

## COMPETENCIES AND BEHAVIOURS

This document contains the list of behaviours by level of responsibility and their observable anchors to be modelled by every employee to successfully achieve Montblanc's ambitions.

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## LEADER WITH A TEAM

### COLLABORATION

- Involve colleagues to make decisions that affect them or the scope of their job.
- Place collective success over the individual one.
- Set the “rules of the game” and “ways of working” to effectively collaborate.
- Ask for, deliver and receive constructive feedback.
- Value diversity as an opportunity to enrich collaboration.

- Define the collaboration principles and governance.
- Foster a culture where collective intelligence takes precedence over individual ones.
- Remove barriers to collaboration.
- Foster a feedback culture.
- Promote diversity and its value.

### EMPOWERMENT

- Take ownership and responsibility.
- Offer their own expertise, knowledge, and capabilities to serve the team.
- Ask for support and/or resources needed to accomplish their own job.
- Propose solutions considering the impact on others, on revenue, on costs, or other metrics.
- Acknowledge mistakes and failures.  
Learn and move forward.

- Foster a strong sense of ownership and responsibility.
- Develop and offer learning experiences to others.
- Create conditions to successfully execute tasks and activities.
- Place accountability at the right level with the right person.
- Consider mistakes and failures as a collective learning opportunity.

### CLIENT OBSESSION

- Client first. Look for solutions to improve client satisfaction and service perception.
- Contribute to create unique client experiences.
- Act as an Ambassador of the Maison and display pride in its heritage and expertise in craftsmanship.
- Deliver what you promised.
- Leverage data to anticipate clients' needs and measure the implications of your decisions.

- Develop a client-centric organisational focus.
- Promote development of unique client experiences.
- Foster a sense of pride for the Maison's heritage and expertise in craftsmanship.
- Keep focus and ensure client promises are delivered.
- Foster a data-driven culture to reinforce intuition.

# INDIVIDUAL CONTRIBUTOR

"THE SUCCESS OF THE COMMUNITY IS ABOVE THE SUCCESS OF EACH INDIVIDUAL"

## COLLABORATION

STILL NEEDS DEVELOPMENT

FULLY MASTER

DRIVE EXCELLENCE

### INVOLVE COLLEAGUES TO MAKE DECISIONS THAT AFFECT THEM OR THE SCOPE OF THEIR JOB

Makes plans and decisions affecting others without reaching out to them or misses the **opportunity to leverage others' expertise** when needed or contact the wrong stakeholders.

Involves in meetings only colleagues impacted by their decisions. Consults them to build a complete picture of the situation. **Integrates their perspective and moves forward.**

Clarifies with colleagues how the **decision making will be managed and redirects effort** if their contribution is not needed.

### PLACE COLLECTIVE SUCCESS OVER THE INDIVIDUAL ONE

Places their own interest above the collective success, resulting in a poor collaboration atmosphere and/or **not dealing with conflicts**.

**Works for collective success** even when it goes against individual interest and constructively deals with conflicts.

Formalises what collective success looks like and **involves everyone to work toward** this objective, despite conflicts.

### SET THE "RULES OF THE GAME" AND "WAYS OF WORKING" TO EFFECTIVELY COLLABORATE

Misses the opportunity to **clarify the ways of working** and/or starts the tasks/projects and clarifies rules too late in the process and/or uses emails/messages to "cover their back" or blame others for mistakes.

Before starting to work on a task/project, **clarifies the target and way to collaborate**. When conflicts arise, **focuses on solutions** and identifies how to move forward.

**Sets clear informal governance** (examples: ways of working, rules of the game, meeting focus: operational, governance, future topics, ...) to set the basis of a strong and sustainable collaboration.

### ASK FOR, DELIVER AND RECEIVE CONSTRUCTIVE FEEDBACK

Misses the opportunity to **ask for feedback** and/or does not confront others openly and/or is not receptive to others' suggestions.

Asks for, delivers and accepts others' feedback, resulting in an **improvement of the collaboration**.

Actively seeks others' feedback and leverages others' input as a learning opportunity. **Avoids any triangulation in feedback**. (example: A speaks to C to give feedback to B. A must give the feedback directly to B).

