

OUR PRINCIPLES LEVELS

Individual Contributors

- Roles with no direct reports
- Majority in band 1-3, some Band 4 roles
- Typical roles:
 - Front Line roles (non – office) Tally Clerk, Equipment operators, etc.
 - Office Workers: Business Analysts, Officer and Senior Officer roles, Business Support Officer

Professionals & Team Leaders

- Roles that lead others directly or indirectly
- Majority in band 3 & 4
- Typical roles:
 - Operational roles: Shift Managers, Team Leader, etc.
 - Office Roles: Assistant Managers, Supervisors, Managers, Team leader.

Senior Leaders

- Roles that lead/influence others directly or indirectly
- Band 5 & 6
- Typical roles:
 - Senior Managers, (Senior) Directors, Vice-presidents.
 - Small/Medium BU CEO or Regional Functional leaders.

Executives

- Roles that lead the business
- Band 7+
- Typical roles:
 - Head of function Group, Global level or Regional SVP, EVP, etc
 - Large BU CEO's

Prioritise Customers
EXAMPLES OF EFFECTIVE BEHAVIOURS



Ineffective behaviours

Individual Contributors

Professionals & Team Leaders

Senior Leaders

Executives

Listen to customers and anticipate their needs

Listens attentively to customers' insights and advice

Listens with interest to what customers have to say

Gathers customer feedback to identify areas of improvement

Ensures that customer information is shared throughout the organization

Seeks to understand the reasons for customers' choices

Independently anticipates and meets customer needs

Makes improvements to business processes to better meet customer needs

Identifies ways to improve the identification and understanding of customers' needs

Actions or flags any changes related to customer needs

Tracks customer satisfaction in daily alignment meetings (uses SLAs, etc.)

Identifies new business opportunities based on changing or new customer needs

Builds strategies that are aligned with our customer's existing, new, or potential future needs

Nurture long-term and meaningful relationships

Knows their customers and stakeholders, understands their business needs and challenges, and what drives them.

Reaches out to customer to proactively develop meaningful relationships

Establishes partnerships with key customers

Ensures that all necessary organisational resources are aligned to meet customer needs

Maintains permanent communication to find business opportunities and build long-term relationships

Guides others in building relationships

Identifies opportunities that result in business growth

Role models how customer relationships can be built and nurtured

Take ownership and drive mutual success

Takes responsibility for meeting assigned tasks and objectives towards mutual success

Drives tasks to successful completion for the customer and DP World

Supports the team to overcome setbacks or obstacles to ensure customer needs are met

Eliminates obstacles that prevent customer needs from being met

Provides clarity and specific feedback regarding challenges and opportunities that could affect the client supply chain

Performs follow-ups appropriately with the key account holders to ensure a sustainable relationship

Ensures that key internal stakeholders are engaged to support business opportunities

Ensures that the impact of customer decisions on the business is understood

Determines the customer's top tasks and ensures to close the loop with the team

Communicates the importance of meeting customer needs

Ensures the team delivers a seamless customer experience

Improves the metrics used to determine customer satisfaction, includes them in the performance management cycle

- Interrupts customers when they are sharing their needs
- Neglects to ask broad opening questions to understand customer needs
- Ignores customer needs even when the customer asks for it
- Avoids consulting with customers
- Fails to deliver on customer commitments
- Treats customers as a distraction or inconvenience
- Disregards the customer perspective when considering issues
- Is overly reliant on previous knowledge and experience when making customer decisions

Overused

- Places customers ahead of company interests, it is about balance
- Over-prioritizing customers may lead to placing unreasonable demands on our teams, resulting in burnout
- Accepts money or gift from customers – in breach with our code of ethics

Collaborate to Win

EXAMPLES OF EFFECTIVE BEHAVIOURS



Ineffective behaviours

Individual Contributors	Professionals & Team Leaders	Senior Leaders	Executives
Drive higher performance through collaboration			
Works with others to achieve better results	Involves others as appropriate to exceed individual and group goals	Facilitates effective collaboration among different teams and/or external partners	Builds a culture of collaboration and teamwork across organisational boundaries i.e. Kaizen
Shares knowledge and expertise with colleagues, helping them to develop their skills and boost team performance	Finds synergies between teams to improve processes and procedures, uses structured problem-solving techniques	Actively collaborates with others to manage change within the organisation	Creates systemic change internally and externally to enable DP World's purpose
	Creates a collaborative environment where team members support each other		
Build an inclusive environment of trust and empowerment			
Shows interest in working with people with a variety of backgrounds and perspectives	Seeks out the diverse perspectives and talents of others	Creates a safe space where everyone can bring ideas and opinions	Cultivates an environment that makes others feel valued, regardless of their background
Communicates any issues or challenges they face while performing their tasks and brainstorms possible solutions together	Actively reflects on biases and encourages others to do so	Challenges individuals and processes to ensure an inclusive work environment	Sets and effectively communicates clear and achievable goals
	Creates an environment in which people are trusted with new challenges	Effectively balances focusing on people and focusing on tasks	
Embrace differences and be curious to learn from one another			
Asks open-ended questions and actively listens to their colleagues' perspectives and ideas, even if they differ from theirs	Works effectively with others who have different perspectives, backgrounds, and/or styles	Encourages others to seek out diverse perspectives and cross functional problem solving	Fosters a culture that encourages and supports diversity and inclusion
Practices empathy and respect towards their colleagues by being open-minded and non-judgmental	Challenges their assumptions and biases by seeking new information and perspectives	Organises team-building activities that consider people's skills, interests, and experiences	Actively participates in, and encourages others to learn about and celebrate, the events, customs, beliefs and traditions of a wide range of cultures

