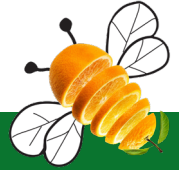
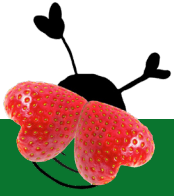


SPROUTS[®]

FARMERS MARKET



SPROUTS LEADERSHIP MODEL AND COMPETENCY GUIDE

MANAGER - 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.

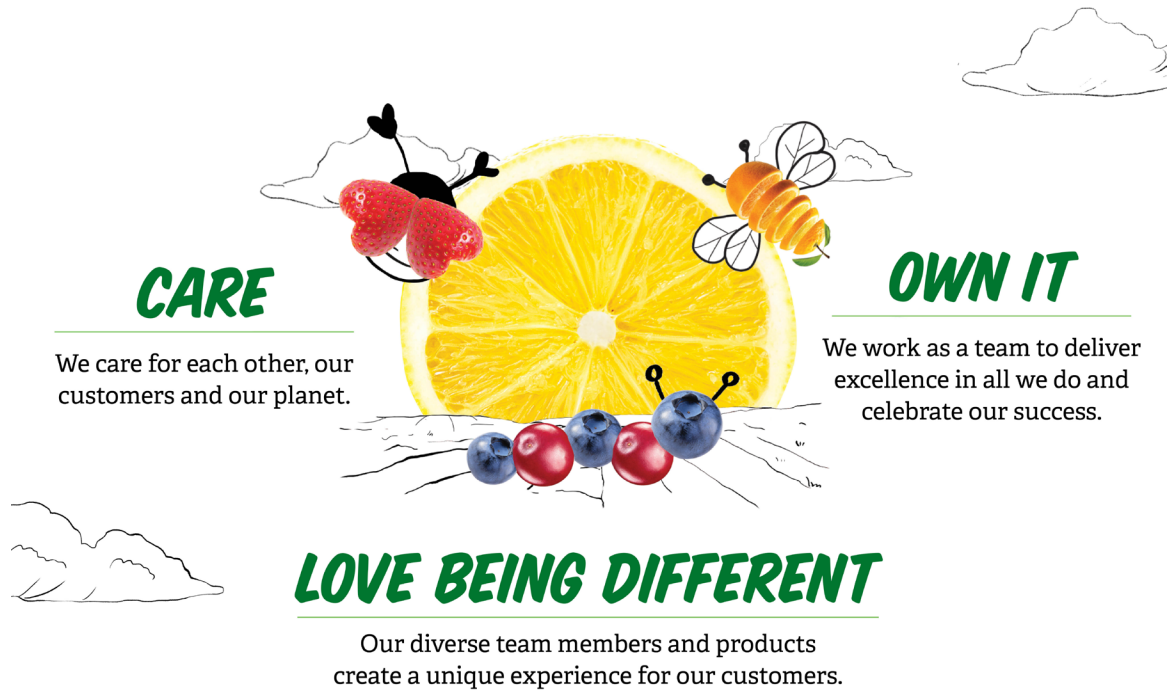
The **Sprouts Leadership Model** details the competencies and behaviors required of all leaders to reach our individual and organizational goals. We created the Sprouts Leadership Model to ensure you have the resources to support your success and achieve these goals.

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.



