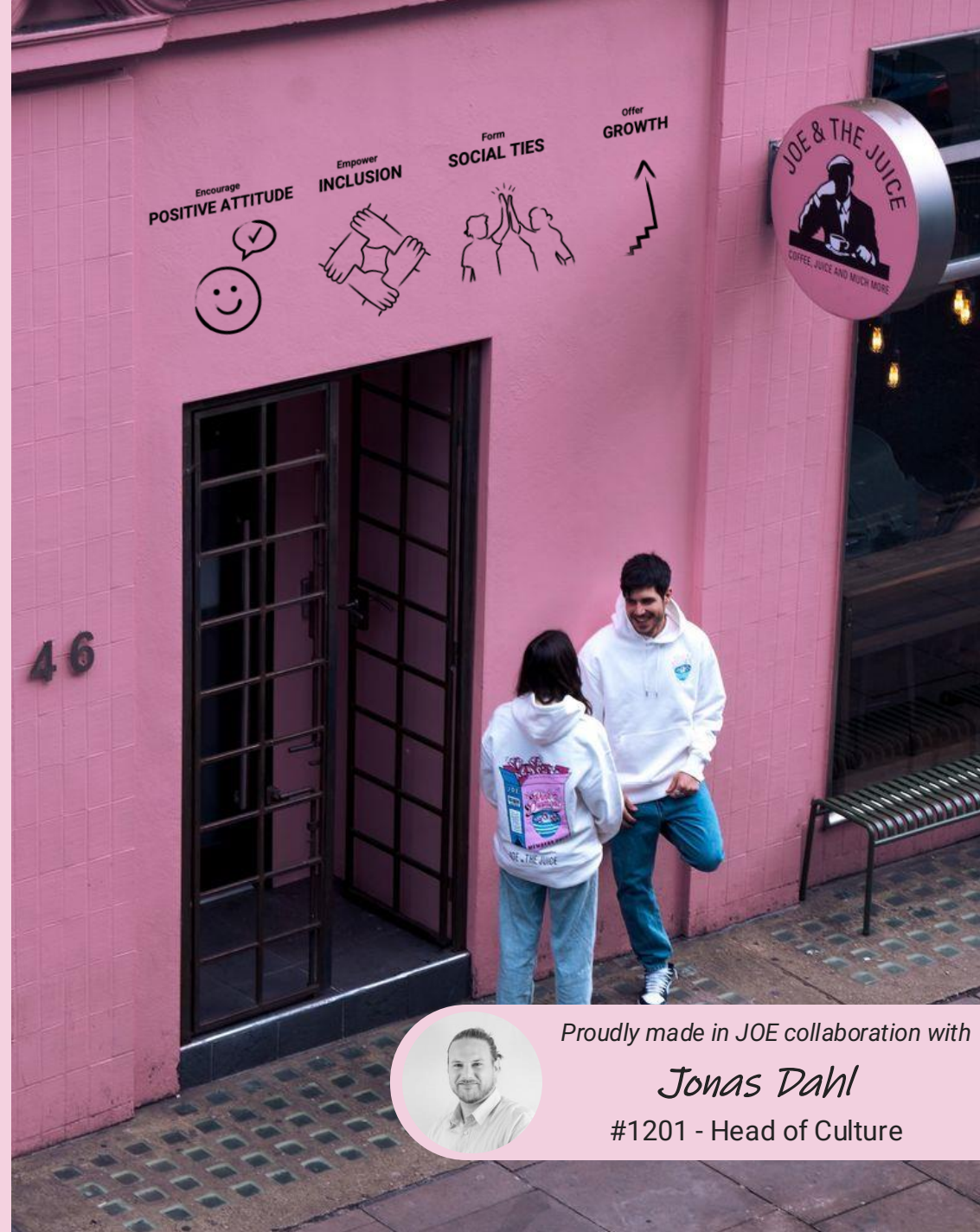




Virtue-based Leadership

Moneyball 2.0 Leadership Training



Proudly made in JOE collaboration with

Jonas Dahl

#1201 - Head of Culture



Agenda

1 Introduction

2 Tools & Exercises

3 Sum up





Welcome to Virtue-based Leadership!

Let's kick it off with our Company Virtue Video



Let's go



Introduction

Open Question

WHAT ARE THE ADVANTAGES OF HAVING COMPANY VIRTUES?

Open Question





Learning Goal

What does the mindset mean?

Learning Goal

Definition

Virtue-based Leadership integrates ethical principles with company and personal virtues

Purpose

Help you as a leader to make decisions and act in ways that inspire others to adopt similar virtues.

Outcome

Fosters an inclusive and distinctive company culture by balancing personal authenticity (individual virtues) with respect for and alignment with organizational virtues (company values).

The Leadership Mindset

“In the Virtue-based Leadership module you will learn how to lead with the right mindset, while all other leadership modules focus on creating the right skillset!”





Converting ‘*The Manifest*’ into 4 company virtues

Operationalizing our Manifest into four simple, yet powerful company virtues

The Challenge

Our engagement surveys indicated that our employees have **little knowledge** about the Manifest and find it **really hard** to understand.



