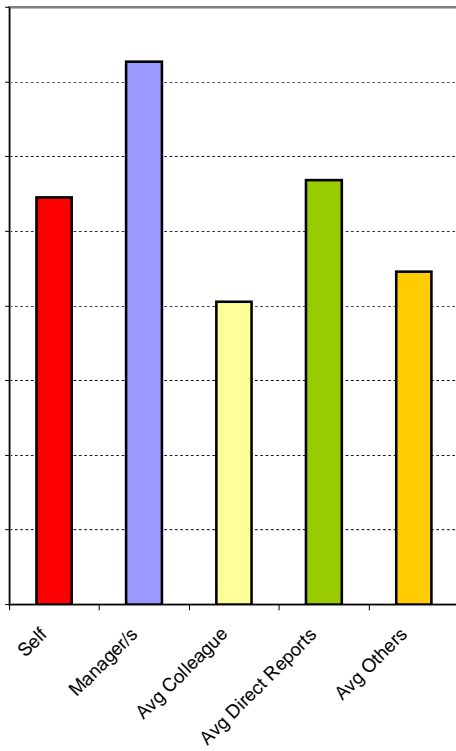
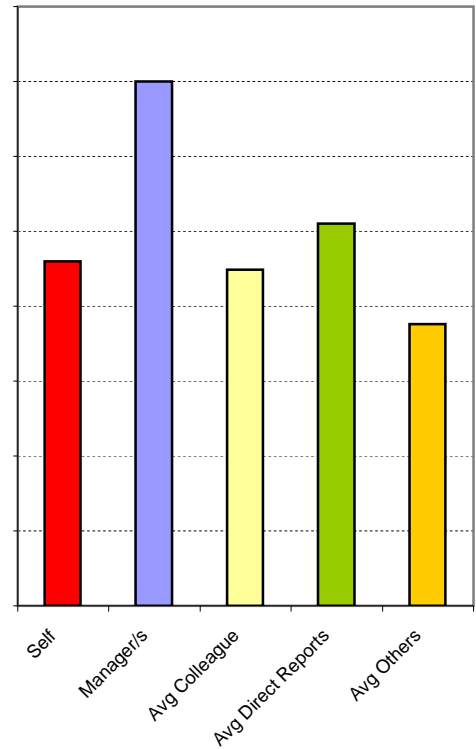


