

Key Learnings from a 12 year journey

Bob Barbour
26 September 2008

CREATE AND CHAMPION THE MOST ADORED BRANDS

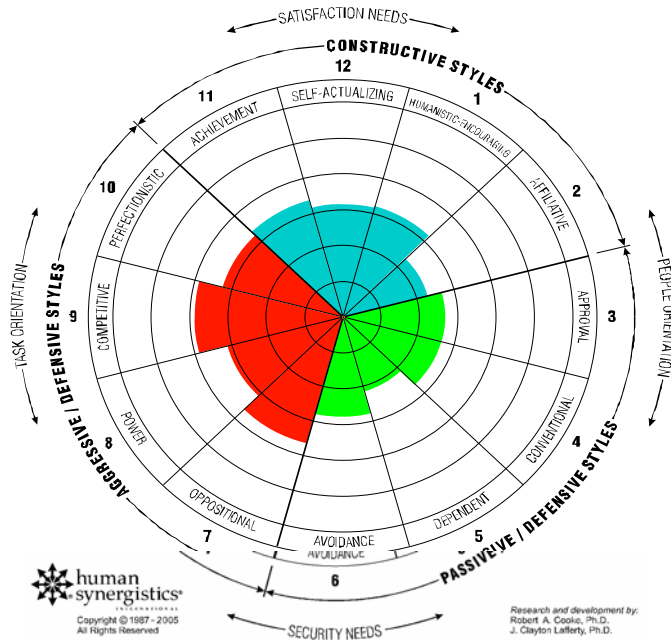


**LION
NATHAN**

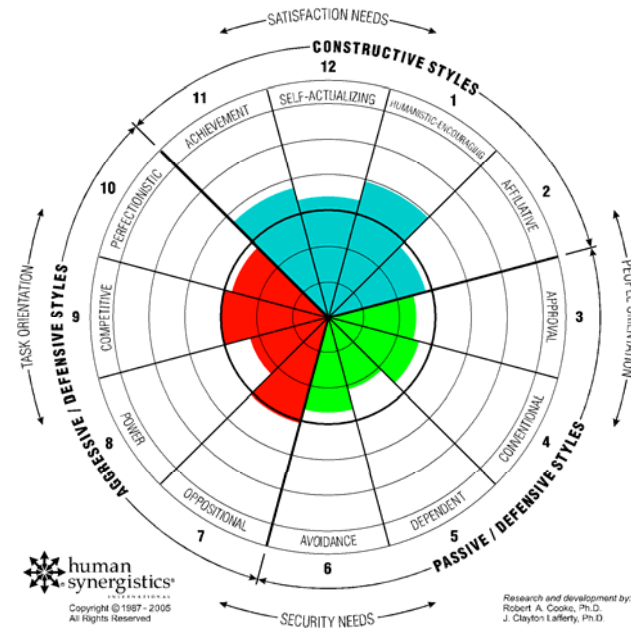


OUR CULTURAL BAROMETER

1998



2006



How do you maintain the journey over the long term?



THE IMPACT OF THE INDIVIDUAL

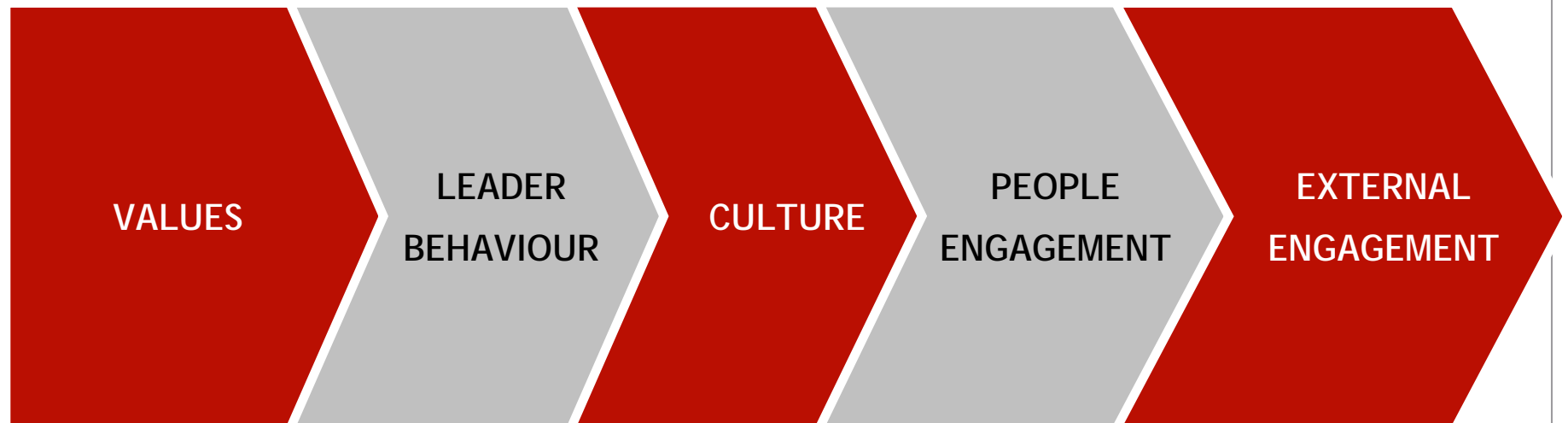
- ❑ LSI 1 and LSI 2
- ❑ Solutions-focused thinking vs problem focus
- ❑ Self awareness and reflective learning
- ❑ Pain and courage
- ❑ Share / contract
- ❑ Encourage people to broaden and build their thought-action repertoires
 - ❑ not to defensively and rigidly narrow and focus