The Manifest is complex

Consisting of 479 words the manifest is difficult to understand and are therefore not used actively.



“I find the Manifest inspiring?”

40% of our workforce were actively disengaged, when asked about the manifest and **32%** were passives*.



“what is the manifest?”...

Comments on this topic was trending in Peakon, as Employees were at large not aware of its existence*.

The Solution

Simplifying the Manifest by identifying and **selecting** four core company virtues embodying its essence.



By implementing an aligned set of virtues...

The ambition is to improve the meaningfulness in the organization and thereby improve retention.



Inclusion of workforce to identify virtues...

Through a survey distributed in Q2 2023 to the whole workforce with +1.000 participants worldwide.



The final four virtues...

Was chosen amongst key virtues and statements from the manifest, staying true to the original document.



Introduction

Transforming our company Manifest into our four Company Virtues:

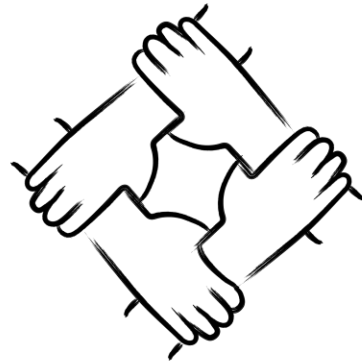
Encourage
POSITIVE ATTITUDE



Our ability to see the coffee cup as half full - and not half empty

Choose your attitude

Empower
INCLUSION



Our promise to invite anyone to be a part of our culture

Be inclusive

Form
SOCIAL TIES



Our ability to create true connections across our stores

Be intentional

Offer
GROWTH



Our ambition to provide personal and professional development

Be curious

**... is what we strive for to “become the first truly global people-centric F&B company”
aligning the top and bottom of our Company Strategy House**



Introduction

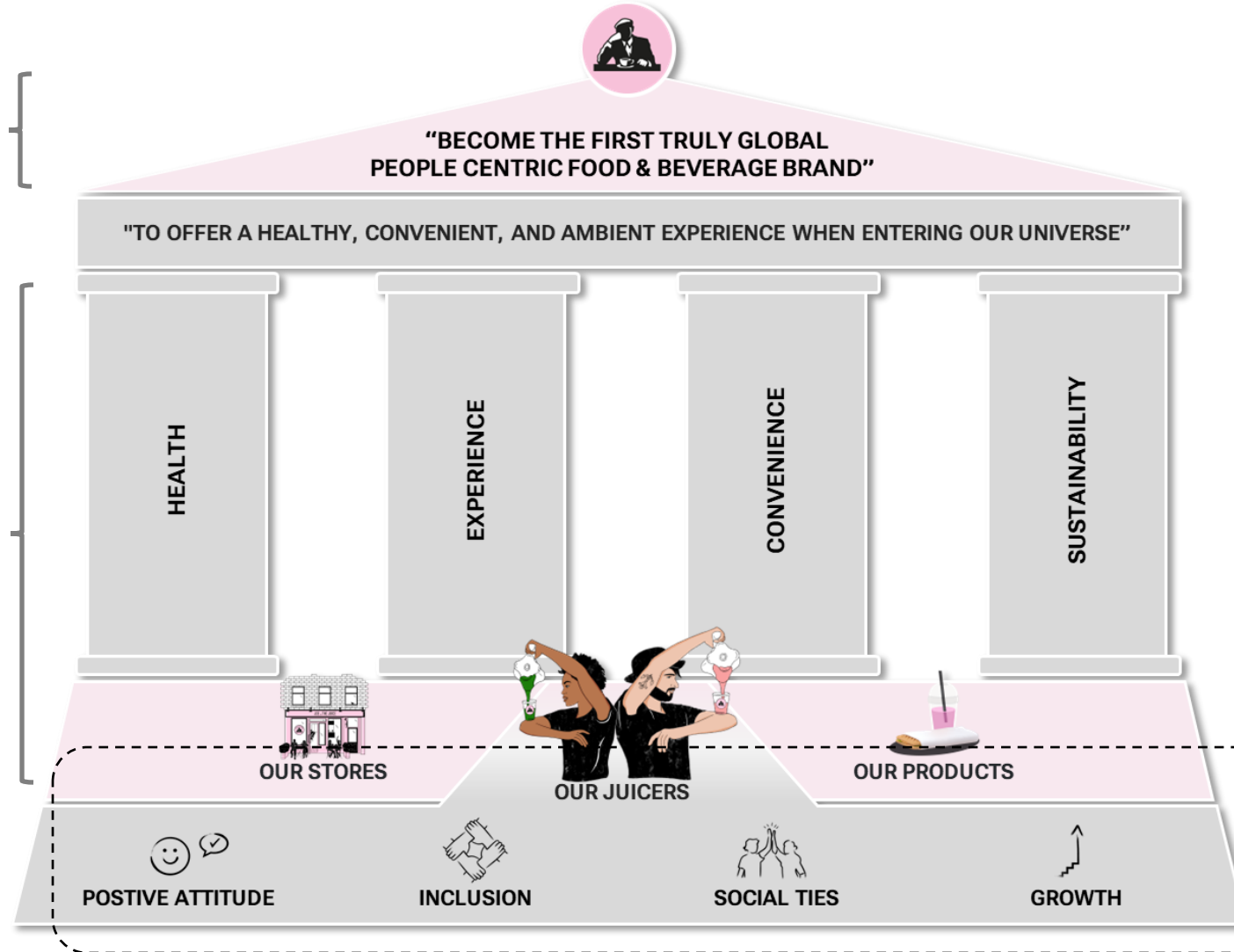
Company Virtues as the fundament of our Company Strategy House