MANAGER COMPETENCIES

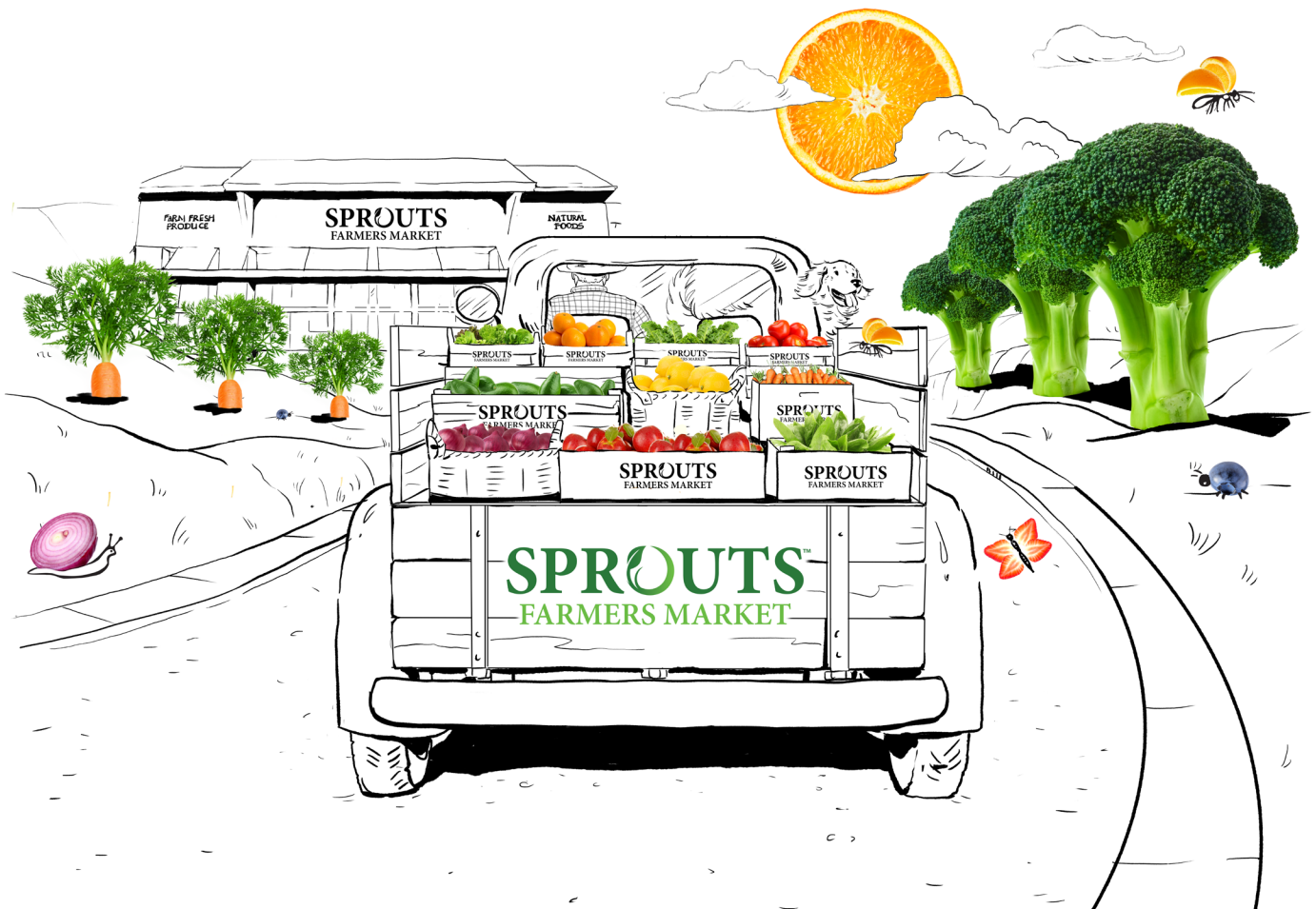
CUSTOMER FOCUS

COMMUNICATION

DRIVING FOR RESULTS

COACHING AND DEVELOPING OTHERS

LEADING CHANGE





Ensuring that the customer's perspective drives business priorities, decisions, and individual activities; creating and implementing service practices that meet customers' and own organization's needs; promoting and operationalizing customer service.

KEY ACTIONS

- Seeks to understand customers
- Identifies customer service issues
- Drives customer-focused practices
- Assures customer satisfaction

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Keeps customers' needs at the forefront of decisions and actions
- Seeks information from multiple sources to understand customers better and anticipate their needs
- Follows organizational processes and practices to ensure exceptional customer service and prevent service issues
- Initiates prompt action to identify and correct breakdowns in internal processes that adversely affect customer service
- Uses customer feedback to ensure that solutions and practices exceed their objectives
- Advocates customers' needs and pursues resolution of customers' problems

MODERATE - usually demonstrates effective behaviors

- Keeps customers' needs in mind when making decisions and planning actions
- Uses available information to understand customers and their needs
- Follows most organizational processes and practices to deliver effective customer service
- Helps others correct breakdowns in internal processes that adversely affect customer service
- Uses customer feedback to ensure customer service objectives are met
- Resolves most customer problems that arise



Conveying information and ideas clearly and concisely to individuals or groups in an engaging manner that helps them understand and retain the message; listening actively to others.