- o Focusses only on their work and goals, does not look beyond this to the needs and goals of others
- o Tends to blame others rather than taking personal accountability when things are not going well or could be done better
- o Strives to only hit personal targets
- o Shares information selectively, or not at all
- o Makes decisions based on what is best for them rather than in the best interest of the organisation, colleagues or customer
- o Talks negatively about others (cultures, teams, BU's, personal differences etc.)
- o Takes credit for the work of others
- o Collaborating without a clear purpose or structure
- o **Overused**
- o Risks being perceived as lacking courage and failing to stand up for own beliefs
- o May be too accommodating, at the expense of self or team
- o Avoids tough people or business decisions when required

Deliver Growth

EXAMPLES OF EFFECTIVE BEHAVIOURS



Ineffective behaviours

Individual Contributors

Professionals & Team Leaders

Senior Leaders

Executives

Invest strategically and with purpose

Is aware of how the business makes money and considers how their own actions can help the organisation succeed

Aligns their day-to-day work to achieve team goals

Uses accurate financial and data-driven decisions to guide actions and performance

Helps the team focus on tasks, ensuring resources are spent with purpose

Makes appropriate trade offs between opportunities with immediate financial success versus those with longer term benefits

Invests in research to support strategic decision-making

Ensures that decisions about investments and resource allocation are supported by thorough analysis

Drives the use of data to support strategic decision-making across the organisation

Create lasting value and profitability

Knows the financial impact of their own work

Considers how their own role can add value and support the profitability of the business

Identifies opportunities to improve the profitability of own area

Applies strategies to reduce waste and promotes continued improvements

Uses financial data to identify opportunities for value creation and improved profitability

Monitors financial data and trends

Effectively balances current financial performance and investments with longer-term growth

Identifies opportunities for significant value creation, cost efficiency and improved profitability

Remain driven and energised to achieve more

Stays focused on tasks despite disruptions or obstacles and takes care of themselves

Knows what needs to be done to bring their best selves at home and work and asks for help if they face challenges

Maintains productivity under stress or pressure

Helps others to be energized, by recognizing different needs and providing space to action what is needed

Helps others recover momentum and confidence after failures or setbacks

Role models the importance of personal wellbeing, by taking steps to ensure they maintain their energy and motivation

Creates an environment where people are supported and recognized in implementing new initiatives, reducing bureaucracy while increasing efficiency

Helps the organisation recover momentum and confidence after failures or setbacks

Ensures people are able to speak up about issues that may inhibit their motivation and wellbeing

- Is overly-reactive to immediate issues, rather than thinking longer term
- Focuses solely on short-term financial performance
- Pays little attention to financial impact when drawing conclusions
- Shows up often tired and not at best self, without asking for help
- Resists considering new or external perspectives

Overused

- Uses financial indicators as the only decision criteria, leading to an unbalanced view of organizational performance
- May default to being overly competitive and ambitious, leading to stress and even burnout
- Works with unauthorized or un-vetted vendors or suppliers for speed, causing potential breaches with our code of ethics



Ineffective behaviours

Individual Contributors

Professionals & Team Leaders

Senior Leaders

Executives

Shape the future and lead the evolution of the industry

Actively seeks out new knowledge and stays up-to-date with emerging trends, technologies, and innovations in the industry

Is open to new ideas and perspectives and encourages others to think creatively and outside the box

Proposes projects or ideas that have the potential to drive positive change in the industry

Challenges the status quo

Takes calculated risks to try new approaches, even if they are untested or unconventional

Actively seeks out information on industry innovations

Has a clear vision of the future for the industry and organisation, displaying thought leadership in the field

Is regarded a 'thought leader' in their area of expertise

Dare to be different with innovative ideas and technologies

Challenges conventional thinking and questions established norms, seeking out new and different perspectives

Takes calculated risks and experiments with new ideas and technologies, even if they are untested or unconventional

Pivots and adapts their approach as needed, based on feedback and changing market conditions

Creates and promotes opportunities to test and implement new ideas and technologies, for self and team