Company Vision

Our long-term goal:
What we strive towards as a company

Company Pillars

Our company value proposition:
What makes us unique and attractive in the eyes of the customers



Company Mission

Our daily mission:
What we stive to do each day to realise our Vision

Company Virtues

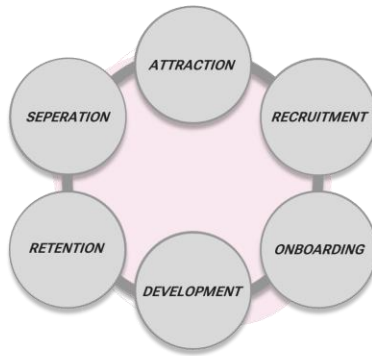
Our employee value proposition:
What makes our company culture compelling in the eyes of existing and future employees



Introduction

How our Company Virtues are culturally anchored

EMPLOYEE LIFECYCLE



- Utilized across all phases of the employee lifecycle
- Key elements from recruitment, onboarding, development to separation

ENGAGEMENT SURVEYS

- Integrated into quarterly Peakon Employee Engagement surveys
- All leaders expected to lead by virtues and is measured accordingly

COMPANY OKRS & ANNUAL REVIEWS



- Assessment of behavior and actions of Ops. & HQ management from District Manager and above
- Bi-annual reviews to include company virtues in Leapsome



Introduction

How to represent the company virtues through your behavior

As a Manager



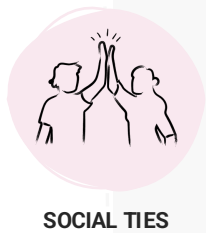
POSITIVE
ATTITUDE

- ✓ Encourage and recognize people around you
- ✓ **Praise and Acknowledge the efforts of others**
- ✓ Promote and enforce a harassment and discrimination free working environment



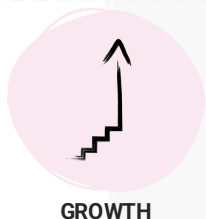
INCLUSION

- ✓ Ask others for their opinion and contribution
- ✓ Actively seek out and consider different perspectives than you own
- ✓ **Seek and promote collaboration and involvement**



SOCIAL TIES

- ✓ Create the foundation for people to gather under your leadership
- ✓ **Be honest and real in your leadership**
- ✓ Be aware of your position and act accordingly



GROWTH

- ✓ **Take responsibility for developing people around you**
- ✓ Be an active listener and provide input and direction
- ✓ Promote development opportunities

As an Employee



POSITIVE
ATTITUDE

- ✓ **Choose your attitude proactively each day**
- ✓ Speak positively to and about people around you



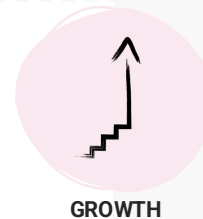
INCLUSION

- ✓ Help your colleagues and manager – and ask for help and assistance when needed
- ✓ **Be inclusive to all team members, managers and guests regardless of background**
- ✓ Welcome and acknowledge opinions different from your own



SOCIAL TIES

- ✓ **Be open-minded and genuine**
- ✓ Be proactive and create own initiative
- ✓ Understand that relations you build can last for a lifetime



GROWTH

- ✓ **Actively seek opportunities, guidance and mentorship**
- ✓ Strive to be a promoter of development opportunities
- ✓ See opportunities instead of limitations in your daily work



Introduction

Open question

HOW DO YOU CURRENTLY LEAD BASED ON VIRTUES?

HOW DO YOU MAKE YOUR LEADERSHIP AUTHENTIC?





