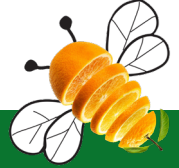
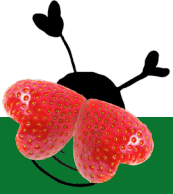


SPROUTS[®]

FARMERS MARKET



SPROUTS LEADERSHIP MODEL AND COMPETENCY GUIDE

INDIVIDUAL TEAM MEMBER - SUPPORT



INTERNAL USE ONLY

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OUR COMMITMENT TO YOUR DEVELOPMENT



At Sprouts, our people are essential and differentiate how we care for our customers.

Our values of **Care**, **Love Being Different**, and **Own It** guide how we support our customers and team members every day. As you lead through our values, you help shape our unique culture by demonstrating behaviors that develop people and teams who drive our business and serve our customers. When we live our values and are at our best, we attract and retain the best talent.

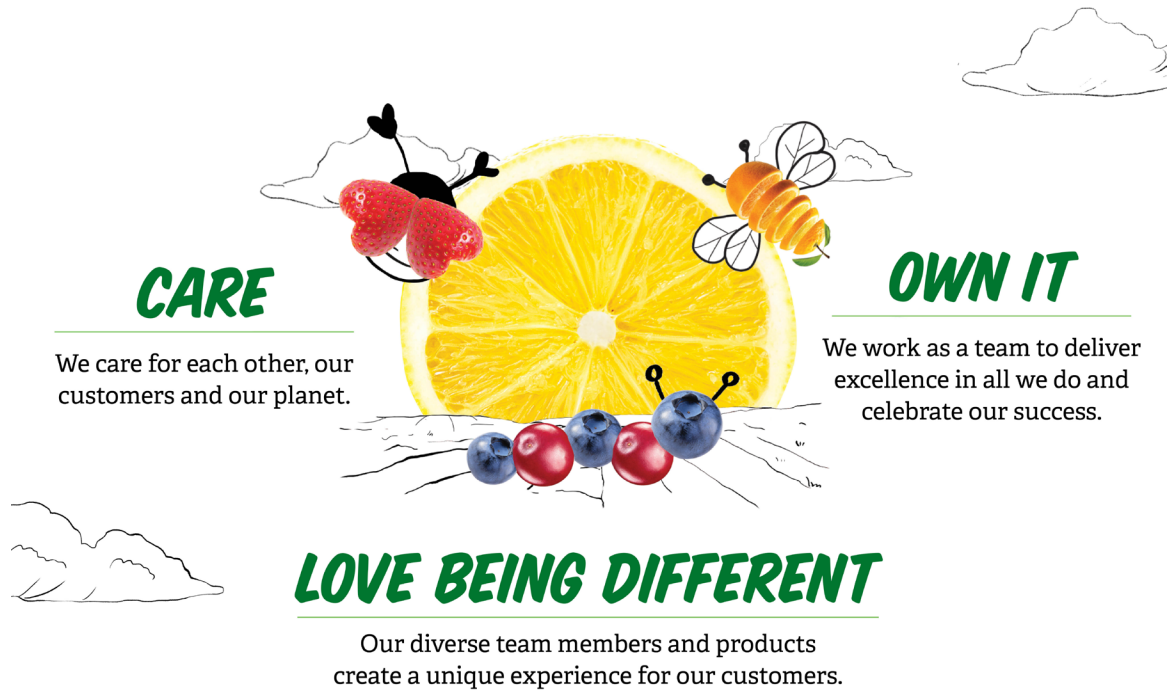
The **Sprouts Leadership Model** details the competencies and behaviors required of all leaders to reach our individual and organizational goals. We created the Sprouts Leadership Model to ensure you have the resources to support your success and achieve these goals.

Thank you for taking the time to review and embrace this guide and thank you for your leadership and commitment!

Nick Konat
President & Chief Operating Officer



SPROUTS VALUES AND BEHAVIORS



CARE

We care for each other, our customers and our planet.

OWN IT

We work as a team to deliver excellence in all we do and celebrate our success.

