

Leadership and Development



We are committed to the
growth and development of
the greatest resource we have

Leadership principles at HR Integration Group

Our leadership principles reflect the values and basic approaches which underpin employee leadership at HR Integration Group.

These principles are binding for all employees.

The leadership principles at a glance

- **Conscious leadership – Relationship Building**
- **Goal- and development-oriented leadership**
- **Support of personal development**
- **Encouragement of innovative team spirit**
- **Strategic Thinking - Shaping change - Executing**

RELATIONSHIP BUILDING	INFLUENCING	STRATEGIC THINKING	EXECUTING
Adaptability	Activator	Analytical	Achiever
Developer	Command	Context	Arranger
Connectedness	Communication	Futuristic	Belief
Empathy	Competition	Ideation	Consistency
Harmony	Maximizer	Input	Deliberative
Includer	Self-Assurance	Intellection	Discipline
Individualization	Significance	Learner	Focus
Positivity	Woo	Strategic	Responsibility
Relator			Restorative

The principles provide direction.

Conscious leadership – Relationship Building

I assume responsibility and take decisions. I act on careful reflection and self-critically, and am conscious of my function as a role model. I inform people quickly, clearly and comprehensively. My openness and honesty create trust. I maintain direct and respectful dialogue even where differing views and conflicts are involved.

Goal- and development-oriented leadership - Influencing

My employees identify with their tasks and know their goals. I assume responsibility for jointly formulating these objectives. As a supervisor, I encourage employees to take personal responsibility for their actions, support them in achieving their goals and evaluate these carefully.

Active support for personal development

I know the potential of my employees, develop potential professional and personal perspectives together with them and encourage them with appropriate tasks.

Encouragement of innovative team spirit

As a supervisor, I am part of my team. I promote cooperation in the team and integrate the diverse interests and personalities within it.

Strategic Thinking - Shaping change - Executing

HR Integration Group is changing and developing as a learning organisation.

I actively shape these changes with my employees by incorporating and utilising potential and know-how at all levels.

Here, leadership is a mindset

At HRI, we bring together people, ideas and solutions to bring about progress.

We expect everyone at the firm to be a contributor. This is why we make an unusual effort to identify and recruit people who, in addition to their intellect, share our commitment to leadership in business and to the communities where we work and live. Our distinct corporate culture is one of the things that set us apart from other firms.



Leadership Program

LEAP – Leadership Associate Program

- To groom exceptional individuals to be the future leaders of **HR Integration Group**.
- LEAD is a six - month, on - the - job training program
- Suitable for staff with 3 - 18 months of experience

Leadership and development

HR Integration Group is committed to fostering an open, dialogue-based leadership culture and actively supporting the personal development of its employees.

LEAP – Leadership Associate Program

We have a curriculum that is meaningful for our organisation: inclusive of the HR Integration Group's values; managing directors' expectations for managers in their service delivery areas; and that responds to the real, day-to-day challenges HR Integration Group managers meet.

It is the expectation that all HR Integration Group managers, whether deeply experienced or new to a management role, will participate in this professional development opportunity.

Our goal is to support you as you continue to do great work, develop professionally and to build consistent management practices.

The Senior Leadership Team (SLT)