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2 Tools & Exercises

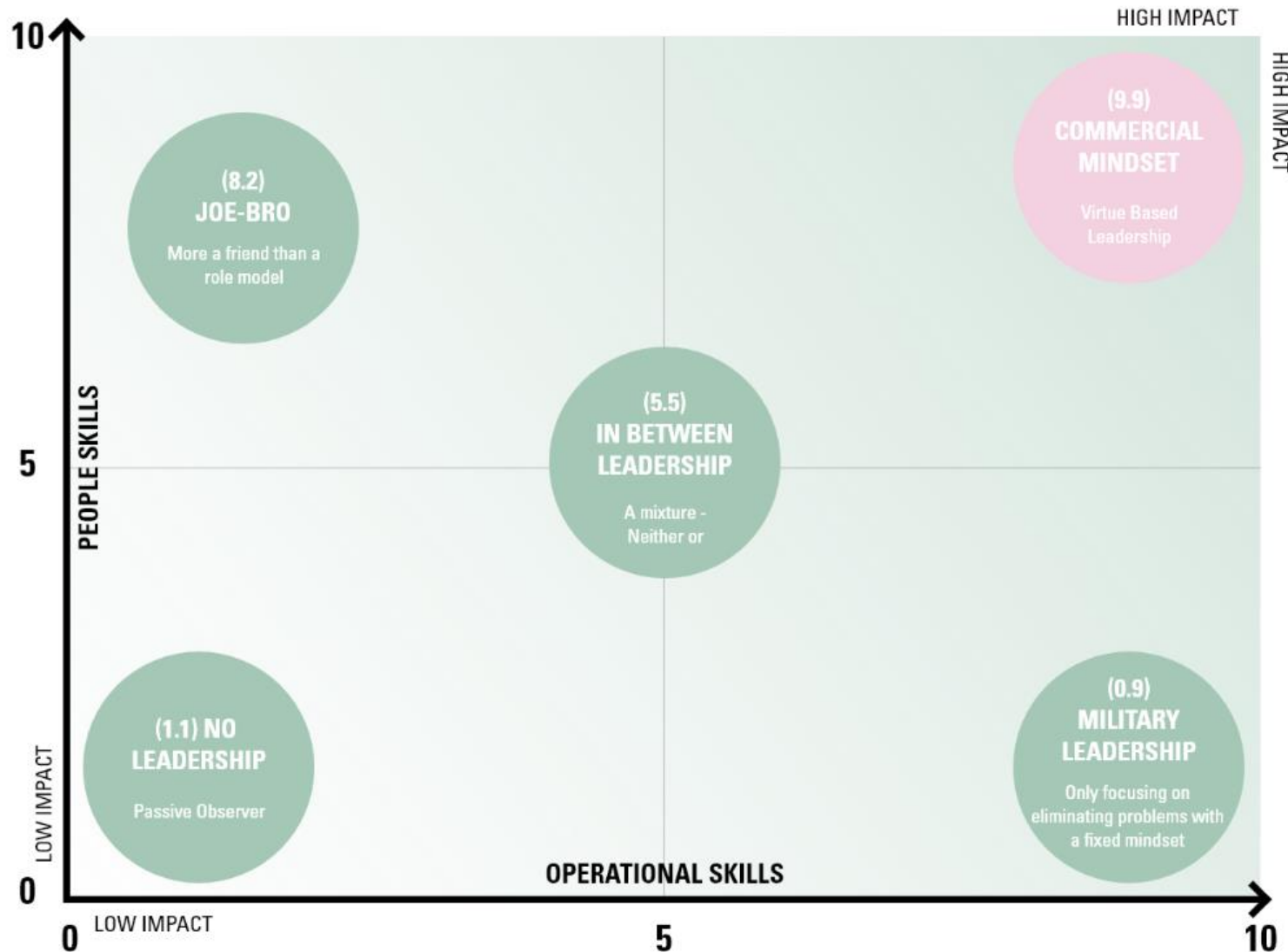
3 Sum Up





Introduction

Commercial mindset & different leadership types



Mastering virtue-based leadership with a commercial mindset fosters a deeper understanding of how to refine your leadership mindset, leveraging your strengths and addressing areas for growth.