LOVE BEING DIFFERENT

Our diverse team members and products create a unique experience for our customers.

Some of the ways I show I care:

- I focus on our customers and resolve concerns quickly
- I regularly give feedback to the people I work with
- I listen to others
- I support my team and recognize good work
- I recycle and am careful about the food waste I create
- *How will you show that you care?*



Some ways I love being different:

- I celebrate differences in others
- I have a positive attitude
- I understand our products and look for ways to help our customers
- I take calculated risks and learn from my mistakes
- I look for ways to be innovative and regularly share my ideas
- *How will you demonstrate that you love being different for our team members and our customers?*



Some ways I own it:

- I accept responsibility for the company's success and my goals
- I do what I say I will do
- I recognize others when they deliver on their commitments
- *How do you own the actions you take and the behaviors you show?*



SPROUTS LEADERSHIP MODEL

The Sprouts Leadership Model defines expectations for how leadership is demonstrated at Sprouts.

LEADING SELF - LEADING OTHERS - MANAGING THE BUSINESS

Leading yourself and others and managing the business, with our Culture and Values at the center of every interaction, will drive customer satisfaction, team member engagement, and position Sprouts as a best place to work.

Leadership is demonstrated through competency behaviors and key actions that drive results and support Sprouts continued growth and excellent customer service.



