Individual Development Plan (IDP)

This guide will help you build an IDP that supports your professional development and career growth.
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What are IDPs?

Individual Development Plans (IDPs) are an integral part of Sysco’s Talent Management process to develop and retain an organization of strong talent and, to build our bench of talent ready for future leadership roles. They are used to support career growth and development for Associates.

IDPs are part of the Sysco strategy and provide a foundation for individual development.

Let’s get more specific about what IDPs are and what they are not…

The simplest definition is that an IDP is a documented action plan that an Associate builds to accelerate his or her career growth and development. IDPs are not improvement plans that are used to fix poor-performing Associates. IDPs are built for strong performing Associates to help them continue to perform well in their current roles and to prepare them for future opportunities.

Specifically, an IDP is...

- An action plan for growth and career development
- A tool that is linked to the Leadership Framework behaviors
- Built by the Associate, with strong guidance and coaching by the Leader
- Linked to CMP and the Talent Review Process
- A working document that evolves over time and is future driven

An IDP is not...

- A checklist of activities to achieve performance goals
- A guarantee of next job or career path
- Discussed only once a year
- A corrective action plan for those who are struggling with current job performance

This guide is a tool to support Associates through the IDP process in partnership with their Leader. It provides examples and easy-to-follow steps to customize an IDP.

Please contact your Lead HR Business Partner with any questions.
The Importance of an IDP

By developing Associates, Sysco is better prepared to achieve the vision: “To be our customers’ most valued and trusted business partner”

Every Associate that aspires to further their career at Sysco is encouraged to take ownership of their career development. Each Associate with an “active” IDP assumes responsibility to drive their development while Sysco Leadership provides suitable coaching and support throughout the process.

A successful IDP involves Leaders coaching Associates in all aspects of the process; from sharing and discussing results, to developing action plans, to measuring results and improvements.

The IDP process, which is linked to our One Sysco CMP and Talent Review processes, enhances professional growth by helping Associates to:

• Identify and pursue career goals for professional development
• Identify strengths, talents, and areas for development and define action plans to use on the job while each Associate takes on the responsibility to actively engage in all relevant IDP activities
• Set goals to improve in competencies needed now or in the future

IDPs are an important component of the Sysco five-point strategy. The People part of the strategy focuses on implementing an enterprise-wide Talent Management process. IDPs tie together all of the talent management activities and becomes the one document that combines the feedback about you that comes through all of our Talent Management processes.

At Sysco, we offer all Associates the opportunity to grow and develop, both personally and professionally, to contribute to our success.

“Associates are encouraged to take responsibility for continuing to possess the skills and capabilities to help our customers succeed. Whether in a customer-support role or a customer-service role, every associate is his or her best advocate for career advancement. The IDP process is a proven way to work with supervisors and company Leaders to continually develop the skills to ensure a successful career at Sysco, as well as to contribute to our company’s success.”

Bill DeLaney
President and CEO

Overview of IDPs
Individual Development Plans help the organization...

1. Build a global, diverse talent pipeline for Leaders and contributors for targeted talent: attracting, developing, and retaining the best and brightest
2. Build required capabilities of our Associates through development and learning
3. Keep strong performers within the organization by constantly challenging them either in their current role or desired future role
4. Address generation issues in a more straightforward way

Sysco’s talent pool is our most important asset. In order to build on our skill capabilities to be successful, we have to make sure that we are doing all we can as an organization and a leadership team to bridge the gap between where an Associate is currently and where the business needs take us...what are our goals, and how does current talent line up to the business goals and customer needs now and in the future?

“As Sysco’s business continues to transform, it is more important than ever to maximize our individual and collective contributions. Having a focused IDP is your commitment, as a Leader, to further develop your capabilities and skills to meet our current and future business challenges and opportunities. An IDP also supports your professional development by broadening your expertise.”

Paul Moskowitz
SVP, Human Resources
The IDP form itself is simple to fill out and consists of several parts:

1. A clear statement of your short- and long-term goals (1, 3, up to 5 years)
2. A brief list of your most impactful competency strengths and development needs
3. A specific action plan to help you move closer to achieving your IDP goals

Let’s Begin the IDP Process...

Use a blank IDP worksheet to begin to capture your career aspirations and develop key action plans and timing. This initial process will take about 1 to 1½ hours. Your Leader should also be available to support and coach you in all steps of the IDP process.

Please note: There is a self-paced, web-based training program called XXXX on SIU that walks you through these steps. That program also coaches Leaders on how to support participants during the IDP process.

The Five-Step IDP Process
Step 1: IDENTIFY Your Career Goals

The first step in the IDP process is to list any potential career goals for the next 3 to 5 years. These can be goals to develop in your current role or to prepare for potential future roles. They can be specific job titles or broader descriptions of career goals or types of work.

<table>
<thead>
<tr>
<th>Career Goals (Goals you have interest in for the next 3 to 5 years)</th>
<th>Potential Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

Things to Avoid:

- Not having realistic or strategic career aspirations
- Not being realistic with yourself on what truly motivates you
- Having unrealistic timelines that might demotivate you
- Career goals that are too long-term (5 to 10 years)

TIPS

Ask yourself the following questions:

- What are your Sysco career goals and aspirations? What roles would motivate and excite you?
- What two or three career goals do you have interest in over the next 3 to 5 years?
- What potential and realistic length of time might it take to develop into each role?
Step 2: DETERMINE Strengths and Development Needs

Step 2 is to list two or three Leadership Framework Competencies and Behaviors that are both Strengths and Development Needs. You should refer to your most recent CMP document ideas.

You can also refer to a recent LF 360 evaluation (if you have participated in that process) for more Competency and Behavior feedback.

**Strengths/Development Needs**

Reference your development feedback (Leadership Framework 360, CMP, etc.) to identify behaviors that are your top strengths and top growth areas.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Development Needs</th>
</tr>
</thead>
<tbody>
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<td></td>
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</tr>
</tbody>
</table>

**Things to Avoid:**

- Focusing only on the competency and not behaviors
- Not being willing to accept or act on feedback from your Leader
- Having a lack of clarity or focus on strengths and development needs

Refer to your department Sysco Speaks results, an LF 360 feedback or any other documentation that could also provide you with strength and development needs insight.

**TIPS**

Here are some things to think about as you define your Competency and Behavior Strengths and Development Needs:

- Your most recent CMP document will provide you with good insight into your current competency strengths.
- What is your focus for this IDP – development in your current role? Or for a future goal or role?
- What strengths should you leverage and what development needs will prepare you for a career move?
- Speak to your Leader or others in the roles you are interested in for clarity on the required skills/competencies for the role(s).
Step 3: PLAN Focused Development Goals and Action Plans

In Step 3, you will be required to:

- Select one behavior related to a Strength Competency
- Describe 2 or 3 key benefits both to you and to Sysco
- Develop a “SMART” action plan (include timing) for each
- Repeat the process with ONE Development Need

**SMART:** *Specific, Measureable, Achievable, Relevant, Time-bound*

<table>
<thead>
<tr>
<th>Strength</th>
<th>Benefit (to you and Sysco)</th>
<th>Action Plan</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Need</td>
<td>Benefit (to you and Sysco)</td>
<td>Action Plan</td>
<td>Timing</td>
</tr>
</tbody>
</table>

**Things to Avoid:**

- Vague actions
- Conference or training class is the answer
- Not thinking cross-functionally

**TIPS**

The most effective way to develop an Action Plan is through On-the-Job Experiences. Leaders should coach Associates on action plans based on the 70% 20% 10% formula for development detailed in the next section.

- Focus on the activities that provide the growth you are looking for
- On-the-Job Experiences do not generally provide development in only one skill or competency area
- Look for linkages – business needs, another function, etc.
Step 4: IDENTIFY Ways to Measure and Track Progress

Review Step 4 with your Leader for coaching support. Discuss the following key success factors and challenges:

- How will you measure and track the progress, successes and setbacks of your key actions?
- What barriers and challenges do you foresee?
- How can your Leader and Sysco support your action plans and what resources do you require to be successful?