Encourage
POSITIVE ATTITUDE



Empower
INCLUSION



Form
SOCIAL TIES



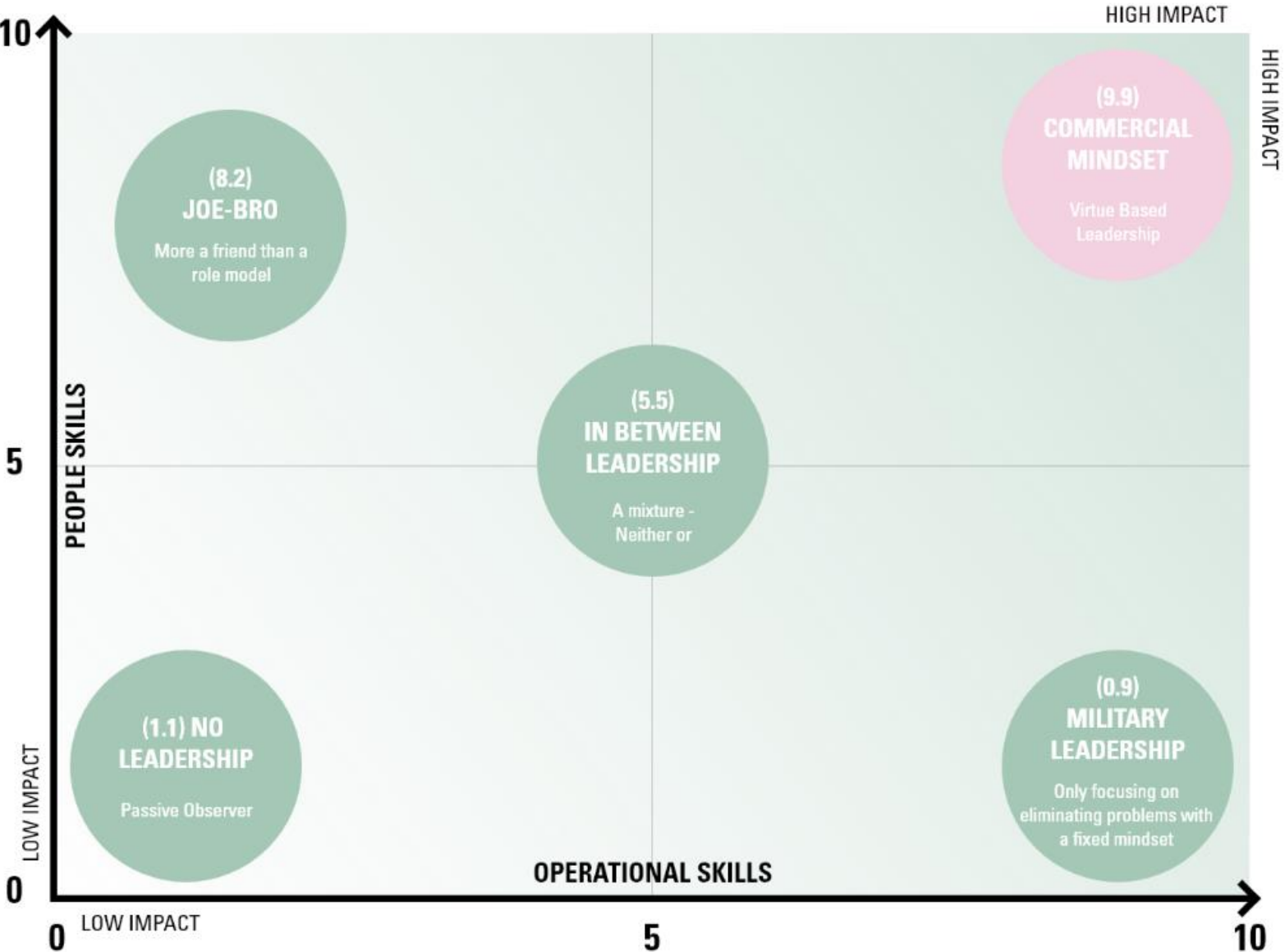
Offer
GROWTH





Exercise 1 – JOE Leadership Archetype

Which JOE Leadership type are you today – 10 min exercise?



1.

Map out where you think you are on the graph today by scoring people and operational skills: e.g. people = 6, operational = 8 = (6.8) Leader

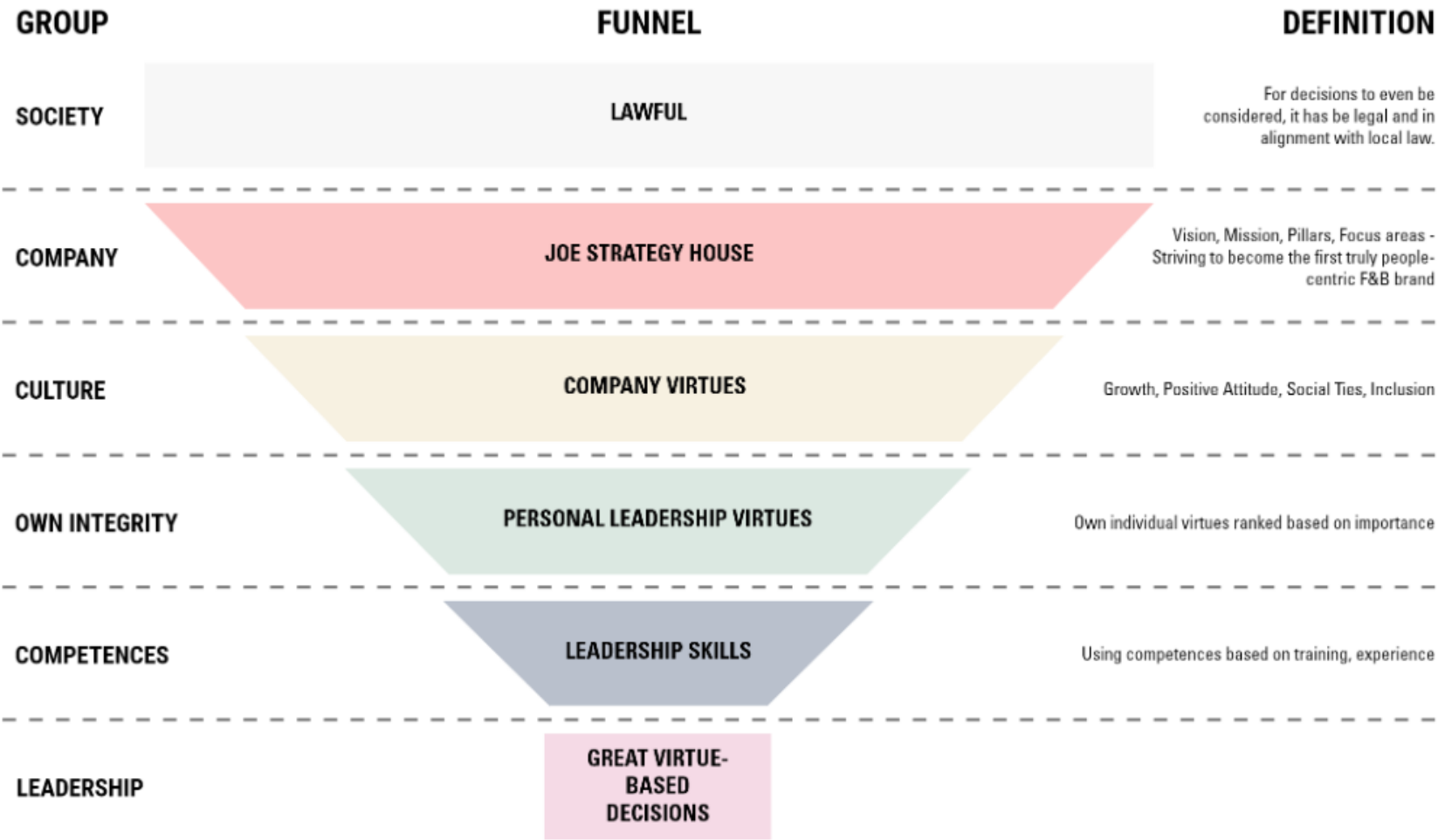
2.