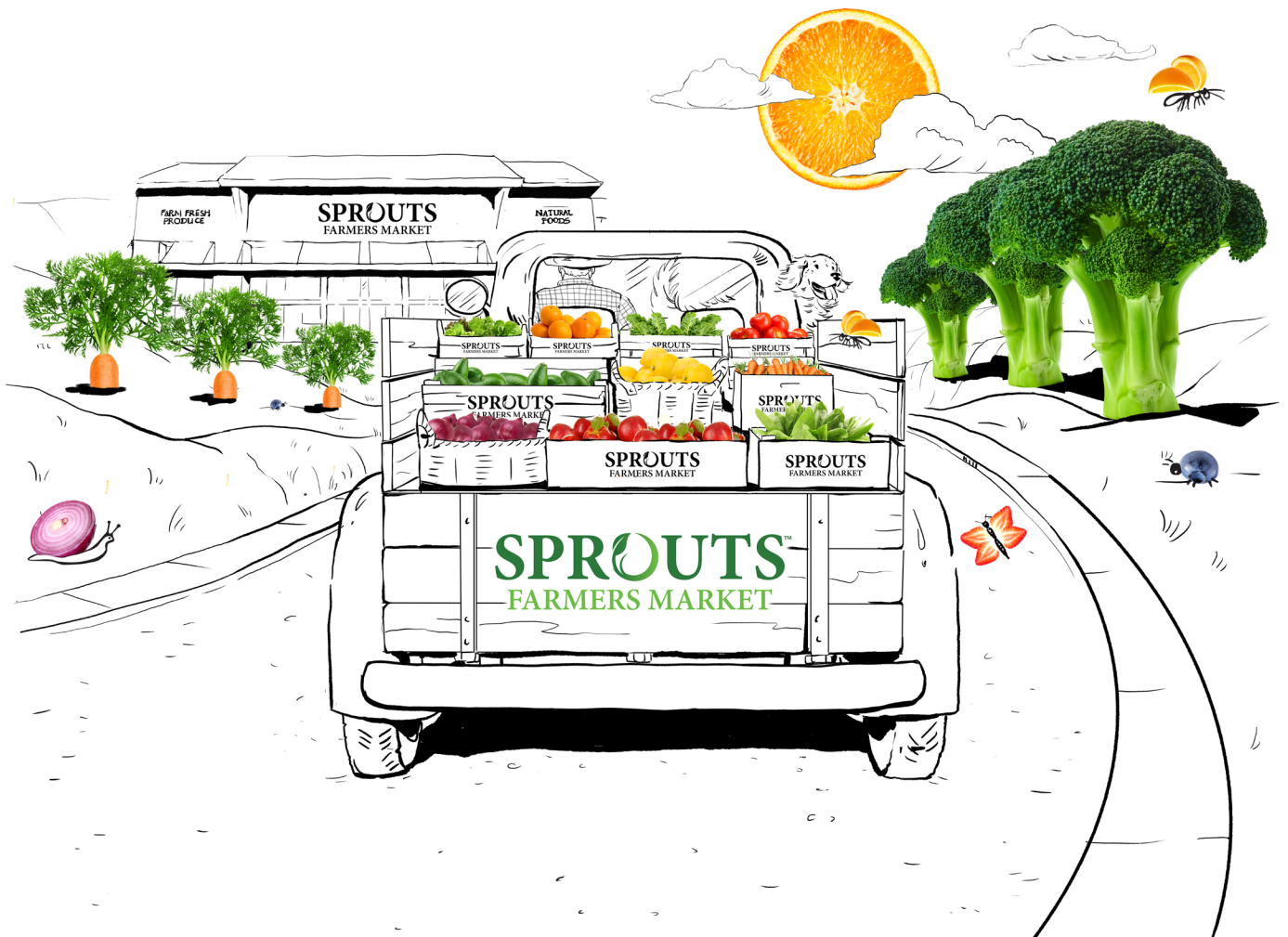
TEAM MEMBER COMPETENCIES

CUSTOMER FOCUS

COMMUNICATION

DRIVING FOR RESULTS

POSITIVE APPROACH





Placing a high priority on the customer's perspective when making decisions and taking action; implementing service practices that meet the customers' and own organization's needs.

KEY ACTIONS

- Seeks to understand and respond to internal and external customer needs
- Recognizes and seeks to resolve customer service issues
- Implements customer-focused practices

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Invests great energy and leverages a variety of sources to better understand customers and anticipate their needs
- Creates a positive experience for every customer
- Initiates prompt action to identify and eliminate barriers in internal processes that adversely affect customer service
- Initiates customer feedback systems to ensure that solutions and practices are exceeding their objectives
- Drives resolution of customers' problems

MODERATE - usually demonstrates effective behaviors

- Uses available information to understand customers and their needs
- Creates a positive experience when approached by a customer
- Takes action to eliminate barriers in internal processes that adversely affect customer service
- Implements effective customer feedback systems to ensure service objectives are met
- Resolves most customer problems that arise

NEEDS DEVELOPMENT - demonstrates ineffective behaviors

- Rarely initiates action or corrects internal processes to improve customer satisfaction
- Rarely creates a positive customer experience
- Sometimes needs to be redirected when taking action to resolve customer concerns
- Rarely sets up customer feedback systems
- Allows customer problems to escalate before taking action



Conveying information, ideas, and feedback clearly and concisely in an engaging manner that helps others understand and retain the message; listening actively to others.

KEY ACTIONS

- Communicates effectively
- Actively requests feedback and modifies behavior to improve
- Provides constructive feedback to others

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Always presents information clearly and succinctly
- Uses correct grammar and appropriate eye contact, volume, and pace
- Has a confident and approachable style that builds credibility
- Seeks listener input, actively listens, and responds appropriately
- Checks for understanding and reframes ideas to ensure they are interpreted as intended

MODERATE - usually demonstrates effective behaviors

- Communicates clearly and concisely for most topics
- Uses correct grammar, eye contact, volume, and pace
- Conveys confidence in most communication situations with most listeners
- Seeks listener's input and checks their understanding to ensure communication is interpreted as intended

NEEDS DEVELOPMENT - demonstrates ineffective behaviors

- Confuses and frustrates listeners in communication situations
- Uses distracting transitional phrases (e.g., um)
- Sometimes uses incorrect grammar, tone, volume, pace, and use of language convey lack of confidence and enthusiasm
- Uses jargon or technical words that the listener doesn't understand
- Seldom checks for other's or own understanding
- Rarely listens carefully or responds appropriately to what others are communicating



Setting SMART goals and measuring progress; tenaciously working to meet or exceed goals and making continuous improvement. Seeking innovative ways to solve problems that result in unique and differentiated solutions.