### VALUE DIVERSITY AS AN OPPORTUNITY TO ENRICH COLLABORATION

Misses the opportunity to **value diversity** and/or gets closer only with people with similar perspective / personality / values and/or might fall in judgement and stereotyping, i.e. in discriminative attitudes.

**Respects others' point of view in their differences**, i.e. does not discriminate against others. Integrates others' perspectives underscoring their value towards developing solutions.

**Fully understands the difference between discrimination and diversity**. Models a "zero discrimination" attitude (verbalising it) while leveraging the value of diversity of personality, point of view and to build constructive and sustainable relationships.

# INDIVIDUAL CONTRIBUTOR

"WE ENABLE OUR COLLEAGUES TO TAKE RESPONSIBILITY AND TO ACT"

## EMPOWERMENT

### STILL NEEDS DEVELOPMENT

### FULLY MASTER

### DRIVE EXCELLENCE

#### TAKE OWNERSHIP AND RESPONSIBILITY

Portrays an unhelpful attitude and/or **displays a lack of ownership and commitment** (example: saying "it's not my job/this cannot be done, ...") and/or procrastinates.

**Demonstrates willingness/strive for successful results.**  
In line of duty, is glad to take charge and to drive activities to closure.

**Takes charge and removes all barriers** to "make it happen" displaying a "can-do" attitude. Uses the words "opportunity", "solution" rather than "problem" when facing challenges.

#### OFFER OWN EXPERTISE, KNOWLEDGE, AND CAPABILITIES TO SERVE THE TEAM

Misses opportunities to offer expertise, knowledge, experience and capabilities to **solve an issue or enhance our relations (i.e. products) and services.**

**Offers own expertise** to serve team members to allow them to operate.

Contributes to the success of the team by **sharing and transferring knowledge** and experience.

#### ASK FOR SUPPORT AND/OR RESOURCES NEEDED TO ACCOMPLISH THEIR OWN JOB

Misses the opportunity to **ask for appropriate resources or support needed** to execute own job, resulting in low quality or delay.

**Asks for support** and/or resources needed to meet expectations on time.

Anticipates potential resources, constraints and/or engages the right people to **develop solutions to deliver any engagement taken on time**, at the target quality.

#### PROPOSE SOLUTIONS CONSIDERING THE IMPACT ON OTHERS, ON REVENUE, ON COSTS, OR OTHER METRICS

May miss the opportunity to **propose solutions, within the scope of one's job**, that impact the business.

Proposes solutions considering their impact on clients' perception, revenue, cost, ...  
**Demonstrates openness to challenge current status quo** if not in line with the results to be achieved.

Identifies solutions considering the alignment with the Maison's strategy. **Builds a solid rationale** and shares it with those impacted.

#### ACKNOWLEDGE MISTAKES AND FAILURES. LEARN AND MOVE FORWARD

May miss the opportunity to **handle mistakes and failures** as they cannot accept and/or covers them and/or blames others for their mistakes.

Acknowledges mistakes and failures, **learns from them.**

Openly shares their mistakes and key learnings. Sets the conditions to move forward, **increasing trust and willing to do differently.**

# INDIVIDUAL CONTRIBUTOR

"EVERY ENCOUNTER WITH MONTBLANC MUST BE A UNIQUE EXPERIENCE FOR OUR CLIENTS"

## CLIENT OBSESSION

### STILL NEEDS DEVELOPMENT

### FULLY MASTER

### DRIVE EXCELLENCE

#### CLIENT FIRST. LOOK FOR SOLUTIONS TO IMPROVE CLIENT SATISFACTION AND SERVICE PERCEPTION

Makes decisions without considering clients' wishes and/or **exploring their needs** and/or does not consider the perception/reputation generated.

**Places the client at the "heart" of all decisions** (example: What does my client want?). Asks open questions and works on solutions that aim at exceeding their expectations.

Anticipates clients' needs and requests by developing rapport and proximity. **Works on solutions to shape an exceptional service perception** (example: availability of our creations, follow up, ...).

