

LEADER PRINCIPLES

1.

Are clear about what is for today and what is for the future?

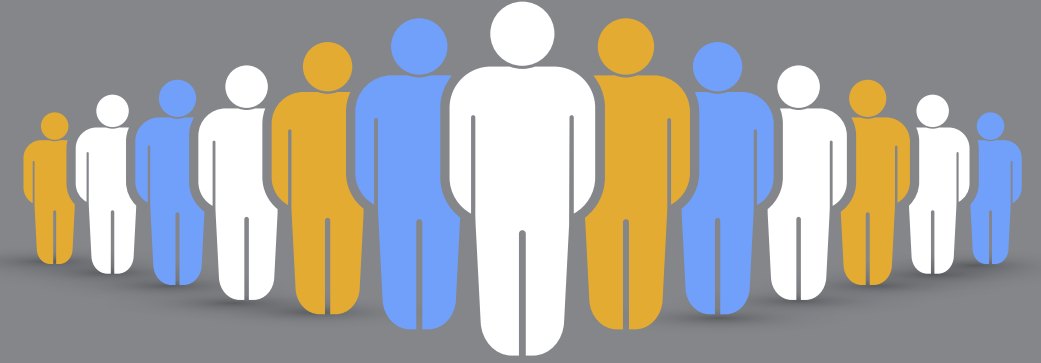
Getting more from today, growing scale for tomorrow and our co-operative difference is a common strategic approach across our business groups



2.

Ensure colleagues, members & customers are 'in the room'

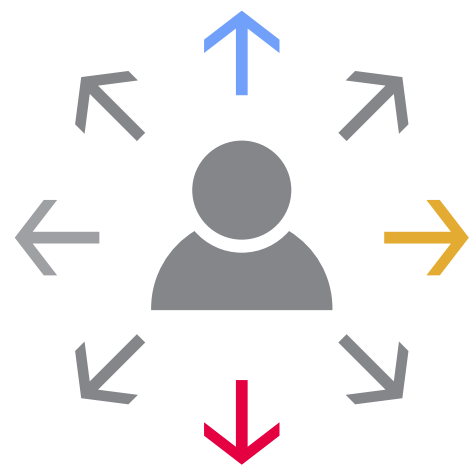
Everything we do will take into consideration the perspective of the customer, colleague and society member



3.

Making decisions for the greater good of the organisation (including saying no)

Making challenging decisions that are for the greater good of the society rather than individuals or specific groups, to ensure that we are commercially viable



4.

Focus on doing less, better

Creating efficiencies by working smarter to get a higher quality output



5.

Commit to shared objectives/targets and agreed ways of working

Working collaboratively to achieve the Societies steering wheel targets by adopting the leading guiding principles



6.

Provide clarity throughout the organisation

Clear, timely and consistent information in plain English across the society



7.

Stick to our agreed strategy & review our plans

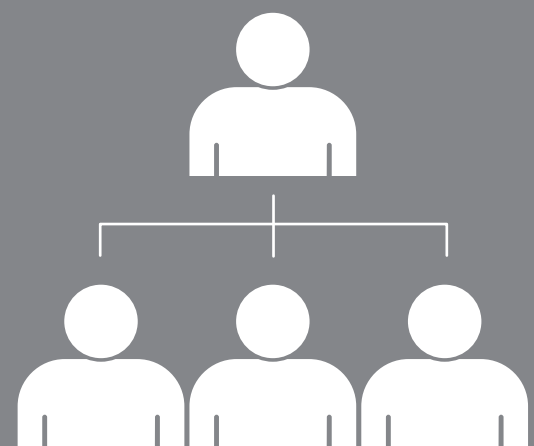
Being clear about our strategy and regularly review it, to ensure it is relevant and appropriate to the current business conditions



8.

Define parameters & promote empowerment

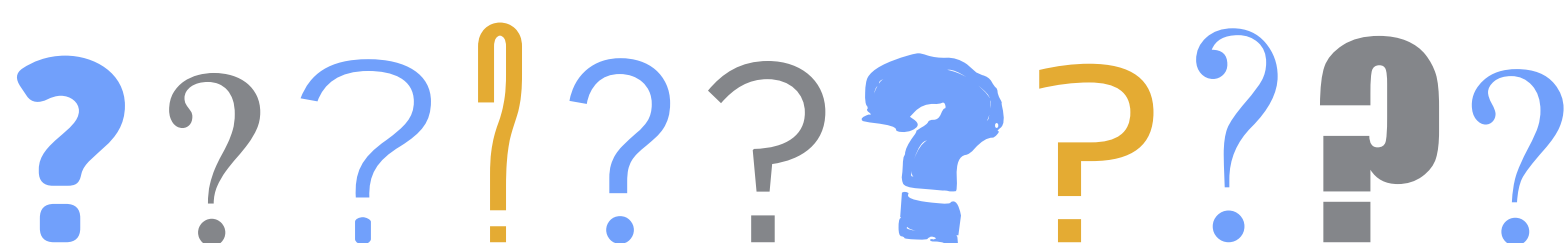
Be clear of your responsibilities whilst having the confidence and freedom to make decisions relevant to your remit



9.

Take responsibility for leading the decision & sharing of H.Q.Q's

High Quality Questions are about asking the right questions, to the right people in the correct forum



10.

Lead by example, recognise the impact of our behaviours on others & adopt a 'feed forward' approach

Understanding your influence and impact on others, constructively sharing knowledge and experience to have a positive impact within and outside of the society



Strategic Objectives

BUSINESS STRATEGIES

ENGAGEMENT STRATEGIES

Getting more from Today

Growing Scale for Tomorrow

Developing our Coop Difference

Transformational programmes

Developing new sites

Brand & Ownership

Estate Portfolio review

Acquisitions

Imagined Future Blueprint

Format & Proposition

New Products & Services

Developing & Rewarding Colleagues

Technologies for efficiency

Digital Channels

Regional Communities

Products & Services

IT infrastructure

Sustainable Partnerships