KEY ACTIONS

- Demonstrates critical thinking
- Reviews data and facts to make decisions
- Contributes to team goals and executes on individual goals
- Identifies and leverages resources to solve problems
- Takes accountability for decisions and actions

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Evaluates business opportunities and promptly pursues those most likely to result in exceptional results
- Continually sets and achieves stretch goals
- Proactively monitors and evaluates progress, reprioritizing as necessary to ensure timely completion
- Initiates action to keep focus on the most critical activities needed to achieve business objectives
- Anticipates and persists in removing all obstacles to achieve goals and meet deadlines
- Asks provocative questions to understand current practices and stakeholders' needs before moving to problem solving
- Explores alternative ways to view problems and achieve results by creating opportunities for idea generation and diverse sources of inspiration
- Advocates the merits of ideas to stakeholders to secure the resources and support needed to implement new ideas

MODERATE - usually demonstrates effective behaviors

- Evaluates business opportunities and pursues those that are likely to result in positive results
- Establishes and achieves some stretch goals
- Monitors and evaluates progress, redirecting efforts as necessary to ensure timely completion
- Takes action, when needed, to keep focus on the most critical activities
- Overcomes obstacles in order to deliver on commitments
- Gathers information to understand current practices and stakeholders' needs before moving to problem solving
- Is open to exploring alternative ways to view problems and achieve results
- Approaches stakeholders to secure the time and resources needed to implement new ideas



Demonstrating a positive attitude in the face of difficult or challenging situations; providing an uplifting (yet realistic) outlook on what the future holds and the opportunities it might present.

KEY ACTIONS

- Inspires and demonstrates confidence
- Provides a positive outlook
- Uplifts others
- Identifies and implements improvement ideas

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Always offers an uplifting outlook of the future that generates enthusiasm, builds confidence, and inspires others is energized by challenging situations, viewing them as opportunities to try new ideas
- Consistently overcomes obstacles
- Maintains optimism despite significant adversity
- Boosts others' confidence and motivation when they are faced with difficulties
- Views difficulties, mistakes, or failure as opportunities to learn
- Always keeps a positive attitude when supporting others

MODERATE - usually demonstrates effective behaviors

- Often communicates an optimistic view of the future that enhances others' morale
- Usually approaches challenging situations with a positive attitude, expecting success
- Persists to overcome obstacles
- Sometimes explores challenging situations as an opportunity to do things differently
- Regularly communicates with others in a way that boosts confidence and builds motivation to meet challenging goals
- Usually views difficulties, mistakes, or failure as learning opportunities
- Sometimes keeps a positive approach when encountering adversity

HOW LEADERSHIP COMPETENCIES BUILD

FROM LEADING SELF TO LEADING OTHERS

————— Competency progression at each level, indicated by the + —————>



CAREER GROWTH: MANAGER COMPETENCIES

Competencies build as role level increases. Some Key Actions at the Individual level are increased at the Manager level. If you are interested in advancement opportunities, discuss your career aspirations and competency development with your manager.

MANAGER	
COMPETENCY	KEY ACTIONS
Customer Focus	<ul style="list-style-type: none"> • Seeks to understand customers • Identifies customer service issues • Drives customer-focused practices • Assures customer satisfaction
Communication	<ul style="list-style-type: none"> • Listens actively • Empowers others • Conveys messages logically, simply, succinctly • Adjusts messages based on the listener
Driving for Results	<ul style="list-style-type: none"> • Targets opportunities • Uses data, reporting and facts to make decisions and impact outcomes • Demonstrates critical thinking • Achieves goals • Holds self and others accountable • Stays focused
Coaching and Developing Others	<ul style="list-style-type: none"> • Clarifies performance expectations and implications • Provides timely feedback • Evaluates misalignment • Fosters and facilitates development • Manages conflict
Leading Change	<ul style="list-style-type: none"> • Identifies opportunities for change and helps others implement new solutions • Creates momentum by taking immediate action and encouraging others to take action to improve organizational culture, processes, or products/services • Helps others to navigate change and overcome resistance • Engages others' commitment by seeking and using their ideas for implementation of change

LEADING SELF: HOW TO CREATE INDIVIDUAL DEVELOPMENT PLANS

What is an Individual Development Plan (IDP)?