Encourages and supports creativity and innovation in others, including colleagues and team members

Build and nurtures partnerships to support innovation, e.g., through exchanging ideas or leveraging resources

Encourages a culture of equity and inclusiveness that allows the team the team to share improvements and innovations

Builds a culture of innovation within their organisation by an environment that encourages experimentation and risk-taking

Supports innovation and out-of-the-box ideas

Stay curious, be present and constantly develop

Identifies areas for self-development, seeks new learning opportunities, e.g., workshops, conferences, and online courses

Stays focused and fully present in the moment, avoids distractions and gives full attention to the task at hand

Is open to receiving feedback from colleagues, supervisors, and customers, and continually uses this feedback to improve and develop skills and performance

Seeks out and actively provides feedback to and from colleagues, supervisors, and customers, and uses this feedback to continually improve and develop their own and their team's skills and performance

Knows how to be present and helps others to be more present and resilient

Encourages others to adopt an agile, curious mindset and approach

Is attentive, always engaged and 'present'

Encourages personal development in the team

Remains adaptable by continuously developing (sharpening) interpersonal, communication, creative thinking and problem-solving skills

Is humble about own blind spots and missing knowledge

Actively seeks self development through reading, benchmarking and good practice sharing of new skills and leadership models

Shares stories about their own and organisational learning

Supports continuous personal and professional development

- Works is an as-is mode, and does not challenge the status quo
- Reluctant to consider new approaches and try new things
- Avoids engaging with external information that could inform their role, e.g. news, websites, newsletters, thought leaders etc.
- Is often distracted in meetings e.g. walks in and out, is not able to listen, looks at phone, works on emails
- Fails to demonstrate evidence of heaving improved or learned.
- Neglects to seek out opportunities to develop themselves.
- Fails to support others in activities that will result in learning and development

Overused

- Comes up with too many unusual ideas, overwhelming others
- Changes their mind too quickly bringing confusion and disorientation to the team
- Relentlessly pursues change and innovation for the sake of it, at the cost of efficiency and reliability



Individual Contributors

Professionals & Team Leaders

Senior Leaders

Executives

Unlock the purpose and potential of our people

Brings own passion and purpose to work

Curious and eager to learn new ways, share experiences and absorb knowledge from colleagues to perform better

Sets clear and measurable performance goals that align with individual strengths and interests and provides regular feedback and coaching to help individuals improve and grow

Has career conversations with their teams to seek their purpose and potential and create opportunities for growth; identifies and develops high potentials

Provides opportunities for professional development, such as mentoring programs, training and development workshops, and job rotations

Recognises and rewards individuals for their achievements and contributions

Creates a sense of pride and ownership in the organisation's success and continuous improvement

Promotes a culture where individuals are encouraged to take risks, learn from failure, and continuously improve themselves

Encourages teamwork and collaboration throughout the organization

Fosters an environment of trust, respect, inclusion

Drives the use of Lean and other agile methodologies where appropriate

Place Health, Safety and Sustainability at the core of our business

Follows all health and safety protocols and procedures to ensure a safe working environment for themselves and others

Speaks up in unsafe situations and practices risk reductions initiatives consistently

Mindful of the environmental impact of their actions and work processes, seeking ways to reduce waste, conserve resources, and minimize their carbon footprint

Shares visible commitments by placing the HSE pillars at the core of our business through effective role modeling and carrying out effective safety interactions and observations

Acts promptly in front of unsafe behaviours and supports risk identification and stops work authority culture

Creates space for themselves and their teams to engage in sustainable business practices and company events

Drives Health, Safety, and Sustainability mindset and behaviours in their teams

Sets clear Health, Safety and Sustainability goals for self and teams

Uses management by walking around to engage employees active participation in creating a safety culture (i.e., Gemba Walks)

Drives and models policies, practices and procedures that enable health, safety, and well-being (i.e., including Gemba Walks)

Shares health and safety best practices and lessons learned

Partner with our communities for our collective wellbeing

Volunteers in local community

Supports company sustainability initiatives

Encourages others to volunteer in communities

Participates in projects to support communities

Builds and tells stories of impact of partnerships on collective well-being

Supports and engages in local, regional and global partnerships

Celebrates and shares stories of our positive impact of community partnerships

Supports local, regional and global partnerships

- Neglects to set clear performance or development goals for self and others.
- Disregards or overrules health & safety policies, processes and practices, creating an unsafe working environment for self or others
- Overly-focused on results, disregarding the wellbeing of others
- Blocks or ignores opportunities to make a positive difference in our communities
- Fails to support activities that are likely to improve health & wellbeing (i.e., regularly working long working hours, not taking care of wellbeing)

Overused

- Overemphasizing the future, may lead to neglecting the present needs of the business and its employees
- Over optimistic in their promises/commitments to communities and employees