**Constructive behaviour is a mindset
about doing business that is aligned to our values**



BEHAVIOUR: A CORE BUSINESS STRATEGY

Our Leadership Model



= Marketplace Success

...it's our behaviours which engage our people and our customers



LEADERS ARE KEY

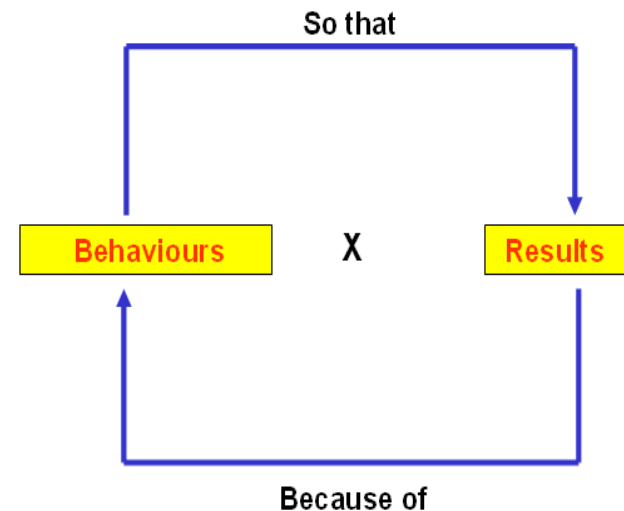
- ❑ Regular feedback via own LSI and team OCI
 - ❑ Support individual leaders via coaching
 - ❑ Provide insights, tools and training to understand and grow constructive behaviours
 - ❑ Leadership programmes to reinforce core messages
 - ❑ Hold leaders accountable for behaviour
 - ❑ self
 - ❑ team
- } action planning

Attract leaders with constructive behaviours and manage out those with persistent destructive behaviour



HARDWIRE THE DESIRED BEHAVIOURS

- ❑ Behaviours x Results
 - ❑ Behaviours that add value
- ❑ People practices
 - *Achievement reviews*
 - *Development reviews*
 - *Salary reviews*
 - *Recruitment and selection (including the CEO!)*
- ❑ Consistent and focused People & Culture (HR) strategy
 - ❑ but build on and refresh the core messages
 - ❑ consistently join the dots for our people



...to “operationalise” these on a day-to-day basis

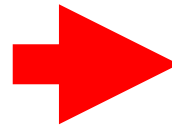


THE IMPACT OF SENIOR LEADERS

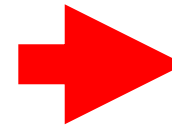
*Making our world a
more sociable
place*

Our Values

People and Brands



External Stakeholders



Shareholder Return

Values and beliefs blueprint for the way we do business



NEXT 10 YEARS

- ❑ Continue to track our behaviours to identify insights and opportunities
 - ❑ our people
 - ❑ our customers
- ❑ Continue to scour the world for new insights and ideas
 - ❑ and build on them into our models
- ❑ Hold leaders accountable for this core business strategy
 - ❑ continuously educate and support
- ❑ Increasingly focus on helping individuals
 - ❑ to reflect on their emotions, thinking and behaviours

....making our world a more sociable place

