



NFU Mutual



**LEADERSHIP  
AT  
NFU MUTUAL**  
your guide



## INTRODUCTION



### So, what are the qualities we look for in a leader at NFU Mutual?

It's a very important question – the answer determines not only how we look at people but also the areas where we want to focus our support in helping people to develop and achieve their full potential.

Earlier this year I took the top 25 leaders of the business – our Leadership Council\* - away on a 'strategic retreat' to spend time together considering this and other topics critical to success in achieving our long term objectives for the business: being a great company for customers to deal with, a great place to work, and delivering sustainable, profitable growth.

We decided there are 5 key attributes which we look for in an NFU Mutual leader: 'customer focus', 'sets direction', 'energises others', 'drives results' and 'executes successfully'. We have now brought these together as the 5 points of the NFU Mutual Leadership Star.

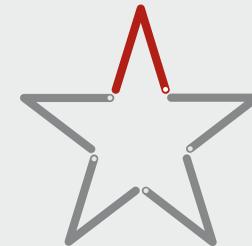
The Leadership Star sets out the attributes and behaviours we want all our leaders to aspire to. It provides a model to help you to understand the attributes of a good leader,

identify what your strengths are and decide where you want to focus your development. And it links closely with your Personal Development Plan so that you can focus clearly on your own leadership style, attitude and attributes and make the most of the development opportunities available.

This guide is intended to help you become a more effective and inspirational leader of your people. I would urge you to seize any leadership opportunities as they present themselves and I very much look forward to working alongside you to achieve the long-term objectives set out for NFU Mutual.

Lindsay Sinclair  
Group Chief Executive

\* The Leadership Council comprises the directors, general managers and other senior managers from across the business – from HR through to IT, Marketing and Investments. It meets on a quarterly basis and focuses on the way forward on key strategic issues for the business.



## SETS DIRECTION

Working in a complex environment Leaders are astute in anticipating developments and interpreting strategy and will translate this into an inspirational vision, appropriately stretching targets and priorities for their people.

### HOW SHOULD I SET DIRECTION?

- ☆ Communicate a compelling vision that generates excitement, enthusiasm, and commitment to operational plans and change processes.
- ☆ Clarify organisational goals and ensures they are clear and understood.
- ☆ Translate organisational goals into relevant divisional, functional or departmental goals.
- ☆ Live and breathe NFU Mutual's values.
- ☆ Demonstrate self belief and confidence and be optimistic about achieving the vision.

“The task of the leader is to get his people from where they are to where they have not been.”