**Progress Measures for Tracking Actions:**

**Potential Barriers/Challenges:**

**Support and Resources Needed:**

**Things to Avoid:**

- *Not being flexible to adjust your action plans in midstream*
- *Not asking for support or resources from your Leader*
- *Not having scheduled check-in meetings to assess progress milestones*

**TIPS**

- It’s critical to measure progress and track your action milestones
- Ensure you have identified any barriers or challenges that might arise
- Be open with your Leader on what support you need to be successful
- Schedule and meet regularly with your Leader (at minimum quarterly) to discuss your progress

Measuring progress on a regular basis, addressing any potential barriers and challenges you might encounter, and ensuring that your leader provides the support and resources will ensure a successful IDP.
Step 5: ACT to Discuss Progress and Annual Recap

In Step 5, meet with your Leader annually to recap your IDP progress. Discuss and record:

- Outcomes and successes you had on your Action Plan work
- Insights you have gained and progress you have made
- New competency behaviors you will transfer to current or future roles

Development Results

To be completed after the Action Plan timeframe is complete.

<table>
<thead>
<tr>
<th>Outcome of Action Plan:</th>
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<tr>
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<table>
<thead>
<tr>
<th>Insights Gained:</th>
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</table>

<table>
<thead>
<tr>
<th>Things to Avoid:</th>
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</tbody>
</table>

- Not holding your Leader accountable to provide ongoing coaching and feedback for continuous career development

Close out your IDP annually and draft a new IDP to focus on continued career development and new growth behaviors and action plans

TIPS

Meet with your Leader at the end of your IDP cycle (annually) to review results and accomplishments. Discuss the following with your Leader:

- Share specific results and outcomes you have achieved
- Note any insights or new approaches you have gained
- Capture what you are doing differently as a result of your IDP
- Share any new on-the-job behaviors you have been exhibiting
- Source feedback from your direct reports or others
- Discuss new development opportunities to build on your previous IDP goals and actions
IDP Example

Sysco Individual Development Plan

Name: M Stewart  Date: September 15, 2015
Current Position: DSM  Leader: J Jones

<table>
<thead>
<tr>
<th>Career Goals</th>
<th>Potential Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Sales/RSM</td>
<td>1 year</td>
</tr>
<tr>
<td>VP of Sales</td>
<td>1 – 3 years</td>
</tr>
<tr>
<td>Director of Operations</td>
<td>3 – 4 years</td>
</tr>
</tbody>
</table>

Strengths/Development Needs

Reference your development feedback (Leadership Framework 360, CMP, etc.) to identify behaviors that are your top strengths and top growth areas.

<table>
<thead>
<tr>
<th>Strength</th>
<th>Development Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Alignment</td>
<td>Driving Results</td>
</tr>
<tr>
<td>Motivation and Empowerment</td>
<td>Building Alignment</td>
</tr>
<tr>
<td>Team Building</td>
<td></td>
</tr>
</tbody>
</table>

Development Goals and Action Plan

Identify one strength to leverage and one area for development.

<table>
<thead>
<tr>
<th>Strength</th>
<th>Benefit (to Sysco and you)</th>
<th>Action Plan</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation and Empowerment</td>
<td>An “on fire” sales force that understands the Sysco vision and makes good business decisions</td>
<td>Chair the MA council meeting in sales and inter-department</td>
<td>Each quarter in FY16</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participate in dept/function meetings to understand the OpCo goals and how they affect or are affected by sales (and Ops/Merch)</td>
<td>First meeting will be by Sept 1. Minimum quarterly w/ each dept</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Read “Sales Eats First”. Present ‘book report’ to DSM team.</td>
<td>By the end of 2nd Quarter in FY16</td>
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</tbody>
</table>
### Five Step Approach to Developing IDPs

<table>
<thead>
<tr>
<th>Strength</th>
<th>Benefit (to Sysco and you)</th>
<th>Action Plan</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driving Results</td>
<td>On-time, punctual results and expecting accountability from my team/dept</td>
<td>Be on time for all reports required by JJ or President</td>
<td>Q1 – Q4 FY16</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OpCo to arrange for me to spend two days with the VP in Arizona</td>
<td>Q3 or Q4 FY16</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Refine my monthly calendar two weeks ahead of schedule</td>
<td>Q1 – Q4 FY16</td>
</tr>
</tbody>
</table>

**Progress Measures for Tracking Actions:**
Clearly understand and communicate sales goals, goals met on time

**Potential Barriers/Challenges:**
Unclear goals, no opportunity for meetings with other departments, will continue to guide others to a solution that benefits all

**Support and Resources Needed:**
VP Sales to project clear goals and support. Clearly defined expectations / help with coordinating travel for meetings

Associate Signature ___________________________ Date ____________

Leader Signature ___________________________ Date ____________

### Development Results
To be completed after the Action Plan timeframe is complete.

**Outcome of Action Plan:**

**Insights Gained:**

*The document is to be completed/updated by the Associate. Once updated, the Associate should meet with their supervisor to discuss and agree on content.*
IDP Roles and Responsibilities

The Leader’s roles and responsibilities are:

- Provide Associates with the opportunity to express career goals
- Meet on a regular basis to discuss progress
- Allow time and provide resources to execute on agreed-upon plans
- Be an available coach and mentor as they execute on their plan
- Share and provide feedback as needed
- Share knowledge willingly and provide context for feedback
- Ask Associate for thoughts and ideas for developing target development
- Prepare for all IDP meetings and ask Associate to also be prepared
- Remember, the Associate "owns" their career development; provide support without removing the responsibility

The Associate’s roles and responsibilities are:

- Be open about career goals
- Be willing to accept and act on feedback
- Look for activities, training, and on-the-job assignments to develop key areas for development
- Take ownership of personal development
- Set up review meetings with your Leader (cadence monthly, every 6 weeks or quarterly)

Sysco's role and responsibilities are:

- Communicate and support a culture of career development
- Communicate strategic directions - Vision, mission, values and goals
- Provide time and resources for development (ex. on-the-job learning)
Shared

- Provide an uninterrupted time and a quiet place to conduct IDP discussions
- Keep the discussion future oriented, while referring to past successes and critical learnings
- Clarify information by asking questions
- Listen and emphatically respond to Associate’s / Leader’s concerns
- Review agreed-upon action steps and commitments
- Manage expectations; be realistic
Using the GROW Model of Coaching

GROW is an acronym; it stands for goal, reality, options, and wrap-up. It’s a simple four-step discussion guide that makes extensive use of questions when coaching an Associate on an IDP.

GROW is:

- A framework for approaching coaching
- Applicable to conversations about goals
- Useful for formal and quick informal or “real-time” conversations
- Flexible for quick conversations and status meetings

The questions below form the basis of an effective IDP coaching conversation.

**Goals**

Ask: *What specific area of your IDP would you like to focus on for this conversation?*

**Reality**

Ask: *How is it going? What actions have you taken from your IDP? What outcomes and results have you seen? What Behaviors have you focused on?*

**Options/Obstacles**

Ask: *What else could you do in the next 1-2 months? What specific behaviors do you need to focus on? Obstacles you expect? Support you need from me? Support needed from others?*

**Wrap-Up**

Ask: *What 2-3 specific next steps will you take? By when? Let’s get back together on ____ to discuss progress.*

Remember, completing an IDP is a process, not an event. You should have quarterly IDP check-in meetings with your Associates and IDPs should be closed out annually with a new one drafted or updated each fiscal year.