#### CONTRIBUTE TO CREATE UNIQUE CLIENT EXPERIENCES

Misses the opportunity to consider every client touchpoint and/or interaction as an opportunity to **shape the Maison's reputation** and/or does the minimum required to serve them.

**Follows the Maison's ceremonial** and designs experiences that consolidate its "exclusivity" reputation.

Enters the clients' universe and **walks them through a unique journey** by creating targeted experiences.

#### ACT AS AN AMBASSADOR OF THE MAISON AND DISPLAY PRIDE IN ITS HERITAGE AND EXPERTISE IN CRAFTSMANSHIP

Misses the opportunity to **share the Maison's stories to engage the client** on the "why" and/or does not transmit a strong sense of pride, resulting in a poor client understanding of the value proposition.

Shares tangible and intangible elements (example: storytelling, company foundational heritage stories, ...) and displays. Passes on **a strong sense of pride for the Maison's heritage** and expertise in craftsmanship.

Develops a consolidated perception of **the uniqueness and exclusivity of the Maison**. Co-develops story telling with clients and shares it (example: Makes sure clients can speak about the Maison to others, collects testimonials, input, ...).

#### DELIVER WHAT YOU PROMISED

**Removes all barriers** to deliver what was promised to the client or identifies alternatives to ensure their full satisfaction.

**Engages clients in a dialogue** to define what can be delivered. Delivers what was promised and surprises the client with "extra mile" actions.

#### LEVERAGE DATA TO ANTICIPATE CLIENTS' NEEDS AND MEASURE THE IMPLICATIONS OF YOUR DECISIONS

Misses the opportunity to **leverage data** when making decisions affecting clients or collects too much data but does not use it to identify trends and patterns to act upon.

Leverages data and **anticipates the implications of decisions** on clients' habits, trends, desires.

Makes sound decisions combining intuition, experience and data results. Leverages data (example: trends and patterns) to scope clients' questions, needs and promptly addresses clients' expectations and/or **anticipates market trends**.

# LEADER WITH A TEAM

"THE SUCCESS OF THE COMMUNITY IS ABOVE THE SUCCESS OF EACH INDIVIDUAL"

## COLLABORATION

STILL NEEDS DEVELOPMENT

FULLY MASTER

DRIVE EXCELLENCE

### DEFINE THE COLLABORATION PRINCIPLES AND GOVERNANCE

Misses the opportunity to **clarify with the team the ways of working** and/or lets conflicts disable the collaboration.

Meets with the team before starting the execution of projects/tasks to help them, defines how they will work together. **Sets the principles of collaboration.**

Engages team members around a common purpose and a clear governance. **Anticipates potential areas of tension** and defines the process to overcome them when they arise.

### FOSTER A CULTURE WHERE COLLECTIVE INTELLIGENCE TAKES PRECEDENCE OVER INDIVIDUAL ONES

Values individual approaches and opportunistic decisions that drive immediate results to the detriment of a **collective long-lasting success**.

Praises collective success. **Encourages people to place their own interest after collective interest** (team, Maison).

**Fosters a culture that promotes collective intelligence** and anticipates how collaboration enables the company's overall impact on its ecosystem.

### REMOVE BARRIERS TO COLLABORATION

Procrastinates conflict management missing the opportunity to **remove the barriers to collaboration** and/or lets organisational conflicts become people conflicts.

When facing collaboration obstacles, **focuses the team on what can be done differently in the future** rather than speaking about the past.

Anticipates and **removes the systemic barriers** (example: silos across departments and teams) to collaboration.

### FOSTER A FEEDBACK CULTURE

Misses the opportunity to **redirect people's complaints/gossip** to the right incumbent and/or allows triangulation and/or procrastinates feedback.

Invites people to **deliver sincere, selective and specific feedback.**

Fosters a culture where feedback is a foundation to **develop an environment of respect and truth.**

### PROMOTE DIVERSITY AND ITS VALUE

Might judge others and/or places them in a "box" and/or allows stereotyping and/or discriminative statements to take over in conversations.

Promotes diversity of points of view and personalities. **Works to reduce the gap between perception and reality,** intention and reputation.