Henry Kissinger



## ARE YOU A GOOD COMMUNICATOR?

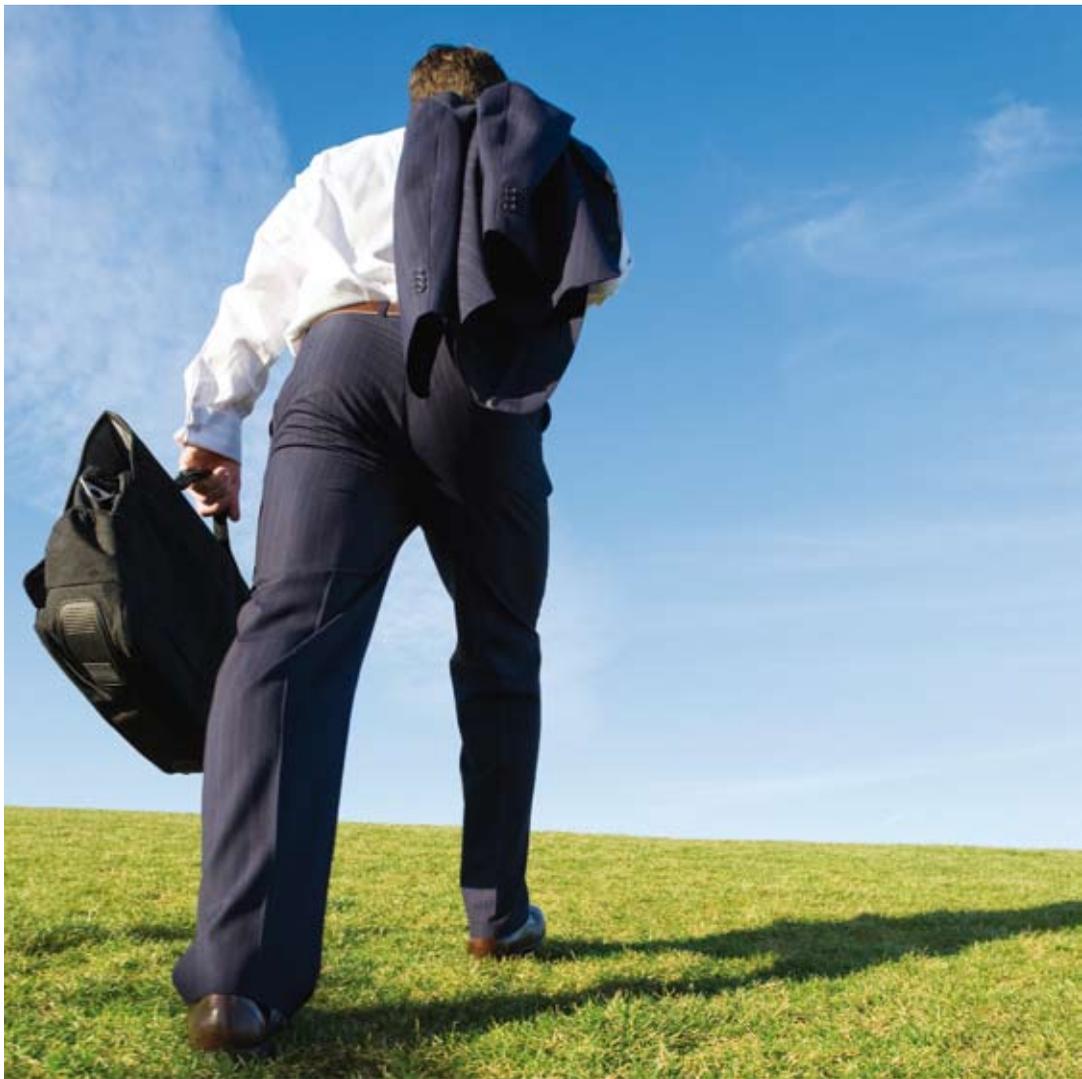
To set direction requires you to be a good communicator.

The success of any company, including NFU Mutual, depends on an active leadership that communicates company values and sets clear priorities. Part of your role as a leader is to communicate a shared vision, to interpret overall goals and direction of the company to people in a way that enlists their support.

As a Leader you play a central role in the communication process at NFU Mutual. We know through the Communications Quest that our people prefer to get information from their immediate supervisor rather

than from any other source. And yet, when asked about their actual sources of information, most people mentioned the grapevine, mutualnet, staff publications, or some other source.

The importance of communication to motivation and overall job performance has been demonstrated again and again. People who are more knowledgeable are not only better equipped to perform to the best of their ability, but their overall satisfaction with their jobs improves when they understand how their work fits in with the overall objectives of the company.



## DRIVES RESULTS

Leaders take responsibility and are holding others and themselves accountable for delivering services and results to agreed quality standards, timescales and budgets. Leaders encourage and enable their people to make a real difference, rise to challenges and perform to the best of their abilities in all circumstances.

### HOW DO I GET RESULTS?

- ☆ Set clear expectations and stretching goals for self, and others, and pursue them with enthusiasm and energy.
- ☆ Assign responsibilities and accountabilities to individuals and teams with the right skills and experience to optimise overall performance and delivery of expected outcomes.
- ☆ Use own experience, insights and judgement to help overcome obstacles and achieve or exceed stretching goals.
- ☆ Effectively manage uncertainty and ambiguity to help keep individuals and teams focused on outcomes and results.

“Forget about yourself and just think of your people. It’s always the people who make things happen.”