As a coach, you are helping the Associate create an IDP because he or she is an asset to Sysco. We want to invest in and support the Associate. This will help keep the Associate engaged and developing and contributing at a high level. This is one fun part of management in which you get to help someone else grow and succeed!
## IDP Resources Summary – August 2015

<table>
<thead>
<tr>
<th>Resource</th>
<th>Description</th>
<th>Where to find it</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blank IDP Form</td>
<td>Word-based template of the IDP form</td>
<td>SIU/ Knowledge Center/ Knowledge Base/ Individual Development Plan</td>
</tr>
<tr>
<td>IDP Resource Guide</td>
<td>Manual that includes an overview of resources available for creating an IDP. It includes suggested activities for each competency.</td>
<td>SIU/ Knowledge Center/ Knowledge Base/ Individual Development Plan</td>
</tr>
<tr>
<td>IDP training course</td>
<td>Self-study, web-based training course for participants and Leaders about how to build an effective IDP (45 minutes)</td>
<td>SIU/ Individual Development Plan</td>
</tr>
<tr>
<td>Leadership Framework (LF)</td>
<td>Listing of the Sysco Leadership Framework competencies. Three versions:</td>
<td>SIU/ Knowledge Center/ Knowledge Base/ Coaching and Maximizing Performance (CMP)/ Launch “CMP...A One Sysco Approach” to see listed documents</td>
</tr>
<tr>
<td></td>
<td>• Individual Contributors</td>
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</tr>
<tr>
<td></td>
<td>• First-level Leaders</td>
<td></td>
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<tr>
<td></td>
<td>• Directors and above</td>
<td></td>
</tr>
<tr>
<td>LF Behavioral Worksheets</td>
<td>Sysco Leadership Framework competencies broken down to describe strong, solid, and weak behaviors. Three versions:</td>
<td>SIU/ Knowledge Center/ Knowledge Base/ Coaching and Maximizing Performance (CMP)/ Launch “CMP...A One Sysco Approach” to see listed documents</td>
</tr>
<tr>
<td></td>
<td>• Individual Contributors</td>
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<td></td>
<td>• First-level Leaders</td>
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<tr>
<td></td>
<td>• Directors and above</td>
<td></td>
</tr>
<tr>
<td>SIU</td>
<td>SIU offers hundreds of online courses on a wide variety of topics. Search to find a relevant course.</td>
<td>Sysco homepage/ SIU</td>
</tr>
<tr>
<td>Leadership Advantage</td>
<td>Interactive online resource that covers leadership topics (see overview for more details)</td>
<td>SIU/ Knowledge Center/ Knowledge Base/ Leadership Framework/ Launch “Leadership Advantage”</td>
</tr>
<tr>
<td>Books 24x7</td>
<td>Access to hundreds of online books – technical guides and business books(see overview for more details)</td>
<td>SIU/ Knowledge Center/ Knowledge Base/ Leadership Framework/ Launch “50 Lessons”</td>
</tr>
</tbody>
</table>

*Please note: As we transition to a new Learning Management System in Fall 2015, the location of many of these documents will change. Try searching for them by name. If you cannot find them, email the SIU help desk for assistance.*
Resources for Building IDPs

Resource Overview: Leadership Advantage

Leadership Advantage (LA) is an online, self-study, targeted leadership development program focusing on key leadership and management competencies.

LA includes:

- Videos
- Book summaries
- Live Webinars
- Case studies
- Tools Self-assessments
- Learning tracks by competency

Competency tracks include:

- Leading
- Strategic Agility
- Managing
- Talent Management
- Working with Others
- Self-management
- Analytical skills
- Business Acumen

Each competency learning track has:

- Full Track (2 hours)
- Fast Track (20 minutes)
- On-the-job topics
- Tools
- On-the-go audio content

Find Leadership Advantage on SIU:

SIU as of August 2015: From the SIU homepage

- Find the Knowledge Center box on the right side of the screen
- Click on the Knowledge Center box on the right side of the screen
- Click on the Leadership Framework link
- Launch Leadership Advantage

SIU on new platform: Search for Leadership Advantage. Contact SIU help desk for more information.
Resource Overview: Books24x7

Books24x7® offers on-demand, instant access to the complete text of thousands of best-in-class online books, book summaries, audiobooks, research reports and best practices. Topical collections represent trusted sources in business, technology, engineering, finance and more. Books24x7 can help you acquire knowledge at the speed of change by instantly delivering trusted information how and when it's needed.

Find Books 24x7 on SIU:

SIU as of August 2015: From the SIU homepage

- Find the Knowledge Center box on the right side of the screen
- Click on the Knowledge Base link
- Click on the Leadership Framework link
- Launch 50 Lessons (50 Lessons launches Books 24x7)

SIU on new platform: Search for 50 Lessons or Books 24x7. Contact SIU help desk for more information.
The 70% 20% 10% Formula for Development

When you build your IDP, we recommend that you use the 70% 20% 10% formula for development. As seen below, 70% of the activities on your IDP should be on-the-job activities that you incorporate into your daily work. Approximately 20% of the activities should be about gathering insight about your behavior and skills from others. Only 10% of the activities should be formal training, such as classes or conferences.

![Diagram showing the 70% 20% 10% formula]

### 70% On-the-Job Experiences
- Stretch assignments
- Cross-training
- Cross departmental projects and committees
- Job shadowing
- Informational interviews
- Networking

### 20% Feedback
- Feedback about you to be provided by trusted advisors
  - Coaching from your Leader
  - Assessment results such as LF 360
  - Mentoring

### 10% Formal Training
- Formal training and learning
  - Classroom training
  - E-learning (SIU)
  - Lunch and Learns
  - Self-directed learning
  - Books or articles
Development through Feedback

Sysco’s philosophy is that 20% of an Associate’s development should be from feedback. In this section, you will learn how to gather feedback and how to accept it and incorporate it into your IDP.

What is feedback?

Feedback encompasses any information provided to you about your performance. Feedback is provided through formal processes such as CMP and 360 feedback. It can also come from informal comments and suggestions from co-workers.

Sysco values and expects feedback

• In order to drive performance, Sysco is committed to internal development which requires feedback
• A key responsibility of any Leader is to provide timely and frequent feedback as part of the One Sysco processes
• The CMP process offers regular touch points to provide feedback regarding performance. CMP also encourages regular informal feedback.
• Feedback helps our Associates develop and reach their career goals and also helps drive business results.

How is feedback developmental?

• Feedback helps you determine your strengths and opportunities.
• Good feedback can help you leverage your strengths for continued success. It can also help identify areas of improvement.
• Feedback related to an IDP is often about going from good to great on a skill or behavior in order to prepare for future opportunities. It can be about performance, work style, interpersonal relationships, professionalism or more.
Sources of Feedback

There are many types of feedback available to you. You should actively look for these sources of feedback to understand your targeted development needs. Some sources of feedback include:

CMP performance review feedback

- Consider the comments you received in the last 2-3 reviews. What were the themes?
- Consider a project (or goal) that you feel could have been better executed. What skills or behaviors or experience would you have needed to execute better?

Leadership Framework Self Evaluation

- Get the correct version of the Leadership Framework competencies for your level and rate yourself on each one.
- For more details, evaluate yourself using the Leadership Framework behavioral worksheets for your level. These documents provide a specific rating scale for each competency that shows what strong, solid and weak behaviors look like for each.

360 Degree survey feedback

- If you have taken a Leadership Framework 360 assessment, you have a wealth of feedback available from your Leader, peers, direct reports and customers.

Career Discussions with your Leader

- As part of the IDP process, you should have a career discussion with your Leader. Your Leader can help you evaluate skills, behaviors, and experiences that you need in order to prepare for a future role.

Mentoring

- See next page.

For more information about receiving feedback, see the “Receive Feedback with Grace and Dignity” pages in the appendix.
Mentoring as a Source of Feedback

Mentoring:

- Voluntarily links two people to support the development of the participant through the sharing of resources, expertise and competencies
- Offers both the mentor and participant a collaborative learning and development experience
- Should be supported by a mentoring plan with goals, boundaries, timelines, areas of accountability, and targeted outcomes
- Should include the participant’s Leader in terms of approving and seeking a mentor and setting up a mentoring plan

<table>
<thead>
<tr>
<th>Mentoring is...</th>
<th>Mentoring is NOT...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A voluntary process for the participant and mentor</td>
<td>• For poor performers</td>
</tr>
<tr>
<td>• Planned, with defined goals and measurements of progress and outcomes</td>
<td>• For everyone</td>
</tr>
<tr>
<td>• Part of Individual Development Plan (IDP) that focuses on sharing known resources, expertise, values, skills, perspectives, attitudes, and proficiencies</td>
<td>• A guarantee of career advancement</td>
</tr>
<tr>
<td>• A commitment of time by the participant to lead the process of personal development</td>
<td>• The responsibility of the mentor to drive</td>
</tr>
<tr>
<td></td>
<td>• Social networking – “doing lunch” or informal networking</td>
</tr>
<tr>
<td></td>
<td>• Performance coaching or venting opportunity</td>
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<tr>
<td></td>
<td>• A way to work around the participant’s Leader</td>
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</table>

A participant and his or her Leader should approach the mentor to inquire about willingness and ability to be a mentor at that time. A mentor needs to have expertise, experience and network contacts to meet one of the following development objectives:

- Learning a skill (such as reading a profit and loss statement)
- Improving a Leadership Framework behavior (such as how to become better at building relationships)
- Increasing knowledge of Sysco or the industry
- Navigating career decisions
On-the-job-Training (OJT) Experiences

Sysco’s philosophy is that 70% of an Associate’s development should be from on-the-job-training (OJT) experiences. In this section, you will learn about different types of OJT experiences and how to make them successful.

