involved
- Assign a project with a tight deadline to a group
- Hold regular meetings with your direct reports on a regular basis to discuss their understanding of their roles and responsibilities. Take these opportunities to increase ownership and eliminate ambiguity. Don’t forget to keep them continuously updated on any changes that might impact them directly or their objectives
- Constantly keep external and internal colleagues up to date on your progress in areas that affect or interest them
- Identify a colleague/peer who is generally considered a good people manager. Observe her/his key tactics, strategies and insights. How was work structured? How was it communicated to the team? How were progress and success measured?
- Partner with a coach to ensure that your strategy takes into view the long and short term contexts and ensure that it is well communicated to your team
- Seek regular feedback from your team members. What are their key motivators or drivers? How do they like to be recognised and rewarded? What would they like to see you do differently to enhance team performance?

NLF Behavioural Indicators

- Measures progress and results and ensures accountability
- Aligns the work of team members toward shared goals
- Sets challenging team goals and clear standards for success
- Delegates appropriately and trusts people to perform
- Provides the information and resources to achieve results
- Sets challenging team goals and clear standards for success
- Empowers individuals to solve problems, make decisions and improve processes
- Delegates appropriately and trusts people to perform
- Aligns the strategy across the organisation through a pragmatic combination of a clear long-term vision and the achievement of day-to-day goals
- Empowers individuals to solve problems, make decisions and improve processes
- Delegates appropriately and trusts people to perform

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.

Experience

- Work shadowing
- Teaching & Coaching Others
- Development Assignments (International, Cross Functional, Start Up & Turnaround; special projects & taskforces; increased responsibility)

Relationship

- Receiving Feedback
- Receiving Coaching & Mentoring
- Networking (Internally & Externally)
- Role models

Education

- Training, Further Education, Conferences, Seminars, e-Learning, Reading

70% 20% 10%

Experience Relationship Education

70% 20% 10%
### Coach & Develop

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<thead>
<tr>
<th>Experience</th>
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</tr>
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<tbody>
<tr>
<td>Teach/coach someone how to do something you are not an expert in</td>
<td>Coaches others (listens, questions, challenges) to find their own answers</td>
</tr>
<tr>
<td>Manage a temporary group of “green,” inexperienced people as their coach, teacher, guide, mentor, etc</td>
<td>Coaches others (listens, questions, challenges) to find their own answers</td>
</tr>
<tr>
<td>Enrich the job of your team members by increasing their authority and span of control</td>
<td>Addresses difficult issues in a timely manner</td>
</tr>
<tr>
<td>Delegate important tasks that you would normally undertake to your team members</td>
<td>Provides challenging and stretching tasks and assignments to drive development</td>
</tr>
<tr>
<td>Maintain a development file on each of your employees. Keep track of your ongoing discussions with each of them on their successes, failures, development needs, and agreed actions. Use this file during the PDG discussions and coaching sessions</td>
<td>Provides challenging and stretching tasks and assignments to drive development</td>
</tr>
<tr>
<td>Volunteer to facilitate a talent calibration or a performance calibration meeting for the leadership team</td>
<td>Aligns career expectations and actively supports career development</td>
</tr>
<tr>
<td>Coach an employee with performance problems</td>
<td>Leverages performance, development and talent processes to build people capabilities</td>
</tr>
</tbody>
</table>

### Relationship

| Reflect on Managers or people that have developed you the most – what did they do? How did they bring out the best in you? | Aligns career expectations and actively supports career development |
| Have a Mentor share with you their experiences of building high performing teams? What worked for them? Why? | Builds diverse teams |
| Ask your manager or peers to give you feedback on how you Coach your team? Do you listen, question, challenge effectively? Do you tend to provide solutions or answers rather than giving the opportunity for learning? | Coaches others (listens, questions, challenges) to find their own answers |
| Ask your HR business partner or direct manager for feedback on the quality and execution of the people development plans in your team. How effective are the plans? To what extent have they been successfully executed? | Leverages performance, development and talent processes to build people capabilities |

### Education

| Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning | |
### Influence with Integrity

**Experience**
- Represent Nestlé in job and student fairs, conferences, etc. Talking to people who know little about the business will help you understand which things are evident for you but may not be for others.
- Work on a team writing a proposal to obtain significant government or foundation grants or funding for an activity.
- Work on a team involved in a business integration or joint venture.
- Be a member of a union-negotiating or grievance-handling team.
- Manage a project remotely. In remote communication many of the non-verbal clues are lost, so you will need to double your efforts to be clear. Get familiarised with new means of communication.
- Lead a team negotiation with a key customer involving multiple stakeholders.