An IDP is a roadmap for professional development, designed to build skills and behaviors necessary for success in a current role or for advancement into next-level roles with greater responsibility. IDPs identify opportunities to develop skills, knowledge, and competency and are co-created by team members and their managers. Managers play a critical role in providing feedback as requested to help team members successfully execute their IDPs.

Benefits of IDPs:

- ✓ Demonstrates commitment to self-development, and by being in writing, accountability is increased
- ✓ Supports ongoing performance and development discussions
- ✓ Provides a roadmap for team members on how to develop
- ✓ Demonstrates leadership commitment to investing in team member growth, which positively impacts engagement and retention

Steps to create your IDP:

1. Identify your development opportunities based on your self-reflection and your manager's feedback.
2. Generate ideas for development activities that can support your growth.
3. Use the Sprouts Development Plan Discussion Template to outline up to 3 development goals and related activities.

TIP: Use the SMART Goal framework to create more effective development goals.

4. Document your final IDP items in MyHR to track progress and drive accountability for meeting development goals.
5. Actively work toward your IDP goals.
6. Take proactive steps to seek feedback and support when needed.
7. Edit the plan based on changes in your role or development needs.
8. Once development goals are met, reflect on your learning and how you can apply your new knowledge, skills, and/or competency in your current role or in the pursuit of new opportunities. Your IDP should change with you, as you continue to develop professionally.

Use the SMART Goal framework:

- S** **Specific** goals help team members focus on target development areas.
- M** **Measurable** goals support tracking and achievement of results to plan.
- A** **Achievable** (and challenging) goals ensure realistic expectations are set.
- R** **Relevant** goals directly impact business, department, and personal growth.
- T** **Time-bound** goals ensure accountability for meeting expectations.

IDP EXAMPLES

IDP EXAMPLE #1	
Development Item	Improve communication skills, when communicating to individuals and groups across a variety of situations and topics by applying new skills, knowledge, and behaviors, effectively by end of the year.
Additional Information	<ul style="list-style-type: none"> • Work with identified mentor on presenting information clearly and succinctly, by choosing the best format (i.e., live presentation, one-on-one, group settings, etc.) • Seek feedback, from mentor and a minimum of two listeners, specifically about the delivery of content being clear and succinct and actively incorporate the suggestions. • Complete at least two Sprouts Academy courses that support effective communication and review learnings with mentor or manager within a week of completing courses.
Category	Skills Enhancement
Start Date	Month/Year
Completion Date	Month/Year
Status	In Progress
Status Note	

IDP EXAMPLE #2	
Development Item	Consistently demonstrate critical thinking to identify problems and solutions to improve results. Use reporting and system data to track trends, performance, and compliance to identify and solve problems.
Additional Information	<ul style="list-style-type: none"> • Use reporting, system data and research to track trends, performance and program compliance related to my role. • Review at least 2 Educate & Enrich learnings in Sprouts Academy per month, then look for those in store during monthly store visits to ensure tasks I'm working on will work for store team members. • Seek mentorship and coaching from a peer or leader with strong critical thinking skills. • Attend training and webinars on critical thinking skills to learn and implement new techniques.
Category	Learning/Education
Start Date	Month/Year
Completion Date	Month/Year
Status	In Progress
Status Note	

IDP DRAFT TEMPLATE

Print or download copies from Sprouts Academy. Draft your IDP and discuss with your manager before entering into MyHR.

SPROUTS DEVELOPMENT PLAN DISCUSSION TEMPLATE

Use this template to create a development plan using the SMART framework. Identify up to 3 development actions and input items into MyHR to track progress and maintain personal accountability.

Development Item Item description (SMART)	
Additional Information Specific development activities	
Category Select Growth/Development, Learning/Education, or Skills Enhancement in MyHR	
Start Date	
Completion Date Deadline to complete	
Status Select In Progress, Complete, or Not Started in MyHR	
Status Note Use this area in MyHR to capture notes related to outcomes; your manager may also capture notes here	

Visit [Sprouts Academy](#) for training and development resources to support your development goals.