What is an OJT experience?

Not all development takes place in a classroom. An OJT experience occurs within the Associate’s current role by expanding responsibilities, practicing new skills, taking on more responsibility and autonomy, getting exposure to another team or function, and more. The key elements are that OJT experiences happen alongside normal job responsibilities and generally involve value-added work that needs to be accomplished. Work gets done and Associates get developed – everyone wins!

Getting the right mindset for an OJT experience:

An important distinction in understanding how to develop through experiences is that the experience itself is only part of the equation. How you do the task and the skills and knowledge you gain are just as important.

For an OJT experience to be an effective development tool, you must be:

- **Intentional** – be thoughtful about what you are trying to gain as you plan the experience. What skill or behavior are you developing? How can you leverage the OJT experience to meet your need?

- **Self-aware** – as you do the OJT experience, you must be aware of your progress and get feedback along the way. How am I progressing on practicing this behavior or skill? Can others see the change in my behavior?

- **Reflective** – after you finish the OJT experience, you need to assess how you progressed in terms of your development: “What did I learn from that?” When you have your answer to that question, you must continue to incorporate your new skills and behaviors into your everyday work.
Common OJT Experiences

I. Job Assignments
   • Stretch Assignments
   • Cross-training
   • Additional Responsibilities

II. Organizational Assignments
   • Committees
   • Cross-functional Projects

III. Learning from Others
   • Job Shadowing
   • Networking
   • Informational Interviews

IV. Off-Job Activities
I. Job Assignments

Taking on new job assignments within your current role is an effective way to receive hands-on experience. Job assignments provide the opportunity to build new skills and increase knowledge, increase exposure to other groups and senior Leaders, and build your confidence in your abilities. Some types include:

- **Stretch assignments**: taking on challenging and complex work that is usually handled by someone at a higher level.
- **Cross-training**: learning how to perform another job in your function – at your level or higher.
- **Additional responsibilities**: taking on new projects can be developmental if they are structured to build new skills.

**Making job assignments into effective developmental activities**

When a job assignment is made as part of an IDP, you and your Leader must set expectations and guidelines for the assignment. Some considerations:

1. **Be specific on the learning goal**: Use the IDP to document the job assignment and specify what skills or knowledge you should be working on building.
   - **Poor example**: Represent our team on the OpCo safety committee.
   - **Good example**: Represent our team on the OpCo safety committee. Practice your preparation and presentation skills as you give the weekly update to the senior Leaders.

2. **Make them challenging**: When possible, make the goal challenging, so it involves the possibility of visible success and failure.

3. **Put effort into the assignment**: For job assignments to be developmental, you must embrace the challenge and put effort into it. It must have equal importance with standard job duties.

4. **Increase exposure**: If possible, seek assignments that involve working with new people or teams. This provides exposure to new ways of thinking and working, stretches you in additional ways, and increases visibility in the organization. A strong developmental job assignment often involves interacting with a significant boss or senior executive.

5. **Additional pressure is part of the experience**: Taking on additional work can create personal pressure (e.g. tough deadlines, high stakes, heavy travel, or longer hours). Learning to balance these pressures and still deliver results is an intentional component of the development. Another source of pressure involves being watched and monitored by people whose opinion counts.
II. Organizational Assignments

Committees

Committee assignments can be within your group or function or at the company level. They are sometimes called “task forces” or “advisory boards”. Committees are groups that are brought together to work on a specific topic for a limited amount of time.

Sometimes the purpose of the committee fits one of your developmental needs. For example, if you want to work with more ethnically diverse customers, you could join a committee focused on planning Sysco outreach to diverse communities.

However, committee assignments are often more valuable for the other skills you can practice. If you add a committee assignment to your IDP, be intentional about what you want to get out of it – besides contributing to the goal of the committee.

Committees usually offer opportunities to:

- Practice problem solving and decision making on a new type of issue
- Build relationships and network
- Practice public speaking
- Gain visibility to senior Leaders
- Influence others through the decision-making process
- Value diversity by working with people who think differently
- Build a team with a loosely aligned group of people
- Lead change

Cross-functional Projects

Cross-functional projects offer many of the same benefits as committee assignments, but they are more likely to be tied to your normal work. As part of a cross-functional team, you must interact and coordinate with others who might have different perspectives and priorities. Working in the functional matrix has made this a common occurrence at Sysco. Consider how you can leverage the matrix structure or a specific project to continue to develop.
III. Learning from Others

Every time you take on an OJT experience, you can learn from the task itself. However, you can learn just as much from the people around you. Each experience puts you in touch with people – clients, peers, reports, bosses, teachers, and mentors – all of whom have their own sets of lessons for you. You can also seek out information through job shadowing, networking and informational interviews.

Learning from Others: Job Shadowing

Job Shadowing involves going to someone’s workplace for a day or part of a day to observe the routine – and not-so-routine – events of their jobs.

Work with your Leader to identify people and/or roles that you would like to learn more about. Your Leader and HRBP should be able to help arrange a job shadowing opportunity.

Learning from Others: Networking

Networking is the art of sharing ideas, know-how, experience, stories, and the discipline and values of a particular career field with others. Networking also becomes an important source of recognition, encouragement, and new career opportunities.

Networking tips:

- **Stay casual:** Keep networking informal (coffee, lunch, etc.).
- **Be respectful:** Respect other’s time by first inquiring to see if they are open to networking.
- **Have an elevator speech:** This should be a 60-second summary of who you are and what you are interested in discussing.
- **Expand your relationships:** Every time you talk with someone about work, make an effort to learn something new about the other person and also share something about yourself.
- **Stretch your circle of contacts:** Don’t get stuck with a close circle of friends you feel comfortable with – always look for opportunities to get to know new people.
- **Seek perspective:** Get to know people at Sysco who can help you learn about the organization and future trends.
- **Go cross-functional:** Find ways to develop contacts in departments you’re interested in knowing more about.
- **Pay it forward:** Connect others in your network to each other when they can benefit from it.
Learning from Others: Informational Interviews

Informational interviewing involves meeting professionals in a particular field to discuss their skills, background, and career path, as well as insights they may have on the state of the field. Informational interviews are generally more structured and formal than casual networking.

An informational interview is one that you initiate – you ask the questions. The purpose is to gather advice, information, referrals, and support. It is a way for you to gain an insider’s perspective on what it is like to work in the field of interest, but it never entails asking for a job!

Informational interviews:

• Give you a chance to learn more about positions of interest
• Help you get to know potential new managers and other people in departments of interest
• Let you showcase your talents
• May give further insights into additional interesting positions

Points to Keep in Mind

• You’re asking people for information, NOT a job.
• Most people are happy to talk about their work, if you respect their time and clearly value the information they offer. Don’t ask for more than 20 minutes.
• People are especially open to meeting with you if you’ve been referred to them by someone they know and respect.

Sample questions for an informational interview:

• How did you get into this line of work and your current position?
• What was your academic preparation?
• Have you made a career change? If yes, how did you make it?
• Would you make the same career choice again? Why or why not?
• What knowledge, skills or experience are necessary to qualify for your position?
• What is your typical day like? What do you find most rewarding?
• What problems or frustrations do you encounter in your work?
• What trends do you see for this field in the next 3 to 5 years?
IV. Off-Job Activities

Sometimes you can learn as much from outside activities as from OJT activities. If you pursue outside development, remember to structure it so you have specific development goals to accomplish.

Some possible outside developmental activities include:

1. Become active in a professional organization.
2. Serve within a community agency.
3. Become active in a volunteer organization.
4. Join a community or non-profit board of directors.
5. Act as a consultant on a problem/issue outside the job.
6. Coach children’s sports.
7. Work with a charitable organization.
Leadership Framework

The Leadership Framework defines the competencies and behaviors that support your IDP Plan and help you focus on your strength and development needs. This section provides you with a comprehensive guide of 70% 20% 10% resources and tips to support your competency development that in turn influence your IDP action plan successes. Activities for each competency can be found on pages 36 through 56.