Corazon Aquino



## TEAMWORKING

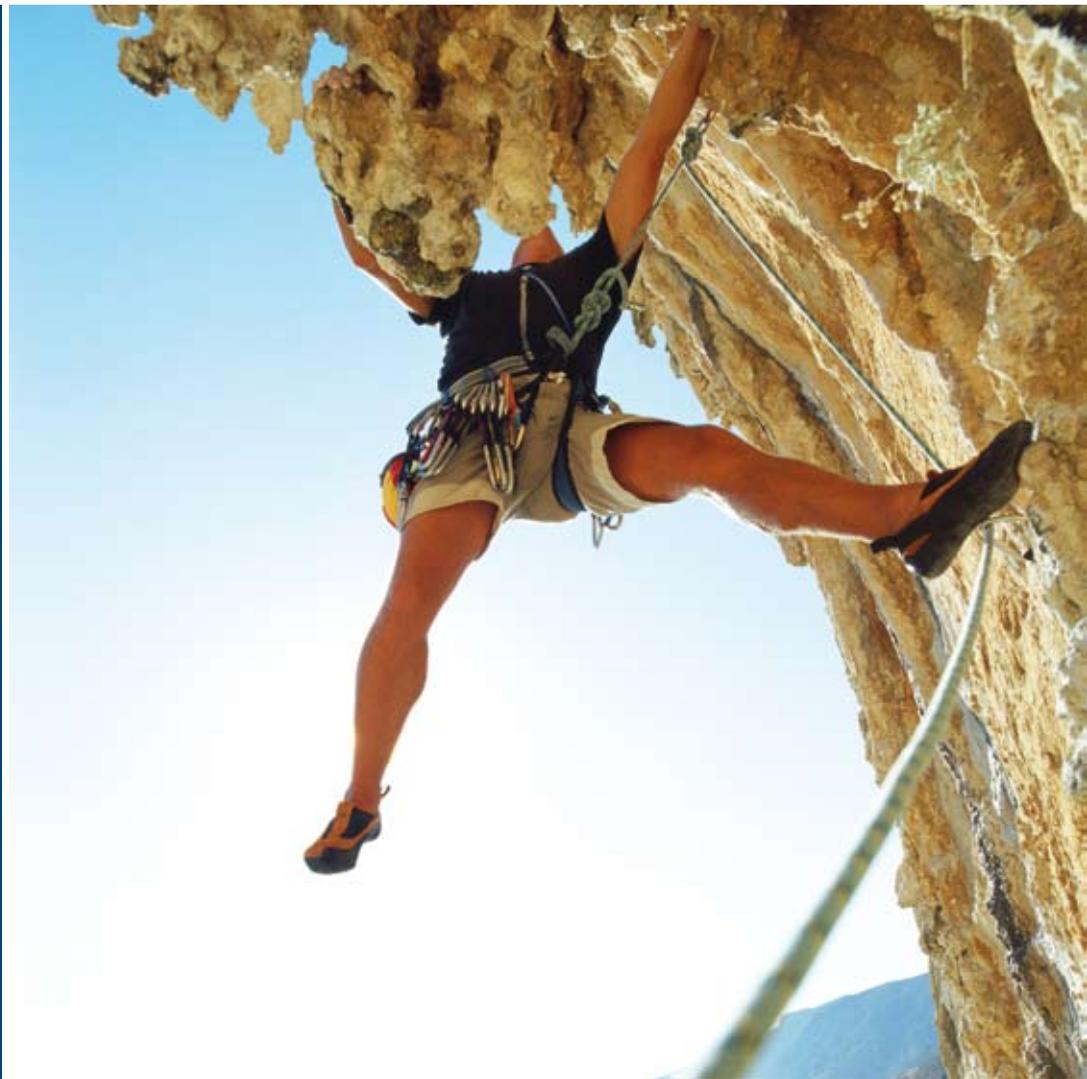
Management experts today agree that teamwork is more than just a nice idea – it’s a prerequisite for getting results.

Today’s leaders foster collaboration and cooperation rather than competition. He or she develops a sense of shared responsibility among people and provides rewards for group accomplishments as well as for individual effort.

One way to promote a spirit of teamwork is by providing opportunities for people to interact across functions in informal learning sets.

By providing opportunities for communication and feedback from others, you can also help break down barriers between functions, departments and divisions in the company.

Effective team leaders have acquired certain skills such as structuring and running meetings, dealing with conflict, encouraging participations, and keeping focused on important issues.



## EXECUTES SUCCESSFULLY



Leaders regard implementing change as an opportunity and enjoy being creative and challenging to make things happen. Leaders often take calculated risks and when appropriate take radical action. They also use a range of styles which challenge traditional organisational boundaries and ways of working. Leaders consider themselves facilitators of others, encouraging people to take responsibility for making changes.

### HOW DO I MAKE THINGS HAPPEN?

- ☆ Use quantitative and qualitative measures and effective reporting systems that are observably tied to goals and targets.
- ☆ Recognise and take account of strategic, business, compliance and other risks before and during implementation of change.
- ☆ Use appropriate methods and interpersonal styles to guide people towards successful outcomes.
- ☆ Create a climate of support and accountability rather than a climate of control.

