

Employee Groups	Farm & Operational Roles	Supporting Roles, Teamleads	Manager or Expert	Director	Competencies
	Demonstrates our values	Promotes our values	Drives our values	Role models our values	
Committed to the Success of our Customers and Partners	Demonstrates a basic understanding of our business.	Understands our business.	Understands the customer journey including the strategy/goals of the customer.	Aligns the Group strategy with the customer journey and strategy.	- Business Acumen - Customer Focus - Interpersonal Relationship
	Demonstrates a (int/ext) customer focus.	Listens to (int/ext) customer requirements and understands customer value drivers.	Stimulates the team to take ownership, run the extra mile and drive success.	Defines the future state through indepth customer/market knowledge and manages internal and external challenges.	
	Responds to issues in an constructive manner.	Resolves customer problems and delivers solutions.	Builds solid relationships with internal stakeholders and external customers.	Builds long-term relationships with global internal and external stakeholders.	
Passionate about Unlimited Possibilities	Is open to change.	Understands reasons for change and sees the potential behind the change.	Anticipates changes, can interpret the business impact and takes initiative to create additional value for both the customer and the Group. Drives change within their teams.	Initiates and drives organizational changes and business transformation.	- Change - Creativity/Innovation - Teamwork
	Understands the immediate impact on the day-to-activities.	Thinks beyond own functional role (what's in it for me).	Drives creative thinking. Learns from achievements and setbacks.	Thinks out of the box, continuously looks for creative solutions, stimulates others to take an outside-in approach.	
	Is a teamplayer.	Demonstrates to be an active teamplayer.	Pro-actively initiates, facilitates and manages cross-functional teams.	Is a role model for collaboration and unifies the organisation.	
Focused on Continuous Improvement	Can be relied on to deliver good quality results.	Demonstrates a "can do" attitude.	Lives up to commitments and acts in the best interest of the Group.	Drives execution and aligns stakeholders to achieve success for the group and the customers.	- Result orientation/ ownership - Continuous improvement - Priority setting/ decision making
	Comes up with suggestions to improve day-to-day activities.	Can balance project and daily tasks with limited direction.	Manages the process in a holistic and collaborative manner. Identifies and implements new ways of working.	Executes the vision and keep a long-term focus.	
	Demonstrates ownership for daily activities.	Looks for opportunities to improve process steps and is comfortable to share these ideas.	Sets the correct priorities and manages timelines in a pro-active manner (Plans ahead).	Manages complexity by making decisions and setting priorities that meet both short and long term objectives.	
Responsible for People, Communities and Planet	Treats others with respect. Does the right thing.	Treats others with respect. Acts with integrity. Does the right thing (even if no-one is watching).	Acts with our business ethics and practices in mind.	Demonstrates and drives our business ethics and practices.	- Integrity - Communication skills - People Development
	Gives and receives honest and constructive feedback. Listens without bias.	Gives and receives honest and constructive feedback. Actively listens without bias.	Knows your own strengths and weaknesses and continuously works on personal development.	Leads by example and gains respect through merit rather than status. Instills trust and creates transparency.	
	Mindful use of resources. Participates in local sustainability initiatives.	Actively participates in sustainability initiatives.	Demonstrates active listening and facilitates courageous conversations. Develops team-members.	Conducts courageous conversations while keeping the relation intact. Actively develops the next level of leaders.	