**Competencies**: The skills, knowledge, and abilities required by an Associate for successful performance. These provide a framework for distinguishing between below-target performance and above-target performance.

**Behaviors**: A set of expected actions taken by an Associate (in relation to a competency) which are observable and measurable, and therefore can be rated.
Below is the Directors Level and Above version of the Leadership Framework competency list. There are different versions available for First-Level Leaders and Individual Contributors. Meet with your Leader to determine the appropriate version to use when building an IDP.

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<tr>
<th>CORE QUALITIES: Prerequisites for being a member of the Sysco team.</th>
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<td><strong>Integrity &amp; Accountability</strong></td>
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<td><strong>Flexibility &amp; Adaptablecy</strong></td>
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<td><strong>Proactive Learning</strong></td>
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<tr>
<th>SHAPING THE FUTURE: Identifies future requirements and actively engages in needed changes.</th>
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<tr>
<td><strong>Strategy</strong></td>
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<td><strong>Innovation</strong></td>
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<td><strong>Leading Change</strong></td>
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<td><strong>Building Alignment</strong></td>
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<tr>
<th>DELIVERING BUSINESS RESULTS: Consistently achieves needed business results.</th>
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<td><strong>Understanding Your Customers</strong></td>
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<tr>
<td><strong>Problem Solving &amp; Decision Making</strong></td>
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### DELIVERING BUSINESS RESULTS (cont’d)

**Driving Results**
8. Delivers results for Sysco overall and for the operating companies.
9. Identifies priorities and makes appropriate resource trade-offs.
10. Develops implementation plans which provide milestones and metrics for tracking progress.
11. Regularly reviews deliverables, problems and performance metrics with team and key stakeholders.
12. Relentlessly focuses on execution; holds people fully accountable for delivering their commitments.

### LEADING PEOPLE: Effectively leads people to perform at their best.

<table>
<thead>
<tr>
<th>Developing Talent</th>
<th>1. Identifies, recruits and promotes outstanding talent.</th>
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<tbody>
<tr>
<td></td>
<td>2. Coaches people and provides timely performance feedback.</td>
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<td></td>
<td>3. Invests in building others’ capabilities to ensure readiness for future success.</td>
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<tr>
<td>Valuing &amp; Leveraging Diversity</td>
<td>5. Demonstrates an understanding of the benefits of different mindsets and skills.</td>
</tr>
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<td></td>
<td>6. Develops a work environment inclusive of all aspects of diversity.</td>
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<tr>
<td>Building Effective Relationships</td>
<td>7. Proactively initiates connections with key stakeholders and team members. Responds to unexpected problems by encouraging dialogue; avoids volatile reactions and excessive criticism.</td>
</tr>
<tr>
<td>Motivation &amp; Empowerment</td>
<td>8. Supports team members at all levels in making decisions and taking ownership of their role and responsibilities.</td>
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<tr>
<td></td>
<td>9. Provides encouragement, appreciation and recognition to motivate people to perform at their best.</td>
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<tr>
<td>Communication &amp; Listening</td>
<td>10. Communicates ideas clearly and persuasively, adapting style to the situation and audience.</td>
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<td></td>
<td>11. Actively listens to people’s ideas and asks probing questions to create clarity.</td>
</tr>
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<td></td>
<td>12. Encourages open and honest communication about challenges.</td>
</tr>
<tr>
<td>Teambuilding</td>
<td>13. Develops high performing teams where individuals understand their roles and are fully engaged.</td>
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<td></td>
<td>14. Encourages team members to be resources to each other for shared goal attainment.</td>
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</tbody>
</table>
How to Use This Guide

- Choose the Leadership Framework competency in this section that you are planning to develop or enhance.
- Review the behaviors and focus on the ones for your level using the key under the competency name.
- Consider the activities and learning tracks for the competency. Remember, these are just a starting place. You should customize these or come up with activities that apply to you.

### Problem Solving & Decision Making

*(All associates: #1 & 3; First-level leaders: add #4; Directors+: all)*

**Category**
Delivering Business Results

**Behaviors**
1. Anticipates and confronts issues and problems early on.
2. Gathers input and considers different points of view to reach the best outcome.
3. Uses facts and selects approaches that will work and have the greatest impact.
4. Makes timely and effective decisions to reach business goals.

**Activities**
- Volunteer to work on a Sysco project or assignment that is larger or more complex than any you’ve handled before or to resolve a longstanding problem.
- Develop and use a set of ground rules that your team members agree to and will adhere to when listening to different perspectives for problem resolution.
- Offer to conduct the research and data gathering needed to understand and develop possible solutions to a problem.
- Learn about brainstorming techniques and apply them in a problem solving meeting.
- Work with an experienced coworker to learn the metrics, data and reports that are used to guide business decisions in your area.

**Skillsoft Leadership Advantage Learning Tracks**

*Decisiveness 2.0:* This program is designed to help you recognize the importance of decisiveness to leadership and execution; use specific skills, knowledge, attitudes, and behaviors to be more decisive, and face decisiveness dilemmas and challenges.

*Problem Solving and Decision Making 2.0:* This program is designed to help you use the define-generate-choose process for solving problems and making decisions, apply thinking and interpersonal skills used in problem solving and decision making, and identify tools for problem solving and decision making.
Integrity and Accountability

(All Associates: all; First-level Leaders: all; Directors+: all)

Category
Core Qualities

Behaviors

1. Speaks and acts with complete honesty and trustworthiness.
2. Owns mistakes and promptly addresses them.

Activities

• Join or lead projects or assignments that give you exposure to a wide range of cross-functional experiences and knowledge. Seek an assignment that takes you out of your comfort zone.

• Volunteer with a Sysco-sponsored organization such as No Kid Hungry or Women’s Foodservice Forum.

• Join a committee that focuses on workplace well-being and building a safe, healthy, respectful workplace. An example might be a Sysco Speaks or diversity committee.

• Look for an SIU course or workshop that addresses the following:
  o Discussing and applying business ethics, norms, and standards
  o Relating to diverse audiences

Skillsoft Leadership Advantage Learning Tracks

Accountability 2.0: This program is designed to help you differentiate between accountability and responsibility, recognize the value of accountability in the workforce, increase personal accountability, provide leadership to promote accountability, and manage accountability challenges.

Ethics, Integrity, and Trust 2.0: This program is designed to help you recognize the business value of ethics, integrity, and trust; apply ethical practices to business challenges and decisions; and develop behaviors to build trust at organizational and personal levels.
Flexibility & Adaptability

(All Associates: all; First-level Leaders: all; Directors+: all)

Category
Core Qualities

Behaviors
1. Promptly adjusts to new circumstances and modifies approach.
2. Demonstrates openness to changes and new ideas.

Activities
- Take part in an unfamiliar activity to develop a new competency and increase your capacity for risk.
- Introduce, set up and run a new process or procedure with your team, such as a new technology or communication tool.
- Become a Change Champion or support one on a new project initiative.
- Join a task force or cross-functional team that provides you with an opportunity to adapt to different people and styles.
- Set up a meeting cadence with your team or a colleague, and brainstorm how to implement a change to improve your team or Sysco.
- Develop a network within Sysco that you can collaborate with during a change initiative.
- Ask for quarterly feedback from a colleague or Leader to capture specific examples on what you do well and what you could do differently.
- Look for an SIU course or workshop that addresses the following:
  - Adapting to change
  - Build effective change management strategies

Skillsoft Leadership Advantage Learning Tracks:

Perseverance and Flexibility 2.0: This program is designed to help you recognize the value of perseverance and flexibility to the leadership role; use perseverance and flexibility when leading people in their development and work environment; lead goal-setting, change, innovation, and decision-making processes more effectively; and increase your perseverance and flexibility capabilities.
Proactive Learning

(All Associates: all; First-level Leaders: all; Directors+: all)

Category
Core Qualities

Behaviors
1. Demonstrates curiosity and actively seeks to learn and grow.
2. Proactively solicits feedback and acts on it.

Activities
• Set learning goals (daily, weekly, monthly) for yourself and share results with your team.
• Attend professional conferences such as WFF, seminars, etc., outside your area of expertise to increase your knowledge of other business areas.
• Assign direct reports to find out about new procedures or technologies that differ from your department. Direct reports can share their learning at a team meeting.
• Store all your learning resources online or in a cabinet, and share them with colleagues and direct reports.
• Look for an SIU course or workshop that addresses the following:
  o Identifying learning opportunities.
  o Championing new learning methods.