“Leaders aren’t born they are made. And they are made just like anything else, through hard work.”

Vince Lombardy



## ENGAGING AND ENABLING OTHERS

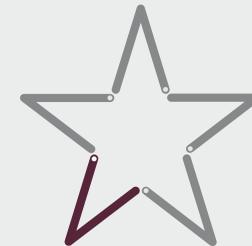
Leaders involve people in decision making and setting the boundaries within which they are expected to work. They know that people who feel some ownership in workplace decisions are more likely to be supportive than those who are in environments where decisions are dictated from above.

Effective Leaders know that the people who deal with situations on a daily basis are those most qualified to make suggestions for improvement. Therefore, they involve them in decision making and encourage innovative suggestions for improvement. They also encourage a certain amount of risk taking and stimulate others to find creative solutions to problems.

Central to people involvement is the sharing of information about the business. Without business information, it’s difficult for individuals to make meaningful contributions to the general direction of the company. In the absence of information, individuals are limited to simply carrying out prescribed tasks and are prevented from participating in the overall business direction and results.

"Profit in business comes from repeat customers."

W. Edwards Deming



## CUSTOMER FOCUS

Leaders demonstrate commitment to meeting the expectations and requirements of internal and external customers and always act with customers in mind. Leaders understand the importance of consistently providing a high-quality service to customers and appreciate that in NFU Mutual they are ultimately accountable to our members.

### HOW DO I DEMONSTRATE CUSTOMER FOCUS?

- ☆ Actively seek to build knowledge of the changing needs of customers and other stakeholders.
- ☆ Understand what it means to treat customers fairly.
- ☆ Interact regularly with customers to gain feedback and to ascertain ways to improve services.
- ☆ Look ahead to spot new opportunities or emerging market practices.

"You cannot be a leader, and ask other people to follow you, unless you know how to follow, too."

Sam Rayburn



## TREATING CUSTOMERS FAIRLY

Leaders in NFU Mutual are well aware that all end-to-end processes either start or finish with the customer.

NFU Mutual's business model is unique and its ongoing success is critically dependent on building and nurturing longer term relationships with our customers.

As a leader you are expected to demonstrate that decisions you make and actions you take are ultimately driven by or can be justified because of the needs of our customers.

With this in mind leaders make every effort to stay abreast of developments at the frontline, i.e. in the agency network and our Regional Service Centres.

Leaders also take an active interest in the feedback we receive from our customers, either direct or through surveys and market research which is regularly carried out in-house or by independent external parties.



## ENERGISES OTHERS



Leaders believe that people have different strengths and therefore have the potential to contribute in different ways to the performance of the team, function, department or the company as a whole. Leaders engage, motivate and develop others to work collaboratively in teams to achieve results. Leaders display confidence and passion and are a role model for others.

### HOW DO I ENERGISE OTHERS?

- ☆ Act to build trust, to resolve conflicts and develop high performance teams that deliver results.
- ☆ Use appropriate styles and methods to influence and build cohesive, collaborative and effective relationships.
- ☆ Regularly hold developmental discussions with others, aware of career goals and hold people accountable for their own development and growth.
- ☆ Recognise individuals and teams for their contributions and regularly celebrate success.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams



## LEAD BY EXAMPLE

As a leader, your people expect you to be a role model and lead by example. Your people look to you for clues on how they should behave.

You communicate to people what is important by how you spend your time and by the priorities you set.

Effective leaders help others grow through coaching, mentoring, creating growth opportunities, and delegation. They provide their people with information, training support and feedback on an ongoing basis and not just once a year at review time. They enable and engage people by delegating to them a certain amount of responsibility in a way that makes them accountable for the decisions

they make and for finding innovative solutions to problems.

Surveys consistently show that personal recognition is the number one motivator, ranking higher even than pay. Recognising good work can have a positive effect on people's loyalty to the company.

As leaders, we are responsible for providing opportunities for people to experience accomplishment and receive credit for their achievements.

How you recognise others is a personal thing. Each of us is motivated differently, but all of us want to be recognised for our initiative and achievements.

"Don't follow where the path may lead. Go instead where there is no path and leave a trail."

Harold R McAlindon