MANAGING THE BUSINESS: ONBOARDING

Orientation and Onboarding

We all contribute to the orientation and onboarding experience of new Sprouts team members, making them feel welcomed and supporting their success. Visit the Vine's New Hire Onboarding page for more information.



SPROUTS CULTURE CONCEPTS

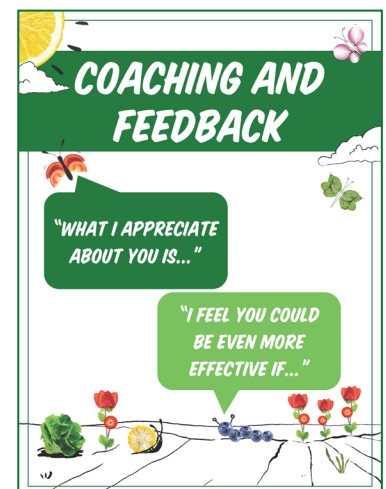


The **Shadow** you cast influences everyone around you. It is what you say, what you do, and how you show up. Casting a positive shadow:

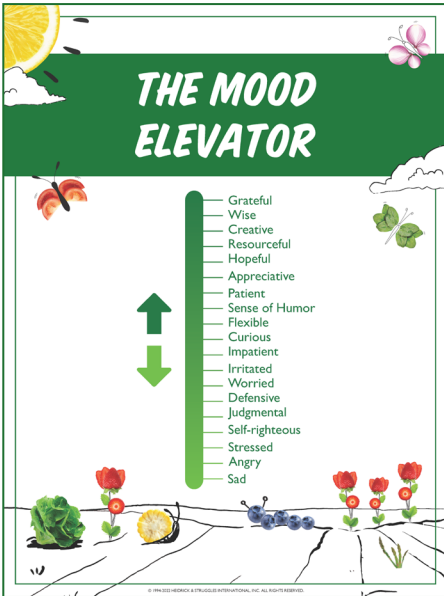
- Shapes positive behaviors in those you influence
- Builds integrity
- Creates a healthy, high-performance environment

Sharing **Appreciative Feedback** is the simplest and easiest way to say, "Thanks, you make a difference." It is also useful for people to know specifically what they are doing well, increasing the likelihood that they will try it again since they know it is valued.

On the other hand, most everyone wants to know how to be even more effective, and if people only receive appreciative feedback, they may never understand how they can improve.



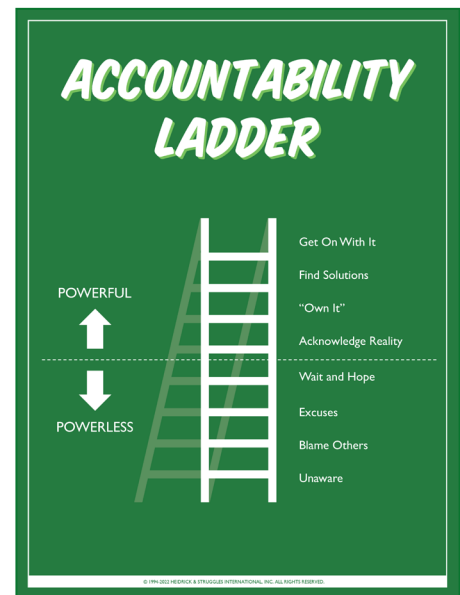
SPROUTS CULTURE CONCEPTS



The **Mood Elevator** is a tool to help recognize when you are at your best and when you are not. The purpose of the Mood Elevator is to help you be more aware of how you feel.

It is important to be aware of where you are on the Mood Elevator and those you may be engaging with before having significant conversations or making important decisions. Being aware of moods can impact your ability to get results and are an indicator of the quality of our thinking.