**Relationship**
- Role play scenarios or mutually rehearse worst case scenarios with your manager or colleague and prepare appropriate responses.
- Team up with those you know have different thinking styles and brainstorm solutions or check your approach in presenting your points.
- Identify working relationships that could be strengthened and highlight reasons for ineffectiveness.
- Before major presentations or meetings, take the opportunity to discuss 1-1 with key stakeholders; use the feedback to make necessary amendments or adjustments to your presentation.
- Identify someone who is a role model for “influencing”. What do they do well? What makes them effective?

**Education**
- Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact.
- Share your development efforts with your manager, communicating how you will apply the learning.

### NLF Behavioural Indicators

- Adapts behaviour and communication style to the needs of the audience.
- Anticipates reactions and objections from others and is prepared for them.
- Credibly communicates a well developed point of view.
- Anticipates reactions and objections from others and is prepared for them.
- Credibly communicates a well developed point of view.
- Finds common ground and solutions for the benefit of the group.
- Develops relationships with key decision makers.
- Anticipates reactions and objections from others and is prepared for them.
- Credibly communicates a well developed point of view.
- Finds common ground and solutions for the benefit of the group.
Courage

- Handle a tough negotiation with an internal or external client or customer
- Manage the outplacement of a group of people
- Work on a team that’s deciding whom to keep and whom to let go in a layoff, shutdown, delayering, or merger
- Represent to higher management the concerns of a group of nonexempt, clerical, or administrative employees to seek resolution of a difficult issue
- Relaunch an existing product or service that’s not doing well
- Presenting a business case or argument to senior Management

NLF Behavioural Indicators

- Remains composed, does not become defensive or irritated when times are tough
- Respectfully says what needs to be said, even with those more senior
- Acts as an ambassador for company change even when the change is unpopular
- Acts as an ambassador for company change even when the change is unpopular
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Experience

- 70% Experience
- Work shadowing
- Teaching & Coaching
- Others
- Development Assignments (International, Cross Functional, Start Up & Turnaround; special projects & task forces; increased responsibility)

Relationship

- 20% Relationship
- Receiving Feedback
- Receiving Coaching & Mentoring
- Networking (Internally & Externally)
- Role models

Education

- 10% Education
- Training, Further Education, Conferences, Seminars, e-Learning, Reading

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.
Foster Competitive Intensity

- Serve as a member on a management board of a local association (government agency, charity, parents association, etc.)
- Expatriation assignments in different zones/markets/Centre to broaden experience of different cultures and local business contexts
- Join/Lead a community project that is at risk of failing and save it
- Lobby for your organisation on a contested issue in local, regional, state, or federal government
- Benchmark innovative practices, processes, products, or services of competitors, vendors, suppliers, or customers, and present a report making recommendations for change
- Launch a program designed to increase Nestlé's standing in society
- Develop scenario plans for addressing the impact of world events or trends in your business

NLF Behavioural Indicators

- Implements programmes and activities to address the main challenges within the society we operate, in alignment with Creating Shared Value
- Understands the local and global context and adapts accordingly
- Implements programmes and activities to address the main challenges within the society we operate, in alignment with Creating Shared Value
- Establishes key alliances and engages external stakeholders
- Understands the local and global context and adapts accordingly
- Implements programmes and activities to address the main challenges within the society we operate, in alignment with Creating Shared Value
- Anticipates future trends and defines appropriate response

Experience

- Work shadowing
- Teaching & Coaching
- Others
- Development Assignments (International, Cross Functional, Start Up & Turnaround; special projects & taskforces; increased responsibility)

Relationship

- Receiving Feedback
- Receiving Coaching & Mentoring
- Networking (Internally & Externally)
- Role models

Education

- Training, Further Education, Conferences, Seminars, e-Learning, Reading

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.
Inspire the Organisation

- Participate in an NCE Gate Assessment
- Sponsor a major company initiative and present it at the company conference
- Create a one-minute “elevator speech” to communicate the essentials of your vision. What are the key messages you would try to get across? What do you stand for as leader of the team?
- Examine old speeches or meeting minutes where you make values and ethics statements and look for 3 to 5 examples of when you acted in line with those values and statements, as well as identifying gaps between what you practice and what you preach.
- Develop a vision involving your team members and key stakeholders, as well as a mission statement and its objectives. Define ways to measure and track progress.
- Repeat your vision to the team regularly. Make it simple to understand and relate to, and “translate” it into daily operational work and objectives.
- Manage a community event with high visibility.