KEY ACTIONS

- Listens actively
- Empowers others
- Conveys messages logically, simply, succinctly
- Adjusts messages based on the listener

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Consistently communicates effectively to individuals and groups across a variety of situations and topics
- Always presents information clearly and succinctly, choosing the ideal medium
- Uses correct grammar and appropriate eye contact, volume, and pace
- Has a confident and approachable style that builds credibility
- Keeps listeners engaged through the use of analogies, illustrations, body language, eye contact, and voice inflection
- Expertly adjusts communication style and terminology to fit the listener, ensuring understanding and relevance
- 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

- Usually communicates effectively to individuals and groups across a variety of situations
- Communicates clearly and concisely for most topics, choosing the appropriate medium
- Uses correct grammar, eye contact, volume, and pace
- Conveys confidence in most communication situations with most listeners
- Is usually successful in gaining other's attention and understanding by using examples, analogies, visual aids, and terminology that fit the audience
- Seeks listener's input and checks their understanding to ensure communication is interpreted as intended



Setting SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) goals and measuring progress; tenaciously working to meet or exceed goals while achieving satisfaction and continuous improvement. Creating solutions with measurable value for existing and potential customers; identifying and implementing new ways to solve problems.

KEY ACTIONS

- 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

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Systematically evaluates business opportunities and promptly pursues those most likely to result in exceptional results
- Continually sets and achieves stretch goals for self and others
- Proactively monitors and evaluates progress, reprioritizing as necessary to ensure timely completion
- Initiates action to keep self and others focused on the most critical activities needed to achieve business objectives
- Anticipates and persists in removing all obstacles to achieve goals and meet deadlines
- Generates and embraces novel solutions that resolve important work problems and leverage new opportunities
- 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
- Takes significant risks to experiment with promising ideas, whether successful or unsuccessful
- Advocates the merits of ideas to stakeholders to secure the resources and support needed to implement new ideas



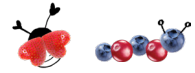
MODERATE - usually demonstrates effective behaviors

- Evaluates business opportunities and pursues those that are likely to result in positive results
- Establishes and achieves some stretch goals for self and others
- Monitors and evaluates progress, redirecting efforts as necessary to ensure timely completion
- Takes action, when needed, to keep self and others focused on the most critical activities
- Overcomes obstacles in order to deliver on commitments
- Considers novel solutions that resolve work problems and leverage new opportunities
- 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
- Takes minor risks to experiment with promising ideas
- Approaches stakeholders to secure the time and resources needed to implement new ideas

NEEDS DEVELOPMENT - demonstrates ineffective behaviors

- Often misses business opportunities or pursues opportunities likely to yield less than desirable results
- Does not establish or achieve challenging goals for self and others
- Seldom measures progress or evaluates results against goals
- Becomes distracted from highest priorities and agreed course of action when obstacles arise
- Misses deadlines or fails to achieve required business results
- Resists new or unproven solutions for resolving work problems and leveraging opportunities
- Assumes already understands current practices and stakeholders' needs, so moves straight to problem solving
- Supports the status quo and discounts alternative perspectives
- Avoids experimentation with new approaches, emphasizing the risks and negative consequences of failure
- Rarely takes action to secure the time or resources to implement new ideas

NOTES:



Engaging team members and teams in developing and committing to individual development plans that target specific behaviors, skills, or knowledge needed to ensure performance improvement or prepare for success in new responsibilities; planning and supporting the development of individual skills and abilities.