Skillsoft Leadership Advantage Learning Tracks

Career Development 2.0: This program is designed to help you recognize the benefits of career development to organizations and individuals, use self-knowledge to help determine career fit and make career enhancements, and consider career changes.
Strategy

(All Associates: none; First-level Leaders: none; Directors+: all)

Category
Shaping the Future

Behaviors

1. Anticipates emerging trends at Sysco and future market opportunities.
2. Identifies and communicates a future vision that supports the long-term needs of the business.
3. Prioritizes opportunities and develops actionable strategic plans.

Activities

• Become a Sysco Change Champion.
• Get familiar with the Sysco Change Process and implement tools into your projects.
• Create and implement a strategic plan for your department and involve team members and internal partners. Test each plan you develop against the Sysco vision and company strategies.
• Become proficient in conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis.
• Volunteer for projects or teams that will require you to understand Sysco’s organizational strategy.
• Look for opportunities to work with a senior Leader or Sysco business partner who has an excellent reputation for setting strategic direction during profit plan.
• Join the board of a not-for-profit or nonprofit organization.
• Involve internal or external customers during the early stages of establishing a strategic direction.
• Look for an SIU course or workshop like the Sysco Leadership Academy that addresses the following:
  o Basic principles of setting and translating vision into strategy.
  o Generating, considering, and evaluating alternatives.
  o Systematic use of business planning skills in establishing strategic direction.
  o Determining the ROI of selected strategies.
IDP Activities by Competency

- Evaluating threats and opportunities associated with strategy selection.
- Creating a business plan.

Skillsoft Leadership Advantage Learning Tracks

**Competitive Awareness and Strategy 2.0:** This program is designed to help you navigate today's competitive landscape; take stock of your company, your customers, and your competitors; and compete through resiliency, innovation, and leadership.

**Globalization 2.0:** This program is designed to help you understand globalization from a business perspective; recognize opportunities to tap the increasing consumer market, find sources of production and innovation efficiencies, and leverage talent sources; and adapt your management and leadership skills to meet global challenges.

**Leading Organizational Vision 2.0:** This program is designed to help you recognize vision as a powerful catalyst for success, create a realistic and powerful vision that can be taken into action, and use communication skills and techniques to create a shared vision.

**Strategic Thinking 2.0:** This program is designed to help you appreciate the value of strategic thinking in the workplace, recognize the attributes that comprise strategic thinking, develop competencies to become a strategic thinker, participate in strategic thinking activities, and incorporate strategic thinking into your leadership role and activities.
Innovation

(All Associates: #1; First-level Leaders: all; Directors+: all)

Category
Shaping the Future

Behaviors

1. Challenges status quo; identifies new approaches and spots untapped opportunities.
2. Encourages team to work in new ways without fear of failure; stays appropriately involved to minimize problems.

Activities

• Volunteer with a Sysco department that is revamping a current process or generating new ideas.
• During team meetings, use innovation techniques to brainstorm ideas within your team.
• Share new ideas and perspectives with colleagues in meetings and in casual settings.
• Set up procedures to ensure and monitor high quality of work.
• Test out new work methods and encourage trial & error and risk-taking by trying something new, whatever the result. Look at what you’ve done and ask what you’ve learned as a group.
• Look for an SIU course or workshop that addresses the following:
  o Building creativity and innovation skills.
  o Identifying barriers (personal, departmental, organizational) to innovation and working to eliminate them.
  o Learning the steps that creative people take.

Skillsoft Leadership Advantage Learning Tracks

Leading Innovation 2.0: This program is designed to help you define the mindset and culture for innovation in your organization, recognize innovation opportunities across a variety of types, and use a strategic process to execute innovation.
Leading Change

(All Associates: none; First-level Leaders: #1 and #2; Directors+: all)

Category
Shaping the Future

Behaviors
1. Actively supports needed changes in strategy, technologies, business innovations, organizational structure, and people.
2. Proactively engages with team to ensure understanding and execution of changes.
3. Develops and executes implementation plans to drive needed changes.

Activities
• Become a Sysco Change Champion.
• Set up a meeting cadence with your team to discuss current problems and brainstorm new ideas to work through change challenges.
• Lead an initiative to change the structure, system or talent mix of Sysco to more effectively support the business strategy.
• Create and lead a process improvement project to increase efficiencies within your department.
• Seek projects which require that you initiate and plan change within Sysco or your department.
• Interview or survey others to learn how people view an upcoming change. Ask for their ideas on how to make the change a positive experience.

Skillsoft Leadership Advantage Learning Tracks

**Leading Change 2.0:** This program focuses on the business leaders or managers who must lead change efforts that involve changing from one situation to another – from the way things are now, to the way they need to be. This program will help you set the stage for change in your organization, follow steps to make change happen in your organization, and lead people in the change process.

**Developing a Business Execution Culture 2.0:** This program is designed to help you recognize your role in creating a business execution culture; determine effective business execution characteristics in business situations; recognize effective and ineffective approaches to linking strategy, people, and operations processes; and choose solutions to execution challenges in business scenarios.
Building Alignment

(All Associates: none; First-level Leaders: #1; Directors+: #2, #3, #4)

Category
Shaping the Future

Behaviors
1. Frequently engages people impacted by changes.
2. Works productively across the enterprise and partners with others to achieve shared goals.
3. Involves key stakeholders in designing changes and effectively overcomes resistance to new approaches before taking action.
4. Frequently engages people impacted by changes.

Activities
- Align a department or team project with Sysco’s priorities and make all decisions to support this awareness.
- Ask for ongoing feedback from an internal or external partner on how well you are meeting the partner’s requirements.
- Look for an area, team or department with which your department should be working closely, but is not. Initiate ongoing review meetings with key players from both areas to align closer together.
- Network outside of Sysco by joining an external group within our industry.
- Facilitate a cross-functional meeting to solve a problem.
- Visit clients (internal and external to Sysco) and get to know their business and share your business operations.

Skillsoft Leadership Advantage Learning Tracks

Influence and Persuasion 2.0: This program is designed to help you recognize the role of influence and persuasion in organizations; use a process for influencing and persuading that sets a stage, appeals to your audience, makes your case, and gets commitment; and apply persuasive techniques to advance your efforts to influence and persuade.
Understanding Your Customers

(All Associates: #1 and #2; First-level Leaders: all; Directors+: all)

Category
Delivering Business Results

Behaviors
1. Identifies and demonstrates an understanding of the expectations of customers (internal and external).
2. Builds strong relationships with customers based on mutual success.
3. Collects feedback and responds promptly to customers’ issues.

Activities
• Lead or join projects that have a high level of customer interaction and impact.
• Join one of your team members on a customer site visit and build an ongoing relationship with the customer.
• Work with a difficult customer problem or issue with Sysco. Strive for a win/win solution.
• Attend industry association events and customer functions that will enhance your understanding of your customers’ business needs.

Skillsoft Leadership Advantage Learning Track

Customer Focus 2.0: This program is designed to help you recognize the changes that impact your customers and the way you conduct business with them; adopt customer-focused leadership practices to create internal customer focus; and access and share customer information to make customer-driven improvements.
Problem Solving & Decision Making

(All Associates: #1 & 3; First-level Leaders: add #4; Directors+: all)

Category
Delivering Business Results

Behaviors
1. Anticipates and confronts issues and problems early on.
2. Gathers input and considers different points of view to reach the best outcome.
3. Uses facts and selects approaches that will work and have the greatest impact.
4. Makes timely and effective decisions to reach business goals.

Activities
- Volunteer to work on a Sysco project or assignment that is larger or more complex than any you've handled before, or to resolve a longstanding problem.
- Develop and use a set of ground rules that your team members agree to and will adhere to when listening to different perspectives for problem resolution.
- Offer to conduct the research and data gathering needed to understand and develop possible solutions to a problem.
- Learn about brainstorming techniques and apply them in a problem solving meeting.
- Work with an experienced coworker to learn the metrics, data and reports that are used to guide business decisions in your area.

Skillsoft Leadership Advantage Learning Tracks

Decisiveness 2.0: This program is designed to help you recognize the importance of decisiveness to leadership and execution; use specific skills, knowledge, attitudes, and behaviors to be more decisive; and face decisiveness dilemmas and challenges.