Explain your reasoning and where you want to be in the future. What kind of actions do you need to take in your daily work?



The Virtue Decision Funnel

How to make great leadership decisions



To lead with a virtue-based mindset, a leader must balance legal requirements, align with the company's strategy, vision, and mission, and stay true to their own leadership virtues. By doing so, they can use their skills effectively to inspire and guide others.



The Two-step Approach of Decision Making

How to convert the funnel into daily virtue-based decisions



**PERSONAL
LEADERSHIP VIRTUE**



COMPANY VIRTUES



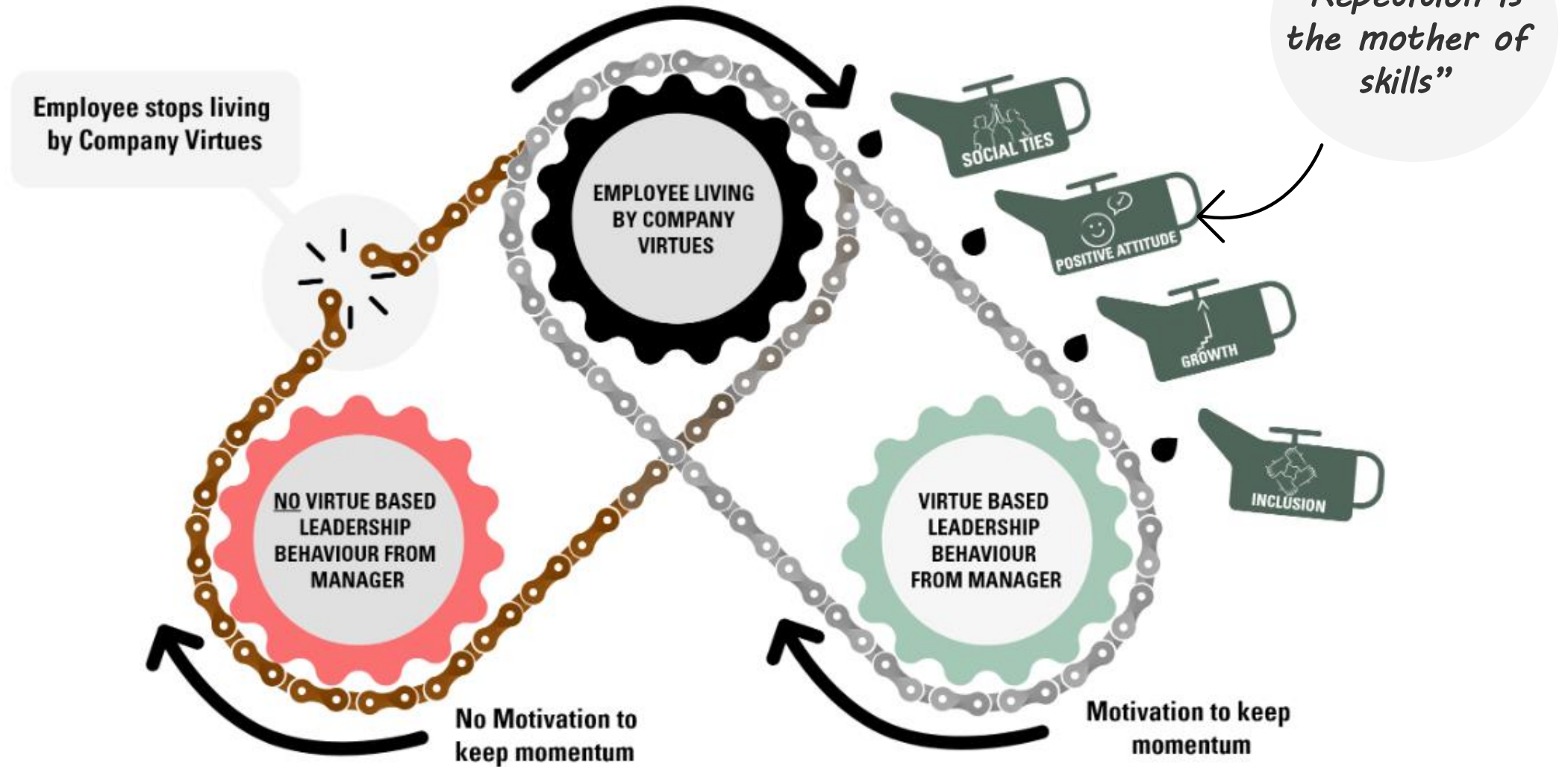
**GREAT VIRTUE-
BASED DECISION**

The explores how personal leadership virtues can interact and synergize with Company Virtues in any decision making.