KEY ACTIONS

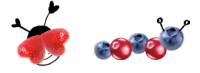
- Clarifies performance expectations and implications
- Provides timely feedback
- Evaluates misalignment
- Fosters and facilitates development
- Manages conflict

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Engages individuals to develop and commit to an action plan that will ensure performance improvements or prepare them for new responsibilities
- Consistently communicates clear performance expectations and offers compelling reasons why improvements or preparation are necessary
- Enhances other's motivation by formally and informally recognizing their progress and contributions
- Proactively seizes opportunities to provide specific, balanced, and timely feedback to reinforce good performance or redirect poor performance
- Shows empathy when people experience difficulty
- Always seeks the team member's point of view and suggestions when providing guidance
- Anticipates and provides support by sharing suggestions, best practices, positive models, and opportunities for learning and experimentation
- Advocates for individuals at higher levels of leadership to create development opportunities
- Readily gains the team member's commitment to take planned actions that will address performance challenges

COACHING AND DEVELOPING OTHERS



MODERATE - usually demonstrates effective behaviors

- Helps others create an action plan to improve performance or prepare for new responsibilities, when assistance is requested
- Usually communicates clear performance expectations and explains the importance of improving performance or preparing for new responsibilities
- Maintains motivation by acknowledging the individual's progress and contributions
- Describes observed behavior or performance compared to expectations while reinforcing efforts and improvements
- Encourages questions during the coaching process and builds on the individual's suggestions
- Offers assistance, suggestions, best practices, and opportunities for development
- Sometimes advocates for individuals to higher levels of leadership
- Encourages the team member to commit to planned actions that will address performance challenges

NEEDS DEVELOPMENT - demonstrates ineffective behaviors

- Rarely offers to help team members improve performance or prepare for new responsibilities
- Sets vague or general performance expectations without explaining the importance of improving performance or preparing for new responsibilities
- Misses opportunities to motivate others by acknowledging their efforts and contributions
- Focuses on correcting negative behavior rather than praising effective performance or accomplishments
- Sometimes provides feedback in a demeaning or unsupportive manner
- Rarely seeks the individual's ideas or suggestions when offering advice
- Provides minimal instruction, suggestions, or opportunities for development
- Rarely advocates for others to higher levels of leadership
- Struggles to gain the team member's commitment to take action that will address performance challenges

NOTES:



Encouraging others to implement better approaches to address problems and opportunities leading to the implementation and acceptance of change.

KEY ACTIONS

- 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 navigate change and overcome resistance
- Engages others' commitment by seeking and using their ideas for implementation of change

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Presents a compelling business rationale for change, connecting it to benefits that are most relevant to individuals
- Thoroughly explains change in terms of the impact on daily activities and performance expectations
- Shows an understanding and sensitivity to the fear, confusion, and frustration created by change
- Involves others in brainstorming solutions to promote buy-in for change
- Offers clear direction, training, and resources while holding others accountable for implementing change
- Often clears the path by removing obstacles to change
- Sustains change by implementing measures to track progress and the impact of change
- Recognizes and rewards team members who take specific actions to implement change
- Plans for and celebrates short-term wins in the change process
- Expresses confidence in others' success when making changes

MODERATE - usually demonstrates effective behaviors

- Articulates the benefits of change for individuals, the work group, and the organization
- Describes the impact of the change on team members' daily activities
- Addresses resistance to change by empathizing with others' emotions when they express concerns
- Involves others to develop a sound approach for implementing changes
- Provides guidance and training to build skills needed for new processes
- Sometimes clears the path by removing obstacles to the change
- Sometimes measures the outcomes of implementing changes
- Acknowledges individual efforts to support change
- Communicates expectations of success

HOW LEADERSHIP COMPETENCIES BUILD

FROM LEADING SELF TO LEADING OTHERS

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



LEADING OTHERS: INDIVIDUAL TEAM MEMBER COMPETENCIES

An important part of being a leader at Sprouts is **developing your team**.