NLF Behavioural Indicators

- Is seen as credible and is respected
- Unites people to share and commit to the organisation’s strategy and goals
- Inspires and motivates entire groups
- Develops and communicates a compelling and inspired vision of the future
- Presents strategy so it is understood by everyone at all levels
- Is seen as credible and is respected
- Unites people to share and commit to the organisation’s strategy and goals
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70% Experience
- Work shadowing
- Teaching & Coaching
- Others
- Development Assignments (International, Cross Functional, Start Up & Turnaround; special projects & taskforces; increased responsibility)

20% Relationship
- Receiving Feedback
- Receiving Coaching & Mentoring
- Networking (Internally & Externally)
- Role models

10% Education
- Training, Further Education, Conferences, Seminars, e-Learning, Reading

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager communicating how you will apply the learning.
Develop & Execute Strategy

- Lead a strategic project to (a) turnaround a business unit (b) streamline part of an organization, department or processes
- Run a workshop to listen to the impressions of new employees about our work processes and customer service. These may provide clues to improvement opportunities
- On a quarterly basis, evaluate the consequences of your plans with an eye towards spotting any trends, (such as underestimating timelines, resources, poor assumptions, lack of tracking)
- Lead a cost-saving project. Doing the same with less resources will help you understand how to set priorities, focus efforts and be more efficient
- Review the quality standards used to measure performance in your business or function. Look for opportunities to raise the standard to a new level of performance. Identify where gaps exist and involve your employees in identifying and establishing new quality/ performance standards
- Turn around the performance of a team of dysfunctional leaders or department heads
- Identify a project with an outcome that is untested or risky but that has the potential for significant impact on business results
- Lead a challenging Mergers and Acquisition or similar project where results (good or bad) are visible to senior executives
- Design & implement a new business model

NLF Behavioural Indicators

- Simplifies and removes barriers to organisational performance
- Creates a high performance culture to ensure sustained growth and operating profit
- Ensures development and execution of Market Business Strategy (MBS) in the short and long term
- Simplifies and removes barriers to organisational performance
- Ensures development and execution of Market Business Strategy (MBS) in the short and long term
- Focuses on long-term business development without losing sight of the necessity to continuously deliver sound results for our shareholders
- Creates a high performance culture to ensure sustained growth and operating profit
- Creates a high performance culture to ensure sustained growth and operating profit
- Demonstrates an entrepreneurial spirit
- Enables and supports responsible risk taking
- Demonstrates an entrepreneurial spirit
- Focuses on long-term business development without losing sight of the necessity to continuously deliver sound results for our shareholders

Experience
- Work shadowing
- Teaching & Coaching
- Others
- Development Assignments (International, Cross Functional, Start Up & Turnaround; special projects & taskforces; increased responsibility)

Relationship
- Receiving Feedback
- Receiving Coaching & Mentoring
- Networking (Internally & Externally)
- Role models

Education
- Training, Further Education, Conferences, Seminars, e-Learning, Reading

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager communicating how you will apply the learning.
**Develop Organisational Capability**

- Become someone’s assigned mentor, coach, sponsor, champion, or guide
- Take on a role as a mentor of an Asset or a High Potential employee
- Demonstrate that you are personally engaged in people development by being transparent and providing feedback on talent assessments and development planning
- Align consumer insight and the business planning processes to ensure we are making robust people decisions. For e.g. understanding the business case for gender balance
- Establish people development objectives for all of your Managers or require them to provide you with regular detailed reports on the talent and development areas of the people in their teams
- Reorganise the roles and responsibilities of your department to adjust to a change in business focus
- Manage a multi-country project led by a group high achieving employees
- Allow the leaders in your teams the opportunity to design their job functions and how success in their roles will be measured
- Identify the one or two staff most likely to replace you and begin grooming them to assume your responsibilities
- Following talent calibration and development sessions, ask for individual feedback from participants and HR facilitator on atmosphere during session and outputs
- Participate in other Department team meetings to understand their priorities and the capabilities they need to determine how you can support them
- Work with an external body/charity to develop the capability of their organisation
- Proactively offers to be involved in onboarding sessions and meetings for new joiners outside of scope of sphere

**NLF Behavioural Indicators**

- Actively shares knowledge and mentors others including those outside own team
- Actively shares knowledge and mentors others including those outside own team
- Creates an environment for open and rigorous talent assessment
- Considers the talent implications in long and short term business goals and strategies
- Establishes a diverse and robust talent pipeline
- Holds managers accountable for people development
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Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.
Create an Inclusive Culture