The Momentum Chain of Virtue-based Behavior

How virtue-based decisions impact the culture in the store



Leaders must uphold Virtue-Based Leadership to maintain momentum; failing to embody it weakens alignment and fosters undesired behaviors.



The Momentum Chain of Virtue-based Behavior

How disaligned and aligned decision making affects your employees



When a decision is **disaligned** with Company Virtues, it will lead to:

- The virtue become meaningless, weak or dishonest.
- The management seems out of touch with reality

Employee will become disengaged



When a decision is **aligned** with Company Virtues, it will lead to

- Making all Employees believe in and trust the virtues
- Strengthen and emphasize the meaning behind each virtue

Employee will become engaged

Employees will not believe in a set of virtues until they have been exposed to them repeatedly.
For them to stick, they should be reinforced at every chance given by the Leader.

Making a link between values and practical scenarios will convince all that virtues mean more than “just” words.



Exercise 2 – Identify your own Leadership Virtues

Select your own leadership virtues

VIRTUE BANK

People Focused

Empathetic	Respectful	Fair	Collaborative
Patient	Transparent	Authentic	Empowering
Motivational	Trustworthy	Open-Minded	Inspirational
Charismatic	Humorous	Humble	Inclusive

Operational Focused

Adaptable	Accountable	Ambitious	Visionary
Courageous	Innovative	Resilient	Confident
Decisive	Creative	Consistent	Organized
Analytical	Results-Oriented	Problem-solving	Efficient

1

Choose 4 virtues that describe you as a leader in the worksheet

2

Provide a practical example and justification for each choice.

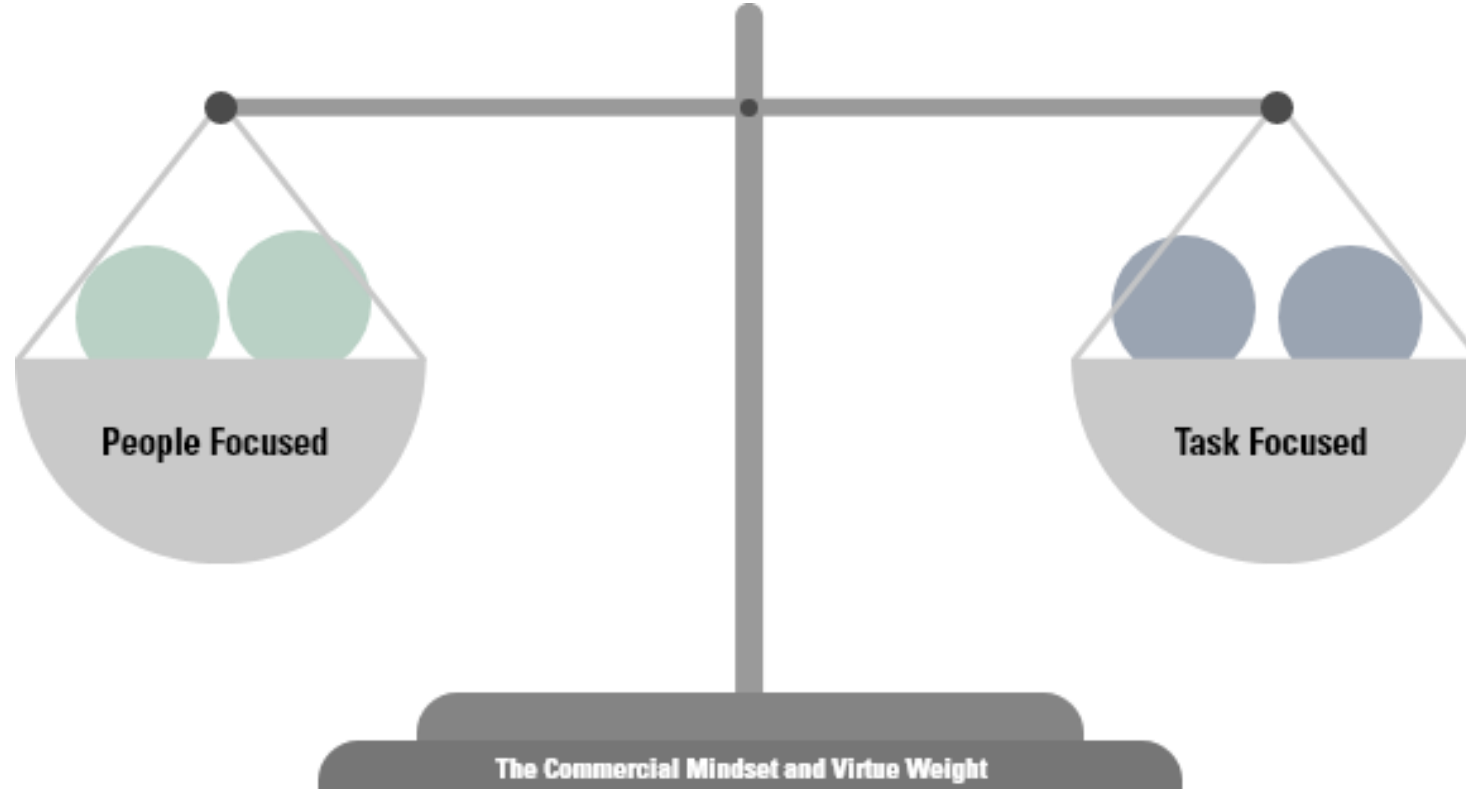
Important: Choose from the virtue bank or even better: **add your own!**