- ✓ Ensure team members are aware of the competencies for their role and expectations for applying them day-to-day
- ✓ Hold team members accountable for demonstrating competencies
- ✓ Discuss their career goals and identify ways to support them
- ✓ Co-create Individual Development Plans (IDPs) and discuss progress to plans regularly

INDIVIDUAL TEAM MEMBER	
COMPETENCY	KEY ACTIONS
Customer Focus	<ul style="list-style-type: none"> • Seeks to understand and respond to internal and external customer needs • Recognizes and seeks to resolve customer service issues • Implements customer-focused practices
Communication	<ul style="list-style-type: none"> • Communicates effectively • Actively requests feedback and modifies behavior to improve • Provides constructive feedback to others
Driving for Results	<ul style="list-style-type: none"> • Demonstrates critical thinking • Reviews data and facts to make decisions • Contributes to team goals and executes individual goals • Identifies and leverages resources to solve problems • Takes accountability for decisions and actions
Positive Approach	<ul style="list-style-type: none"> • Inspires and demonstrates confidence • Provides a positive outlook • Uplifts others • Identifies and implements improvement ideas

CAREER GROWTH: DIRECTOR COMPETENCIES

Competencies build as role level increases. Some Key Actions at the Manager level are increased at the Director level. Additionally, the competency, **Strategic Planning**, is added at the Director level. If you are interested in advancement opportunities, partner with your Director to discuss your career aspirations and competency development.

DIRECTOR	
COMPETENCY	KEY ACTIONS
Customer Focus	<ul style="list-style-type: none"> Ensuring that the customer's (internal or external) needs are met Building productive relationships Taking accountability for customer satisfaction and loyalty Seeks to understand the customer through data, feedback, and insights Using appropriate interpersonal techniques to prevent and resolve escalated customer complaints and regain customer confidence
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"> Demonstrates a strong understanding of the business and processes that drive profitable growth Makes recommendations and changes rooted in data, facts, and information Often anticipates trends and key business issues that others miss or misinterpret Proactively puts into motion steps to evaluate the viability of the business and thoroughly investigates the highest priority issues to minimize risks and maximize opportunities
Coaching and Developing Others	<ul style="list-style-type: none"> Clarifies performance expectations and implications Provides timely and regular 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
+ Strategic Planning	<ul style="list-style-type: none"> Recognizes when and what additional information is needed to create a sound strategy; pursues required information by asking relevant questions and verifying assumptions Analyzes qualitative and quantitative data to define the most relevant and systemic organizational problems and issues Provides input to achieve long-term goals/vision; develops decision criteria and the strategy's potential impact on team members, the organization, the community, and customers

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	Consistently adjust written and verbal communication to specific audiences (cross-functional, team, or director) to achieve the best possible outcomes, while also empowering and listening to others.
Additional Information	<ul style="list-style-type: none"> Request stretch assignments to build confident and approachable style that builds credibility. Attend 1 webinar or read 1 leadership book on communication per quarter, then practice applying new techniques. Seek feedback from Manager and Peers when communicating with different audiences to make sure message is effective and easily understood.
Category	Skills enhancement
Start Date	Month/Year
Completion Date	Month/Year
Status	In Progress
Status Note	

IDP EXAMPLE #2

Development Item	Assist in the development of high performing team members to take on a management role by empowering them to engage in difficult conversations. Also, expose them to projects and opportunities that provide growth, while providing feedback.
Additional Information	<ul style="list-style-type: none"> Support team members in developing and committing to individual development plans. Establish consistent monthly 1:1s, including time devoted to development. Provide monthly development resources to the team, based on feedback received where struggles are. Provide timely feedback, to evaluation of misalignment or conflict in team.
Category	Growth/Development
Start Date	Month/Year
Completion Date	Month/Year
Status	In Progress
Status Note	

IDP DRAFT TEMPLATE

Make or download copies from Sprouts Academy to draft and discuss your IDP before loading them 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: INTERVIEWING

At Sprouts, we seek Team Members who embody our values of Care, Own It, and Love Being Different. Our interview process is designed to help you identify top talent for your team and for you to present a great first impression.



Own It: Owning the interview process will help you identify the right candidate for the role



Care: Interviewing each candidate to thoughtfully evaluate their knowledge, skills, and abilities, with consideration of the time/energy they are investing in the process



Love Being Different: Creating a nurturing and engaging interview experience for your potential new hire!

Interviewing for Competence

Use Sprouts Interview Guides to help you identify internal and external top potential talent for your team. The questions are aligned with our Competencies. Before the interview, review the Competencies, Key Actions, and Behaviors that align with the role.



To locate the current interview guides: from The Vine, go to SharePoint - Store Departments, then click on the Talent Acquisition icon.