Fosters a culture of diversity. Welcomes and **integrates people with different perspectives** able to challenge one's own point of view (example: people who tell you what you need to hear, not what you want to hear).

# LEADER WITH A TEAM

"WE ENABLE OUR COLLEAGUES TO TAKE RESPONSIBILITY AND TO ACT"

## EMPOWERMENT

STILL NEEDS DEVELOPMENT

FULLY MASTER

DRIVE EXCELLENCE

### FOSTER A STRONG SENSE OF OWNERSHIP AND RESPONSIBILITY

Might **micromanage and/or take over tasks** to be completed by others when the quality of work is poor.

Shows determination and patience when dealing with lack of commitment. **Asks questions to explore the disengagement causes** and engages the person's responsibility.

Fosters a "can-do" culture. **Explores people's motivations** and aligns their drivers to the type of activities in order to engage their responsibility.

### DEVELOP AND OFFER LEARNING EXPERIENCES TO OTHERS

Misses the opportunity to **encourage others to learn** and/or fosters a status quo learning culture.

**Develops a culture of continuous learning/unlearning/relearning.**

Develops targeted experiences that allow others to experiment (example: temporary role assignments) and learns. **Targets the learning method** to the person's learning style.

### CREATE CONDITIONS TO SUCCESSFULLY EXECUTE TASKS AND ACTIVITIES

Misses the opportunity to **explore what resources and conditions are needed** for the team to achieve the objectives.

Involves others in listing the resources and conditions needed **to achieve the expected results.**

Clarifies what success looks like. **Creates the conditions** (organisational, resources, knowledge, ...) **for others to be successful.**

### PLACE ACCOUNTABILITY AT THE RIGHT LEVEL WITH THE RIGHT PERSON

Misses the opportunity to assess the competencies and to hold others accountable and/or to **delegate tasks that others could accomplish.**

Places accountability at the right lowest possible level in the organisation. **Assesses the competencies and capabilities** required and readiness level of the person identified.

**Leverages and designs organisations that hold others accountable** by clarifying the expectations, competencies required and how they can be developed.

### CONSIDER MISTAKES AND FAILURES AS A COLLECTIVE LEARNING OPPORTUNITY

Might blame others or "point fingers" when mistakes are done and/or creates a culture of fear where people bear grudges.

**Names "mistake" a "setback".** Identifies with the team/incumbent what could have been done differently and moves forward.

**Fosters a culture where mistakes and failures might happen** to those that act. Learns from them, adjusts and moves forward.

# LEADER WITH A TEAM

"EVERY ENCOUNTER WITH MONTBLANC MUST BE A UNIQUE AND MIND-BLOWING EXPERIENCE FOR OUR CLIENTS"

## CLIENT OBSESSION

STILL NEEDS DEVELOPMENT

FULLY MASTER

DRIVE EXCELLENCE

### DEVELOP A CLIENT-CENTRIC ORGANISATIONAL FOCUS

Misses the opportunity to focus the team to **explore the client's needs** (example: does not follow-up or pushes a creation over client culture,...).

**Anticipates clients' tendencies**, trends and patterns and invites the team to integrate them in any decision.

Develops an organisation that **places client's needs and interest at the heart of any strategy**.

### PROMOTE DEVELOPMENT OF UNIQUE CLIENT EXPERIENCES

Does not rethink or adapt the clients' experiences. Misses the opportunity to measure the Maison's reputation to **shape new experiences**.

Promotes the **development of unique experiences** and gains client's trust.

Encourages the team to **develop a strong client focus** and credibility to tailor future solutions.

### FOSTER A SENSE OF PRIDE FOR THE MAISON'S HERITAGE AND EXPERTISE IN CRAFTSMANSHIP

Might be negative or critical transmitting a **poor sense of pride for the Maison's heritage** and expertise in craftsmanship.

Breathes the Maison and **transmits a strong sense of belonging and pride**. Tells the team about the foundational heritage stories and reminds why we can be proud.

Co-develops with clients the identity of the Maison.