**Section One - Summary factors results by populations**

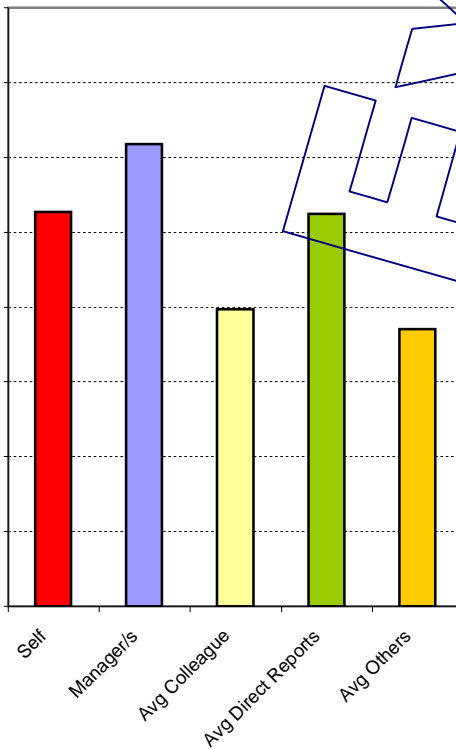
**Leading and Inspiring**



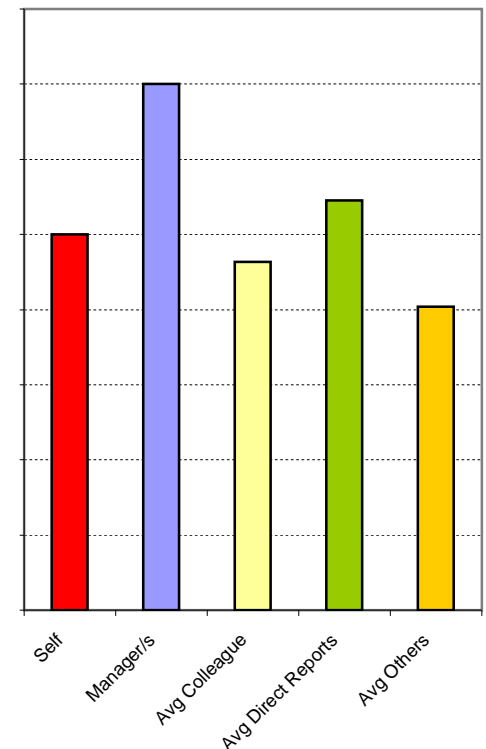
**Capability and Accountability**



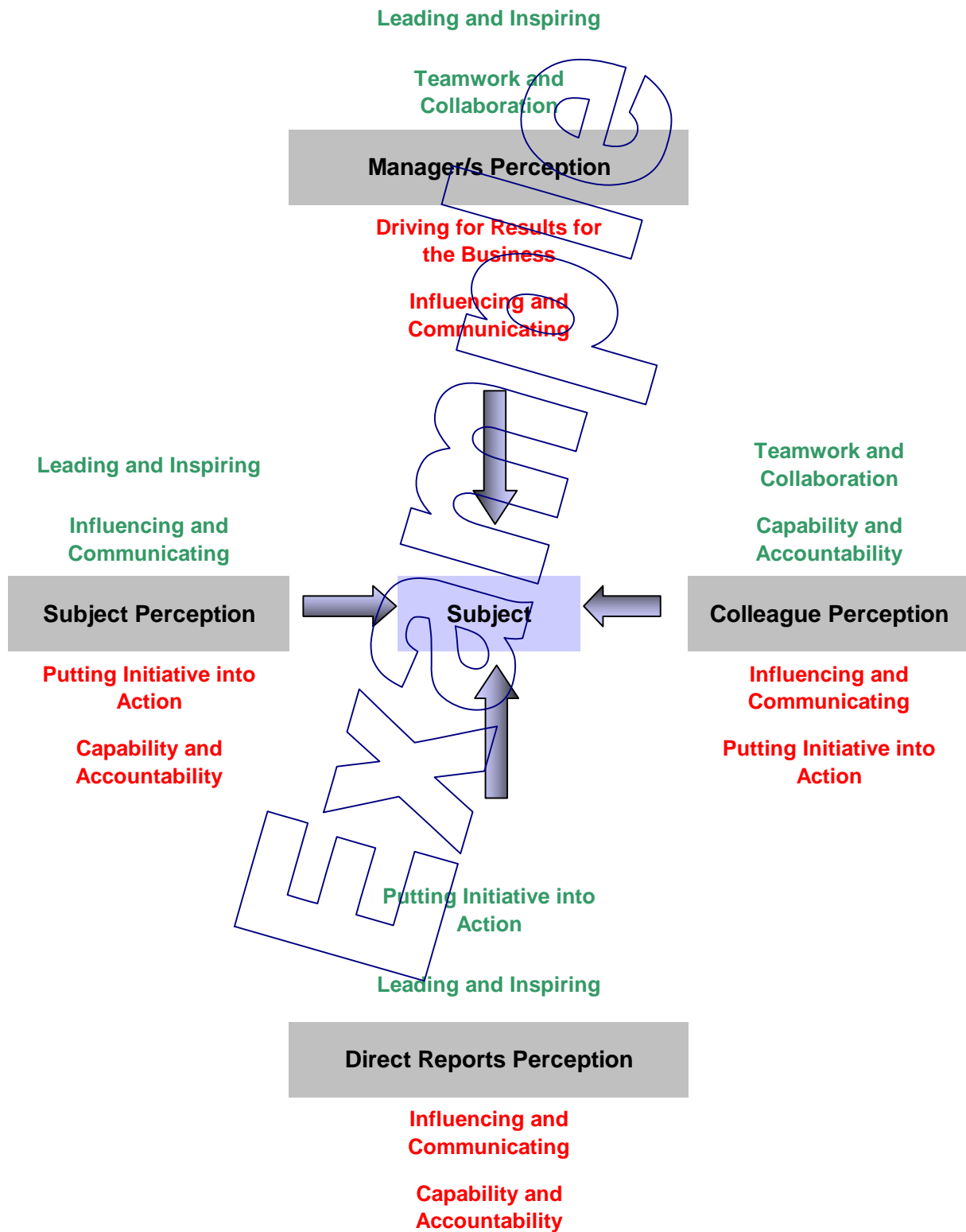
**Influencing and Communicating**



**Teamwork and Collaboration**



## Section Two - Highest & lowest factors as perceived by populations



## Section Three - Top/Bottom Ten as Ranked by Others

Subject      Pat Sample

### **Top Ten**

This person....
Do you trust this person
Actively seeks the input of others from beyond own team, valuing diversity of expertise and viewpoint
Empowers the team; gives real ownership for delegated activities - doesn't interfere unnecessarily
Does what they say they are going to do; consciously follows through on commitments
Respects and values others' time – sticks to commitments, arrives promptly for meetings, etc
Acts as a champion for the team; supports, promotes and shows concern for the team
Plans and follows through on plans, setting and monitoring progress against key milestones
Is willing to have the difficult conversations – puts the 'mousses on the table' (doesn't leave issues unresolved)
Champions cost savings and productivity improvements as levers to profit growth
Shows the tenacity and resilience to keep going in the face of setbacks

### **Bottom Ten**

This person....
Before taking action, asks "does this support Müller's brand and strategic vision?"
Places adequate resources behind priorities to enable real progress and action
Uses communications to promote pride, motivation and excitement for the Muller business
Inspires and motivates people to great performance – engages 'hearts and minds' in the Muller vision
Engages people in effective coaching and performance conversations
Provides regular, consistent communication – upwards and downwards – using monthly briefings and cascades, etc
Promotes coaching and the importance of developing great relationships as core capabilities at Muller
Is prepared to give and take to negotiate a mutual agreement
Sets and pursues stretching goals that will maximise business benefits
Removes organisational obstacles hindering people from doing their jobs effectively