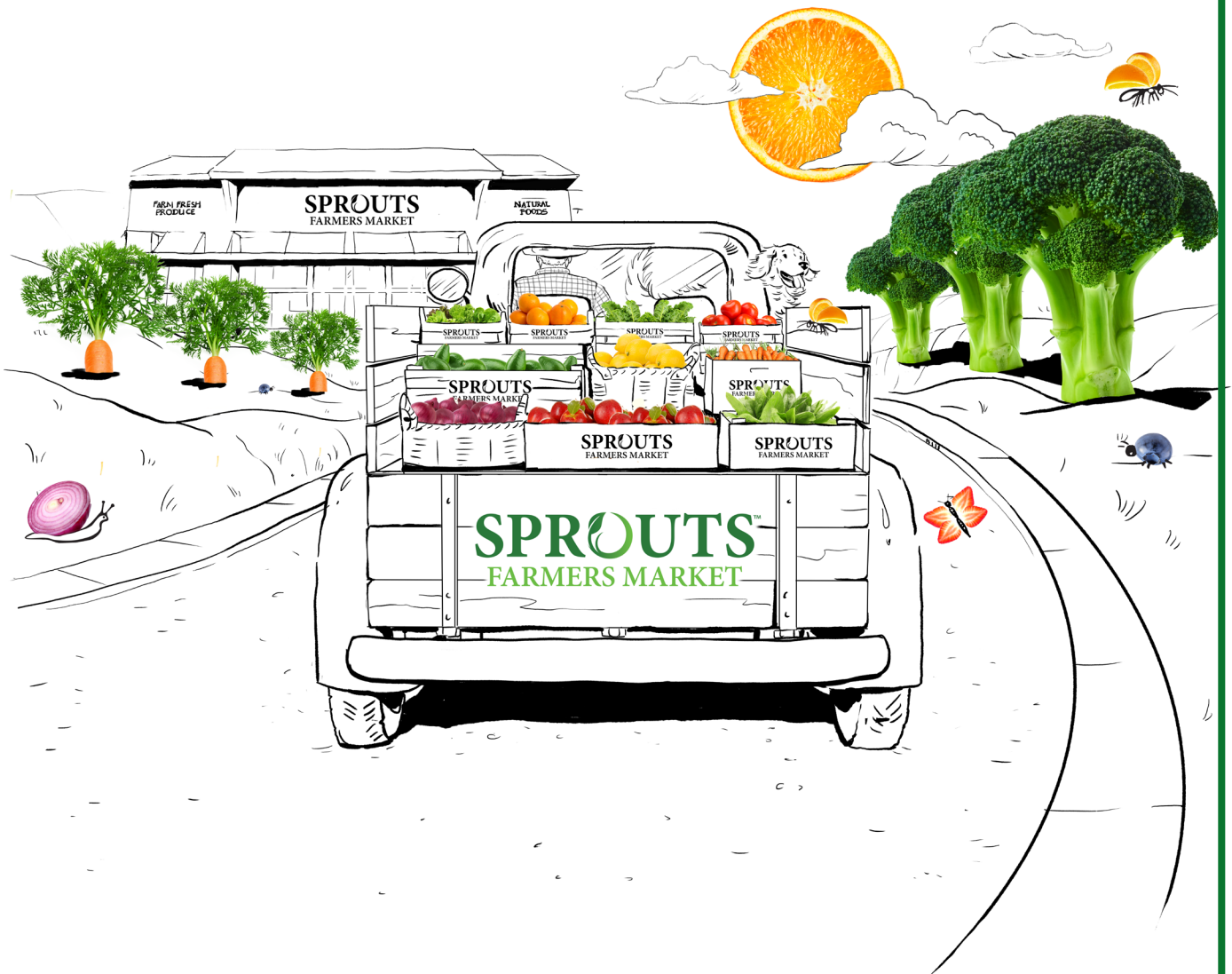
The **Accountability Ladder** helps you become more aware of when you are being accountable and when you are not. Using the Accountability Ladder will help you focus on the following: What more can I or we do to get the results?



Green Chips are your most important priorities. Knowing what your Green Chips are allows you to place your focus on achieving your goals and objectives.

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