### KEEP FOCUS AND ENSURE CLIENT PROMISES ARE DELIVERED

Might not follow-up and/or remind others **what was promised to clients and must be delivered**. Does not anticipate the reputational issues when client promises and engagements are not respected.

Asks the teams what barriers need to be removed to deliver what was promised to the client and/or **promotes a "walk the talk" attitude**.

**Creates conditions to enter into dialogue** with the client, to jointly shape the expectations and raise their satisfaction.

### FOSTER A DATA-DRIVEN CULTURE TO REINFORCE INTUITION

Does not **pinpoint problematics and opportunities** from data, trends and patterns, missing the opportunity to redirect the team's activity.

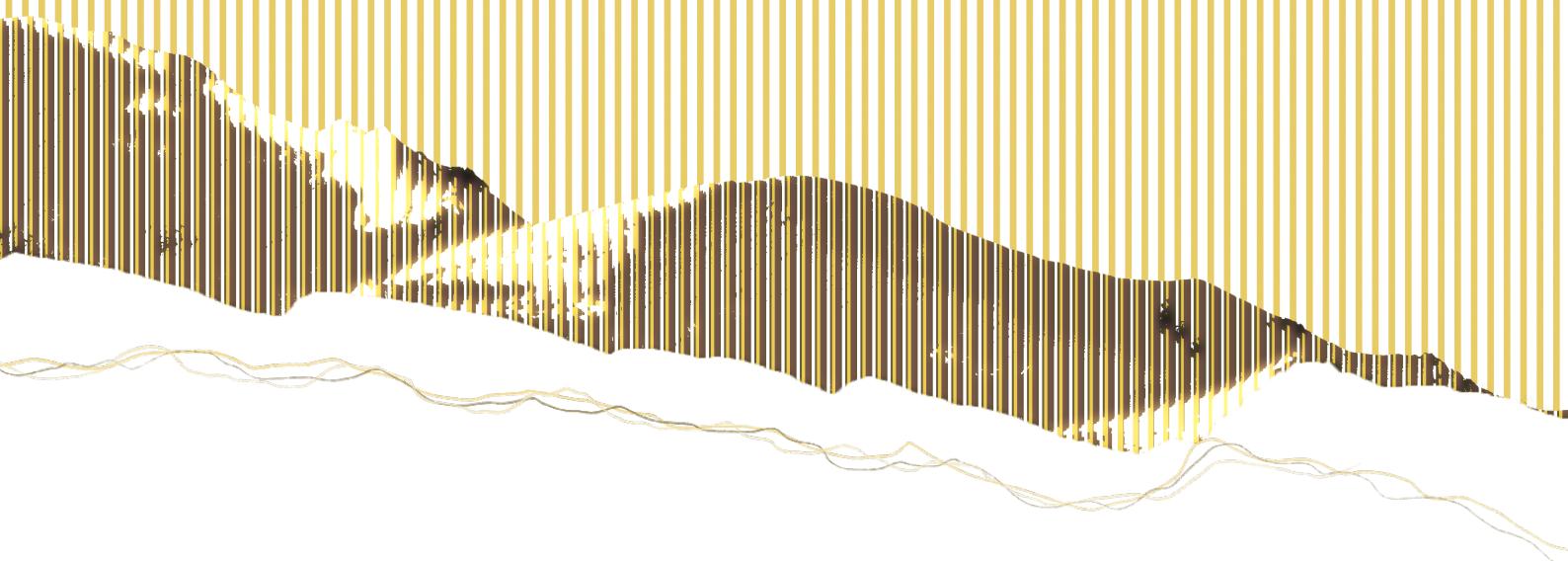
Leverages **quantitative and qualitative data to identify opportunities**, redirects efforts and helps the team to discern and make decisions.

Fosters a culture where decision making leverages a **combination of intuition, experience and solid data rationale**.

**"TO ACQUIRE KNOWLEDGE,  
ONE MUST STUDY.  
TO ACQUIRE WISDOM,  
ONE MUST OBSERVE."**

Marylin vos Savant

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WE ARE MONTBLANC. WE ARE UNIQUE.  
**MONTBLANC**