Problem Solving and Decision Making 2.0: This program is designed to help you use the define-generate-choose process for solving problems and making decisions, apply thinking and interpersonal skills used in problem solving and decision making, and identify tools for problem solving and decision making.
Driving Results

(All Associates: #1; First-level Leaders: add #2, 4 & 5; Directors+: all)

Category
Delivering Business Results

Behaviors

1. Delivers results for Sysco overall and for the operating companies.
2. Identifies priorities and makes appropriate resource trade-offs.
3. Develops implementation plans which provide milestones and metrics for tracking progress.
4. Regularly reviews deliverables, problems and performance metrics with team and key stakeholders.
5. Relentlessly focuses on execution; holds people fully accountable for delivering their commitments.

Activities

- Use the CMP Achieve conversations to ensure that each team member is accomplishing his or her goals. Provide coaching, support, and feedback to keep everyone on track.
- Conduct a SWOT analysis (strengths, weaknesses, opportunities, and threats) related to your business group, your goals and your history of meeting goals. Use the information to solve a problem or implement a new approach.
- Through SIU, find courses on project management. Learn about setting goals, tracking milestones, and building project plans.
- Review your daily task list and determine how much you accomplished and how long it took. Look for reasons which explain any large discrepancies between what you planned and what you actually accomplished.
- Identify a goal or result that you struggle with. Reach out to a colleague in another group or OpCo who is very successful at the same goal. Learn best practices, adapt them for your situation and apply them to your work.

Skillsoft Leadership Advantage Learning Track

Developing a Business Execution Culture 2.0: This program is designed to help you recognize the Leader's role in creating a culture of business execution; to recognize effective and ineffective approaches to linking strategy, people, and operations processes; and to choose solutions to execution challenges in business scenarios.
Setting and Managing Priorities 2.0: This program is designed to help you recognize the role of strategic vision and values in setting and managing priorities, identify the human factors that influence priorities, and use techniques to manage priorities.
Developing Talent

(All Associates: none; First-level Leaders: all; Directors+: all)

Category
Leading People

Behaviors
1. Identifies recruits and promotes outstanding talent.
2. Coaches people and provides timely performance feedback.
3. Invests in building others’ capabilities to ensure readiness for future succession.

Activities
- Choose 1-2 of your high performing direct reports to give frequent (daily), informal coaching to enhance potential skills or address development opportunities. This can be done through quick hallway conversations, texts, or emails.
- Identify 1-2 direct reports who are struggling with some part of their job. Develop a plan for how you want to address it and actively coach them on the problem. This could involve conversations, setting expectations, skill building or even a formal improvement plan. Work with your HRBP if you need support.
- Meet individually with your direct reports to discuss strengths, development needs, and career goals. Use this information to match them to projects and learning opportunities.
- Review the CMP forms for all of your direct reports. Evaluate how they are performing. Are you holding all of them accountable in the same way? Is someone slipping in performance? Is someone exceeding expectations? Use this information to guide future ACHIEVE conversations.
- Assign top talent to cross-functional roles outside of their anticipated career paths to broaden their skills and enhance their knowledge of the organization.
- Review your department and Company Sysco Speaks survey responses for opportunities to improve talent development.
- Volunteer for a project or task force that addresses talent development issues within your organization.
- Read newspapers, magazines, business periodicals, or trade journals, or browse the Internet for articles on the latest talent management philosophies and techniques.
- Attend workshops that address the following:
  o Talent Management and Retention
IDP Activities by Competency

- How to Influence Others
- Creating a Learning Environment
- Mentoring Skills

**Skillsoft Leadership Advantage Learning Track**

**Attracting and Retaining Talent 2.0:** This program will help you recognize the need for strategic talent management; develop characteristics representative of employers of choice; use various approaches to attract talent in a multigenerational workforce; and retain talent through alignment, engagement, flexibility, and opportunity.

**Coaching 2.0:** This program is designed to help you recognize the benefits of coaching to your company and your employees; build a foundation for coaching success through purpose, assessment, and rapport; facilitate coaching activities using delegation, feedback, and motivation; and face coaching challenges with confidence and resources.

**Developing People 2.0:** This program is designed to help you play a leadership role in developing people; motivate people through engagement, encouragement, and empowerment; focus the work efforts of people to enhance performance; and meet challenges associated with generational differences, top performers, and poor performers.

**Giving and Receiving Feedback 2.0:** This program will help you understand and appreciate the business, communication, and personal growth purposes of feedback; give and receive different types of feedback; use a logical process to deliver feedback; and consider special circumstances associated with feedback.

**Hiring New Employees 2.0:** This program is designed to help you adopt a leadership role in hiring new employees, identify job requirements and competencies to assist in searching for and screening potential new employees, plan questions and approaches for effective interviewing, and evaluate candidates based on relevant data and information.

**Managing Performance 2.0:** This program will help make performance management a valuable process for you and your employees. This program is designed to help you apply the five components of an effective performance management process, use effective practices in managing various levels of performance, and recognize the effective use of feedback when managing performance.
Valuing & Leveraging Diversity

(All Associates: #1; First-level Leaders: all; Directors+: all)

Category
Leading People

Behaviors
1. Demonstrates an understanding of the benefits of different mindsets and skills.
2. Develops a work environment inclusive of all aspects of diversity.

Activities
• Learn about “unconscious bias” or “micro-inequities” to understand how you might be unintentionally treating Associates differently.
• Consider the different learning styles and thinking styles of Associates on your team. Consider how you can leverage the diversity of thought to improve your team performance.
• Participate in Sysco focus groups, diversity councils, networking groups, or corporate/business-unit advisory committees.
• Join in a local community awareness group that champions the cause of some social minority.
• Expand your awareness by examining your team members and their backgrounds.
• Invite each Associate to a career-planning session to clarify their concerns about special challenges to their advancement and development.
• Discuss team members’ special skills and how they might use those skills on the job.

Skillsoft Leadership Advantage Learning Track

Managing Diversity 2.0: This program approaches the topic of diversity from a broader perspective – one that is inclusive of everyone, reflects our similarities as well as our differences, and welcomes the fact that we are already a diverse group of people working together. It is how we manage, focus on, integrate, and leverage our similarities and differences that matters.

Creative Thinking 2.0: This program is designed to help you appreciate the benefit of encouraging creative thinking, recognize organizational and personal characteristics of creative thinking, use techniques to overcome barriers and increase creative thinking and use a process to facilitate creative thinking in others.
Building Effective Relationships

(All Associates: #1; First-level Leaders: #1; Directors+: #1)

Category
Leading People

Behaviors
1. Proactively initiates connections with key stakeholders and team members. Responds to unexpected problems by encouraging dialogue; avoids volatile reactions and excessive criticism.

Activities
- Choose a teammate with a different work style than your own (e.g., expressive style vs. analytical style). Think through a plan for approaching that person in a new way and discuss the results with your Leader.
- Visit vendors or customers at their location. If possible, tour their facilities and get to know their business and how they conduct it. Use this information to personalize future conversations.
- Start networking with people outside your group or function. See the Networking Overview in this guide for more information.
- During ACHIEVE conversations, talk to your direct reports about their relationships in the business and how they are perceived. Help them consider ways to improve relationships.
- Lead a project with a group of peers. Focus on using influencing skills to build alignment in the team.
- Monitor yourself in tough situations to determine how you are being perceived. Make sure that you do not become overly emotional, or blame or belittle others. Balance critical feedback with a helpful approach and tone. Seek feedback from others about how you are perceived.

Skillsoft Leadership Advantage Learning Track

Managing Conflict 2.0: This program is designed to help you understand causes and perspectives related to workplace conflict, to recognize different conflict styles, to establish and use conflict as a positive and productive force in the workplace, to use a consistent process to facilitate conflict resolution, and to actively engage with others to manage conflict and resolve issues.
Managing Upward Relationships 2.0: This program is designed to help you take responsibility to establish mutual expectations with your manager; understand how trust, power, politics, and work styles influence upward relationships; demonstrate authenticity, accountability, and respect when managing "up," and deal effectively with upward conflict and criticism.
Motivation & Empowerment

(All Associates: none; First-level Leaders: all; Directors+: all)

Category
Leading People

Behaviors
1. Supports team members at all levels in making decisions and taking ownership of their role and responsibilities.
2. Provides encouragement, appreciation, and recognition to motivate people to perform at their best.