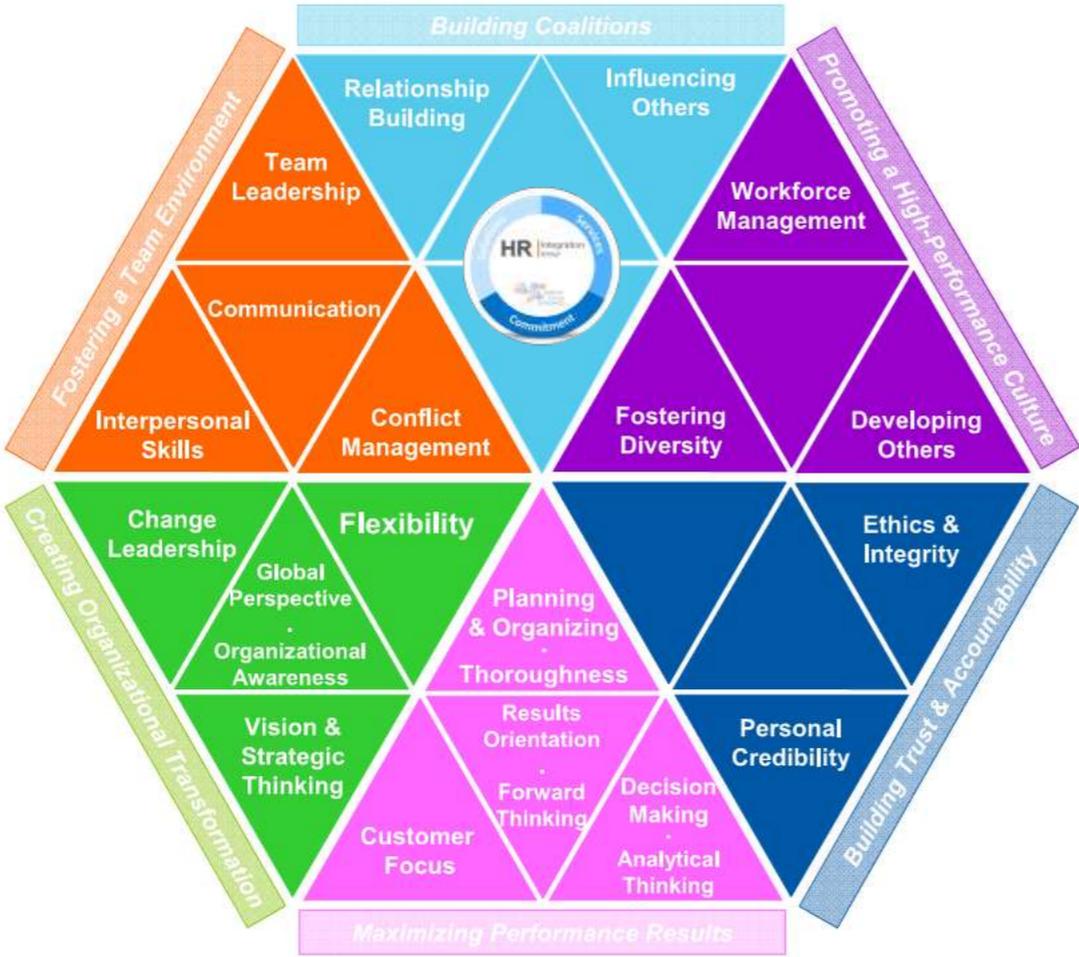
- Alignment – strategy, values, performance management, reward/recognition, culture
- Communications
- Investment – time, people, money, research
- Engagement / Belief/Trust
- Performance – individual, team, group, business
- Timing

