



LEADERSHIP PROFILE

1. STRATEGY & DIRECTION

Creating Strategic Direction

Setting a clear and structured strategy for her/his area of competence. Communicating the vision and the goals of the organization, and her/his own vision. Helping people to understand how they can contribute to the organizations' strategy and goals.

- Understands markets, new trends in products and technology and the competitive situation
- Provides analysis of opportunities and develops/executes innovative business strategies
- Aligns organization and product portfolio to take advantage of existing and new opportunities
- Challenges and redesigns business models, creating strategies to drive profitable growth
- Continually communicates the strategic priorities to keep the organization focused on the right things
- Ensures that the organization has resources and skills to meet its strategic challenges

Leveraging Business Acumen

Using knowledge of business dynamics and marketplace to make good decisions and to drive for profitable growth.

- Knows the business/technical fundamentals and how Monier generates profits and cash
- Makes sound resource allocation decisions in a competitive environment
- Uses business knowledge to determine what measures will have the most significant impact and to create competitive advantage
- Has confidence in business/market knowledge to asking questions that get to the heart of an issue and to challenging conventional thinking

2. DRIVING FOR RESULTS

Volumes, Margins, Cash flows and other KPIs

Setting and achieving challenging budget targets. Defining high performance standards, taking ownership, and driving accountability for results.

- Is capable to set and communicate the right priorities to her/his team, and to focus it on initiatives and measures, impacting EBITDA, margins and cash flow
- Has achieved budget targets in a consistent way over time
- Has a strong drive to be successful and make an impact
- Takes personal ownership for getting results in a manner that is consistent with company values and commitments
- Holds self and others accountable to the highest performance standards, building commitment in others for their individual/team objectives,
- Identifies and applies key performance indicators, processes and metrics to manage the performance of the organization and of her/his team
- Is capable to make difficult decisions and to implement them effectively
- Makes time-critical value creating decisions, taking measured risks
- Sets clear H&S objectives, getting commitment from his team and measuring systematically the progress in this field

3. CUSTOMER FOCUS

Achieving Customer Satisfaction

Having a broad and deep understanding of market segments, customers and their businesses, future direction and application of our offerings.

- Understands and targets different customer segments with the right offerings at the right quality/price positioning
- Anticipates the trends of markets and competitors and proposes new opportunities with conviction
- Has a concrete understanding of customers, their workflows, and what is important to them. Consequently articulates the value proposition from the customer's standpoint
- Stays close to and maintains positive relationships with customers, understanding their world and anticipating their needs
- Applies knowledge of our quality positioning, our products/services and technology, to capitalize on opportunities
- Develops tools and processes to systematically measure customer satisfaction, defining corrective actions when necessary

Driving Innovation

Recognizing opportunities to innovate in ways that will make an impact to the business. Championing innovative high quality products, systems and services, methods and processes.

- Fosters an environment that encourages innovation that leads to profitable growth
- Integrates ideas and inputs from different sources to create solutions that are not apparent
- Actively supports and sponsors organization-wide innovation projects and processes
- Supports and encourages others when they attempt to innovate
- Allocates resources to pursue new avenues (in terms of products, services, markets, etc.)

4. LEADING PEOPLE

Delegation and Individual Performance

Delegating tasks and assigning clear responsibilities to people to match their individual strengths and weaknesses. Getting commitment leading by example.

- Delegates tasks to his team in an effective way, helping people understand the purpose and providing an overall view, keeping only key decisions/tasks at her/his level
- Assigns clear responsibilities to people taking into account their strengths and weaknesses
- Generates excitement and strong buy-in for the assigned tasks, taking into account the agenda of the others and leading by example
- Rewards good performance and tackles poor performance early on, in an appropriate way

Coaching and Developing Talent

Selecting/retaining best quality people, improving their capacity to make a contribution to the organization through feedback, coaching, training, and developmental assignments

- Has developed high quality people within her/his team who are making a significant impact in the business and favors their career development also outside the own department / BU

- Places people in stretch experiences or on job development opportunities, to facilitate learning from experience, while supporting them as coach
- Proactive in the development of people by assessing their talent and providing straight-forward feedback on strengths and weaknesses, so to improve individual performance
- Fosters an environment that encourages people to learn from their mistakes and conflicts

5. LEADING CHANGE

Managing Change Processes

Driving significant strategic and organizational change

- Has managed successfully or was involved in a major change project
- Understands the dynamics involved in implementing significant organizational or strategic change
- Gains the commitment of people at all levels, painting a clear picture to them in terms of impact and reasons for the change, so to make the change effort successful
- Recognizes situations where change is needed, the stakeholders needed to support the change process, and is not afraid to take on the challenge
- Takes ownership and shows flexibility and adaptability when it comes to change triggered either by external circumstances or suggestions from peers/staff

6. VALUES AND COLLABORATION

Building Relationships and Collaboration

Working collaboratively across boundaries and getting things done despite divergent goals, cultures, and perspectives

- Builds effective working relationships with others inside and outside the company, across Business Units, functions, or geographic/cultural boundaries
- Establishes an environment where openness and collaboration is expected and based on mutual respect and trust
- Facilitates open, rigorous discussion of different ideas and views, constructive dialogue in her/his team, by introducing appropriate structures and procedures
- Communicates regularly with his/her manager, informing him/ her of bad news immediately
- Is approachable and respected, due to her/his willingness to address difficult issues and share negative information
- Understands the needs of others, knows where they are coming from and what drives them

Living our Values

Operating with honesty, respect for others, and conviction to high business ethics and standards, and contributing to enhance the reputation of the Monier Group

- Demonstrates that her/his priority is Monier's overall success, regardless of personal interest or consequence, placing the success of the Group before his/her Business Unit
- Embodies the Monier Values, treating others with respect and honesty
- Makes Health and Safety her/his first value without compromise
- Is personally accountable and holds others accountable for adhering to the ethical standards and living the values and principles of Monier's Code of Business Conduct