Activities
• Meet with each direct report and explore his or her career interests and motivators. Use this information to tailor assignments and conversations to them.
• Be intentional and thoughtful when delegating work – ensure understanding of the purpose, parameters, and importance; include correspondence and assignment due dates.
• Be available to people working on a project; ask questions and provide guidance as needed. If they are proceeding effectively, stay out of the way to allow individuals to fully “own” the work.
• Hold regular staff meetings and provide opportunities for exchanging information among group members.
• Meet individually with Associates to share how their responsibilities relate to department and Sysco goals; recognize their contributions.

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Leader as Motivator 2.0: This program is designed to help you appreciate the complexity of human motivation, recognize the value of motivation in the workplace, distinguish different motivations, use motivational approaches when playing a leadership role, and manage motivational challenges.
Communication & Listening

(All Associates: #1; First-level Leaders: all; Directors+: all)

Category
Leading People

Behaviors
1. Communicates ideas clearly and persuasively, adapting style to the situation and audience.
2. Actively listens to people’s ideas and asks probing questions to create clarity.
3. Encourages open and honest communication about challenges.

Activities
• Practice asking good questions. Research how to use probing questions and clarifying questions. These concepts are often taught in behavioral interviewing courses and can be applied more broadly.
• Listen with respect to others and give their ideas serious consideration.
• Use SIU to find courses about active listening and questioning skills. These skills will help you communicate clearly and ensure that the other person understands your message.
• Identify a difficult conversation you need to have with a direct report or colleague. Plan out the conversation in advance with the intent of making your point while staying respectful and allowing for discussion.
• Watch videos of expert communicators (Martin Luther King Jr., Ronald Reagan, TED Talks, etc.) and evaluate their style. Determine if you can incorporate any of their techniques into your style.
• Rehearse presentations in front of a practice audience (manager, coworker) and encourage them to provide honest feedback.
• Join organizations that help you develop speaking skills (e.g., Dale Carnegie, Toastmasters International).
• Look for classes or workshops that address the following:
  o Leadership and communication
  o Listening skills
  o Influencing others
Skillsoft Leadership Advantage Learning Track

**Communicating Bad News 2.0:** This program is designed to help you recognize the Leader's role in communicating bad news, create a work environment that facilitates the delivery of bad news, follow a process to deliver bad news related to performance and everyday situations and navigate difficult situations associated with communicating bad news.

**Leading Effective Meetings 2.0:** This program is designed to help you recognize the challenges and benefits of having effective meetings, prepare yourself and your participants for a positive meeting experience, facilitate people and process issues to achieve meeting objectives, and conclude meetings on time and with appropriate action and evaluation.

**Listening 2.0:** This program is designed to help you recognize the challenges and benefits of being a listening Leader; use motivation, concentration, and comprehension to facilitate the listening process; and overcome listening challenges with confidence and skill.
Teambuilding

(All Associates: none; First-level Leaders: all; Directors+: all)

Category
Leading People

Behaviors

1. Develops high-performing teams where individuals understand their roles and are fully engaged.
2. Encourages team members to be resources to each other for shared goal attainment.

Activities

• Research team-building models such as the Tuckman model (forming, storming, norming and performing). Determine the current state of your group and implement actions for improvement.
• During the annual AGREE process, make sure your team has a shared purpose and that each person has specific and measurable goals on their CMP form.
• Consider the composition of your team in terms of gender, ethnic diversity, and diversity of thinking styles and work styles. Consider how you can leverage the diversity of your team to fully engage all team members and perform even better as a team.
• Reinforce organizational, departmental, and team goals with your team members, and create a shared mindset and focus in the team. You can accomplish this by keeping each other informed of progress, celebrating milestones, tracking goals together, posting goal progress, etc.
• Host off-site team meetings once a quarter to keep the team connected.
• Participate in cross-divisional/unit/functional and multi-level task forces or project teams to learn from others.
• Volunteer to serve as the coach for a sports team or to lead a community, charitable, cultural, or political organization.

Skillsoft Leadership Advantage Learning Track

Building and Leading Teams 2.0: This program is designed to help you appreciate the benefits, qualities, and challenges of teams; build teams with shared objectives, goals, and practices; create a trusting environment that facilitates teamwork and team performance; and provide leadership to obtain commitment and participation, communication and healthy conflict, and accountability and results.
Sysco Individual Development Plan

Name: 
Date: 

Current Position: 
Leader: 

<table>
<thead>
<tr>
<th>Career Goals</th>
<th>Potential Timing</th>
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<td>(Goals you have interest in for the next 3 to 5 years)</td>
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**Strengths/Development Needs**

Reference your development feedback (Leadership Framework 360, CMP, etc.) to identify behaviors that are your top strengths and top growth areas.

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<th>Strengths</th>
<th>Development Needs</th>
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## Development Goals and Action Plan

Identify one strength to leverage and one area for development.

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<thead>
<tr>
<th>Strength</th>
<th>Benefit (to Sysco and you)</th>
<th>Action Plan</th>
<th>Timing</th>
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<table>
<thead>
<tr>
<th>Development Need</th>
<th>Benefit (to Sysco and you)</th>
<th>Action Plan</th>
<th>Timing</th>
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### Progress Measures for Tracking Actions:

### Potential Barriers/Challenges:

### Support and Resources Needed:

Associate Signature _______________________________  Date ___________

Leader Signature _________________________________  Date ___________
**Development Results**

To be completed after the Action Plan timeframe is complete.

**Outcome of Action Plan:**

**Insights Gained:**

The document is to be completed/updated by the Associate annually. Once updated, the Associates should meet with their supervisors to discuss and agree on content.
Appendix

How to Receive Feedback with Grace and Dignity
(Susan M. Heathfield, Your Guide to Human Resources)

Interested in hearing about how others view your work? Make it easy for them to tell you. If they think you’ll appreciatively consider their feedback, you’ll get lots more.

Make it easy for people to give you feedback:

1. Try to control your defensiveness. Fear of hurting you or having to deal with defensive or justifying behavior makes people hesitant to give feedback to another person.
2. Listen to understand. Practice all the skills of an effective listener, including using body language and facial expressions that encourage the other person to talk.
3. Try to suspend judgment. The feedback represents how your behavior is interpreted.
4. Summarize and reflect what you hear. Your feedback provider will appreciate that you are really hearing what they are saying.
5. Ask questions to clarify.
6. Ask for examples and stories that illustrate the feedback.
7. Realize that just because a person gives you feedback, it doesn’t mean their feedback is right. They see your actions but interpret them through their own perceptual screen and life experiences. However, if you hear the same feedback from multiple sources, there is likely some truth to it.
8. Be approachable. Openness to feedback is obvious through your body language, facial expressions, and welcoming manner.

Tips for receiving feedback:

1. Try to show your appreciation to the person providing the feedback. They’ll feel encouraged and believe it or not, you do want to encourage feedback.
2. Even your manager or supervisor finds providing feedback scary. They never know how the person receiving feedback is going to react.
3. If you find yourself becoming defensive or hostile, practice stress management techniques such as taking a deep breath and letting it out slowly.
4. If you really disagree, are angry or upset, and want to dissuade the other person of their opinion, wait until your emotions are under control to reopen the discussion.
How to Provide Feedback that has an Impact

Make your feedback have the impact it deserves by the manner and approach you use to deliver feedback. Your feedback can make a difference to people if you can avoid a defensive response.

Effective feedback is:

1. Specific, not general. (Say, “The report you turned in yesterday was well-written and understandable, and made your points about the budget very effectively.” Don’t say, “Good report.”)

2. Focused on a specific behavior, not on a person or their intentions. (“When you held competing conversations during the meeting, you distracted the people in attendance.”)

3. Provided with the intention to help (not to tear down).

4. More powerful if it is requested or provided with permission. Ask permission to provide feedback. Say, “I’d like to give you some feedback about the presentation; is that okay with you?”

5. About the sharing of information and observations. It does not include advice unless you have permission or advice was requested.

6. Well timed – and is as closely tied to the event as possible.

7. As consistent as possible. If the actions are great today, they’re great tomorrow. If the policy violation merits discipline, it should always merit discipline.