LEADERS ARE THERE TO LEAD

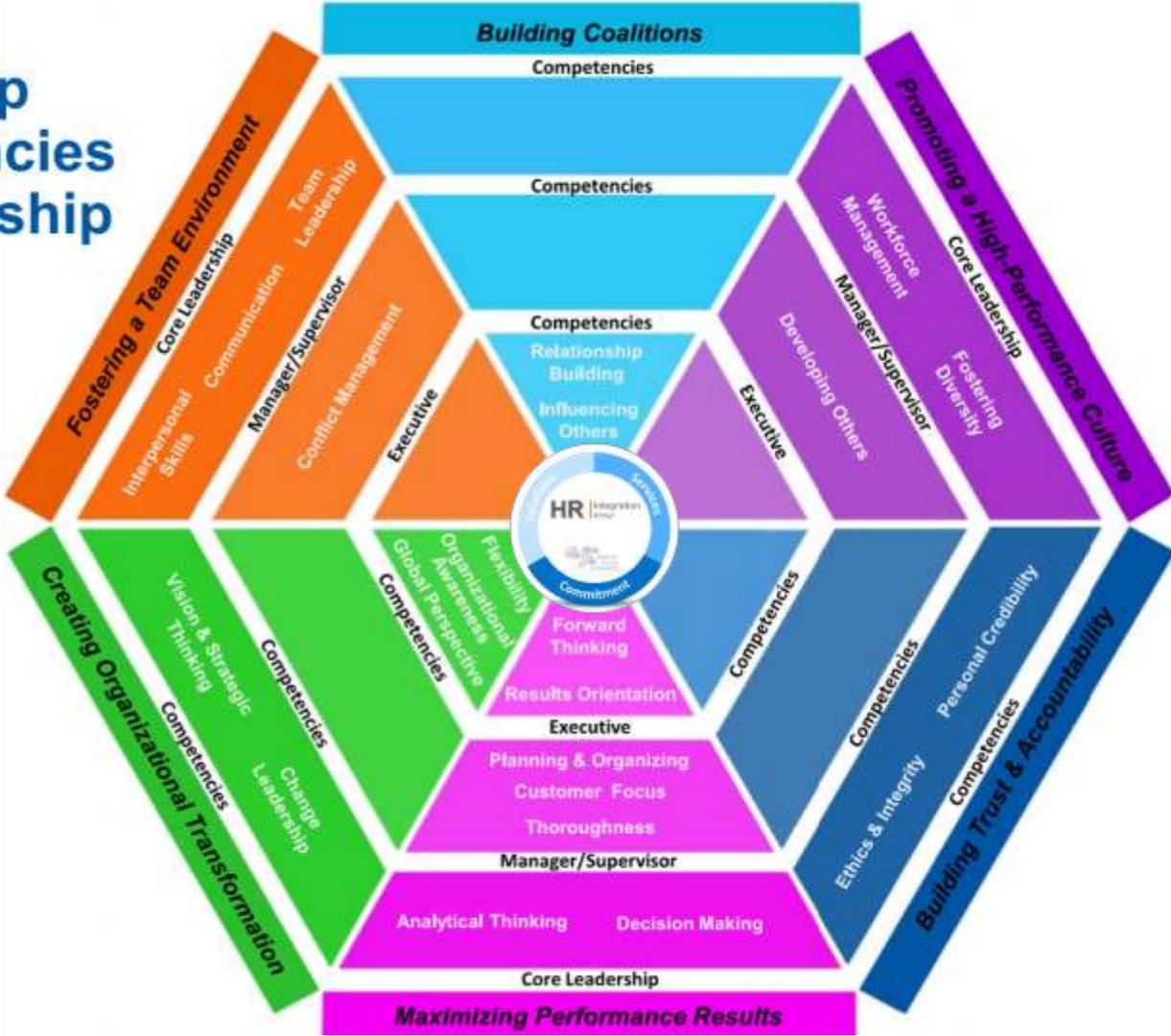
- Sustained, aligned and values driven activity is better than initiatives
- Communications is the lifeblood of everything we do
- Recognition of effort in all it's forms is crucial
- Engagement is the key that unlocks maximum performance
- Rewards is only the shop window display
- Changing internal culture takes years to do and weeks to undo

LEADERSHIP

Leadership Competency Model Overview



Leadership Competencies by Leadership Level



EMOTION



Self-awareness: The ability to accurately recognise one's emotions and thoughts and their influence on behaviour. This includes accurately assessing one's strengths and limitations and possessing a well-grounded sense of confidence and optimism.

Self-management: The ability to regulate one's emotions, thoughts, and behaviours effectively in different situations. This includes managing stress, controlling impulses, motivating oneself, and setting and working toward achieving personal and company goals.

Social awareness: The ability to take the perspective of and empathise with others from diverse backgrounds and cultures, to understand social and ethical norms for behaviour.

Relationship skills: The ability to establish and maintain healthy and rewarding relationships with diverse individuals and groups. This includes communicating clearly, listening actively and cooperating.

LET'S DO SOMETHING
GREAT TOGETHER



MAKE THINGS
HAPPEN !

Because the
world needs
big ideas



Become a
Next Generation Enterprise



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