- Create and manage a project team made up of nationals from a number of countries &/or different business units
- Integrate diverse systems or processes across decentralised &/or dispersed units
- Build a multifunctional project team to tackle a common business issue or problem
- Lead/Manage the integration with another organisation due to a merger or acquisition
- Join a community group that attracts a diverse group of people
- Walk around the office/factory with the express purpose of finding someone in the act of doing something that exemplifies Nestlé’s standards, and recognise that person
- Mentor/coach a junior member of a team from a different function & /or a different cultural background
- Teach new comers about the business, its values and have follow up meetings with them for a period of 6 – 12 months
- Work in a different cultural environment to learn and accept new business practices/principles
- Ask a trusted colleague to provide you with feedback on how you manage your interaction with others. What is the first impression you give? Do you appear to be warm or distant and cold? Are you open or are you “black box”?
- Within your scope of operation, identify one leader per BU/Function and meet with them regularly to share and explore current challenges. Specifically, look for points of common interest where you could combine forces and find joint solutions
- Ask your team to challenge your assumptions and use them as sounding boards in areas in which they have expertise
- Establish an objective of meeting about 5 new people every month

NLF Behavioural Indicators

- Embodies the spirit of One Nestlé
- Actively facilitates working across functional and geographic boundaries
- Embodies the spirit of One Nestlé
- Creates an environment of openness and sharing
- Values and leverages differences in people and cultures
- Values and leverages differences in people and cultures
- Acts in a way that is respectful of other people who are less senior
- Values and leverages differences in people and cultures
- Acts in a way that is respectful of other people who are less senior
- Creates an environment of openness and sharing
- Acts in a way that is respectful of other people who are less senior
- Is modest, approachable and easy to talk to
- Is modest, approachable and easy to talk to

Experience

- Work shadowing
- Teaching & Coaching
- Others
- Development Assignments (International, Cross Functional, Start Up & Turnaround; special projects & taskforces; increased responsibility)

Relationship

- Receiving Feedback
- Receiving Coaching & Mentoring
- Networking (Internally & Externally)
- Role models

Education

- Training, Further Education, Conferences, Seminars, e-Learning, Reading

Experience 70%

Relationship 20%

Education 10%

Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning.
### Embrace & Lead Change

<table>
<thead>
<tr>
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<tr>
<td>- Experiment with changing the dialogue in your regular team meetings. Insert brief segments into the meeting in which you pose questions such as: “What can we learn from some of our mistakes? Why not...?” Whenever you hear “We have always done it this way,” ask “Why? What would be the benefits if we tried something different? What are the risks if we don’t change?”</td>
<td>- Visit other organisations who have successfully and unsuccessfully managed a major organisational transformation</td>
<td>- Review your organisation’s course curriculum for development opportunities related to this competency. Commit to applying the learning from the course to increase the level of developmental impact. Share your development efforts with your manager, communicating how you will apply the learning</td>
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<td>- Manage a group of resistant people with low morale through an unpopular change or project</td>
<td>- Actively champion and encourage new ideas from members of your team that push boundaries or challenge the conventional way of doing things</td>
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<td>- Guide teams or the organisation through times of crisis to deal as effectively as possible with the situation</td>
<td>- Study a manager who has successfully gone through a change project. Discuss with them their key tactics, strategies and insights. How was work structured? How was it communicated to the team? How were progress and success measured?</td>
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<td>- Volunteer to pilot a new business initiative across your organisation</td>
<td>- Talk to someone who has been in a situation of extreme crisis about how they used their empathy and personal composure to bring focus to chaotic and demanding situations</td>
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<td>- Lead a challenging change management project that involves multiple stakeholders</td>
<td>- Identify a team which is recognised for its innovation and transformational ideas and actions. Meet with the leader of this team to explore how the identity of the team has been established</td>
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<td>- Facilitates a “brain-storming” session with a team outside function and in which you have relatively low knowledge/expertise</td>
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### NLF Behavioural Indicators

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<td>- Creates and maintains a sense of urgency for change</td>
<td>- Takes decisive action in conditions of uncertainty</td>
<td>- Identifies unique approaches to deal with new or ambiguous situations</td>
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<td>- Fosters a culture that promotes adaptability and learning</td>
<td>- Creates and maintains a sense of urgency for change</td>
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<tr>
<td>- Is a catalyst for change and innovation by communicating a compelling and inspired vision</td>
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