Exercise 2 – Identify your own Leadership Virtues

Balance your leadership virtues



If you've chosen only people- or task-focused values, revisit your selections to balance them for a stronger commercial mindset.

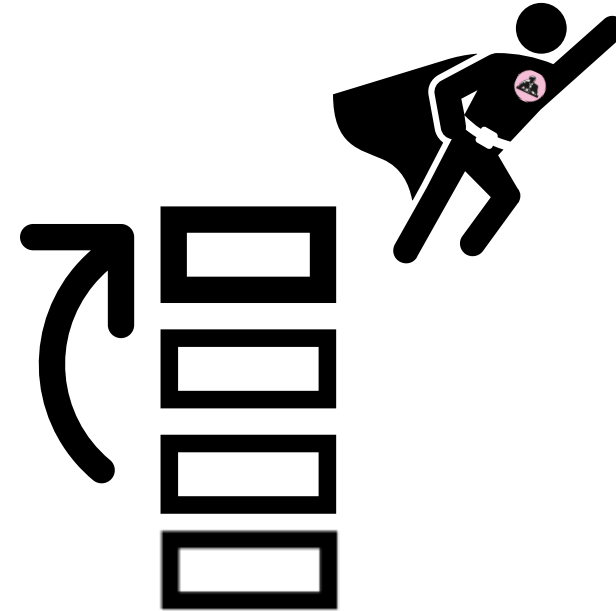


Exercise 2 – Identify your own Leadership Virtues

Rank your superpower leadership virtues

RANK LEADERSHIP VIRTUES

- You will now list up and rank the 4 chosen virtues based on importance.
- The virtue which you rank as the single most important one, is the value that you strive to have as a superpower



THE FINAL FOUR

These final four Leadership values will be written down and used during the rest of the program



Exercise 3 – Activate the Two-Step Approach

Make great virtue-based leadership decisions



**PERSONAL
LEADERSHIP VIRTUE**



COMPANY VIRTUES



**GREAT VIRTUE-
BASED DECISION**



Exercise 3 – Activate the Two-Step Approach

Make great virtue-based leadership decisions

1

Choice of virtues

Select 1 x personal leadership value and 1 x company virtue to use when solving each case

2

The combination

Identify how company virtue and your personal leadership value will synergise and complement each other

3

Virtue-Based Solution

Describe and present a plan of solution to the scenarios. Refer to company virtues and your leadership values.

Situation	Own Leadership Virtue	Company Virtue	Virtue-Based Decision
<i>Example:</i> “A store is running out of avocados and a solution is required to uphold store performance”	Creative	Social Ties	Creative + Social Ties
	“Hi BM, as you know we’re facing a challenge. I’ve been thinking out of the box and I have a creative solution now.”	“Our Company Value in JOE is Teamwork, so it’s important that we all work together to find a solution”	“I just called our neighbor store and they have enough so we can borrow. If you go pick them up and create a store transfer. You can borrow my bike! Then I’ll cover you BTC and maintain DCWF. I’ll make sure you receive an extra delivery of avocados tomorrow morning. We got this!”
<i>Scenario 1-4</i>	Insert Personal Virtue	Insert Company Virtue	Insert Combination
	Insert how personal virtue contributes	Insert how company virtue contributes	Insert combination to reach a Virtue-based decision



Exercise 3 – Activate the Two-Step Approach

Make great virtue-based leadership decisions

THE FICTIVE SCENARIOS

Task focused	People focused
<p>1.</p> <p><i>You identify that the FIFO procedures are not being followed by the team and main ingredients are expiring and is wasted too often. A solution is required to improve the situation and avoid a high waste % in the store.</i></p>	<p>2.</p> <p><i>A Juicer is calling in sick at 5AM for a morning shift. A reaction and a solution is required to solve being understaffed at midday and avoid other members being demotivated.</i></p>
<p>3.</p> <p><i>The dishwasher is dirty and has not been cleaned properly in 3 weeks and when analyzing Trail, nothing has been registered. A solution is required to improve the performance both short- and long term.</i></p>	<p>4.</p> <p><i>Two members of the team are in a disagreement. One of them denies having shifts overlapping with the other. A solution is required to re-ignite team spirit and collaboration.</i></p>



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Sum Up

What have we learnt – why, how & what?