DO

Prepare for each interview by printing interview guides in advance and ensuring minimal interruptions

Follow the interview guide questions to ensure a consistent and competency-based interview for every candidate

Ask questions about availability or ability to perform job-related duties with or without accommodation

Create an engaging conversation, and allow candidates to ask questions, too

Follow up with every candidate in a timely manner, whether selected or not

Complete the evaluation section on the interview guide and follow all record-keeping guidelines- guides for candidates hired should be scanned into Onbase and guides for candidates not selected should be retained for 1 year

DON'T

Allow interruptions to create a negative candidate experience

“Wing it” or come to an interview unprepared without an interview guide

Ask questions related to a candidate's protected status or privacy rights. Examples include age, race, gender, sexual orientation, marital status, disability, or other

Rush through the interview process

Neglect to follow up with a candidate

Throw away or misplace interview guides

MANAGING THE BUSINESS: ONBOARDING

Orientation and Onboarding

Managers own the success of onboarding and are accountable for creating a best experience for every new team member. Use the resources on The Vine's New Hire Onboarding page to create a best-in-class onboarding experience for every new team member.



MANAGING THE BUSINESS: COACHING PLANNER

Use the **Sprouts Coaching Discussion Planner** to help you prepare for coaching discussions by clarifying what you want to accomplish and how to deliver feedback with our Values in mind.

Please Note: Coaching is not the same as corrective action — if you need to document a performance or conduct concern, start a corrective action in MyHR/Workday.

You can find this on The Vine under the “Coaching & Development” tab.

A screenshot of the "SPROUTS COACHING DISCUSSION PLANNER" form. At the top left is the Sprouts Farmers Market logo. To the right is a circular diagram with five nodes: "Open", "Clarify", "Develop", "Agree", and "Close", connected by arrows in a clockwise cycle. Below the diagram are fields for "Team Member Name", "Leader Name", "Coaching Topic", and "Date". The main body of the form is divided into four sections, each with a heading and a brief instruction: "OPEN: Use CARE as you open the conversation...", "CLARIFY: Ask questions to understand...", "DEVELOP: Discuss ideas and help the team member...", and "CLOSE: Reinforce what you each agreed...".

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:

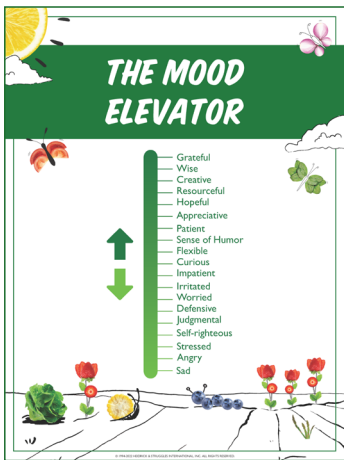
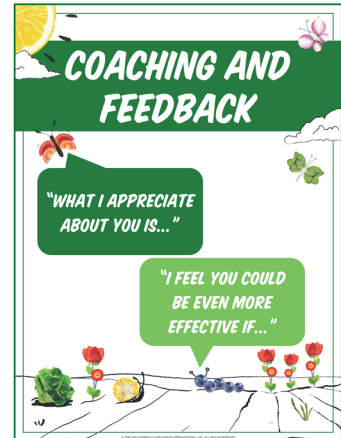
- Shapes positive behaviors in those you influence
- Builds integrity
- Creates a healthy, high-performance environment



SPROUTS CULTURE CONCEPTS

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.

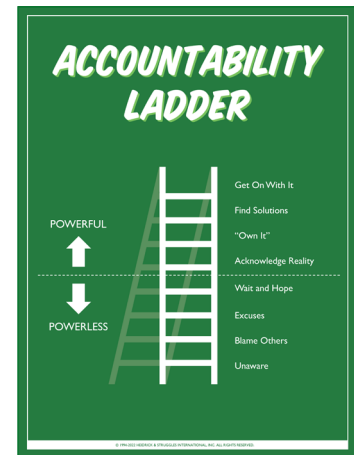
On the other hand, most everyone wants to know how to be even more effective, and if people only receive appreciative feedback, they may never understand how they can improve.



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.

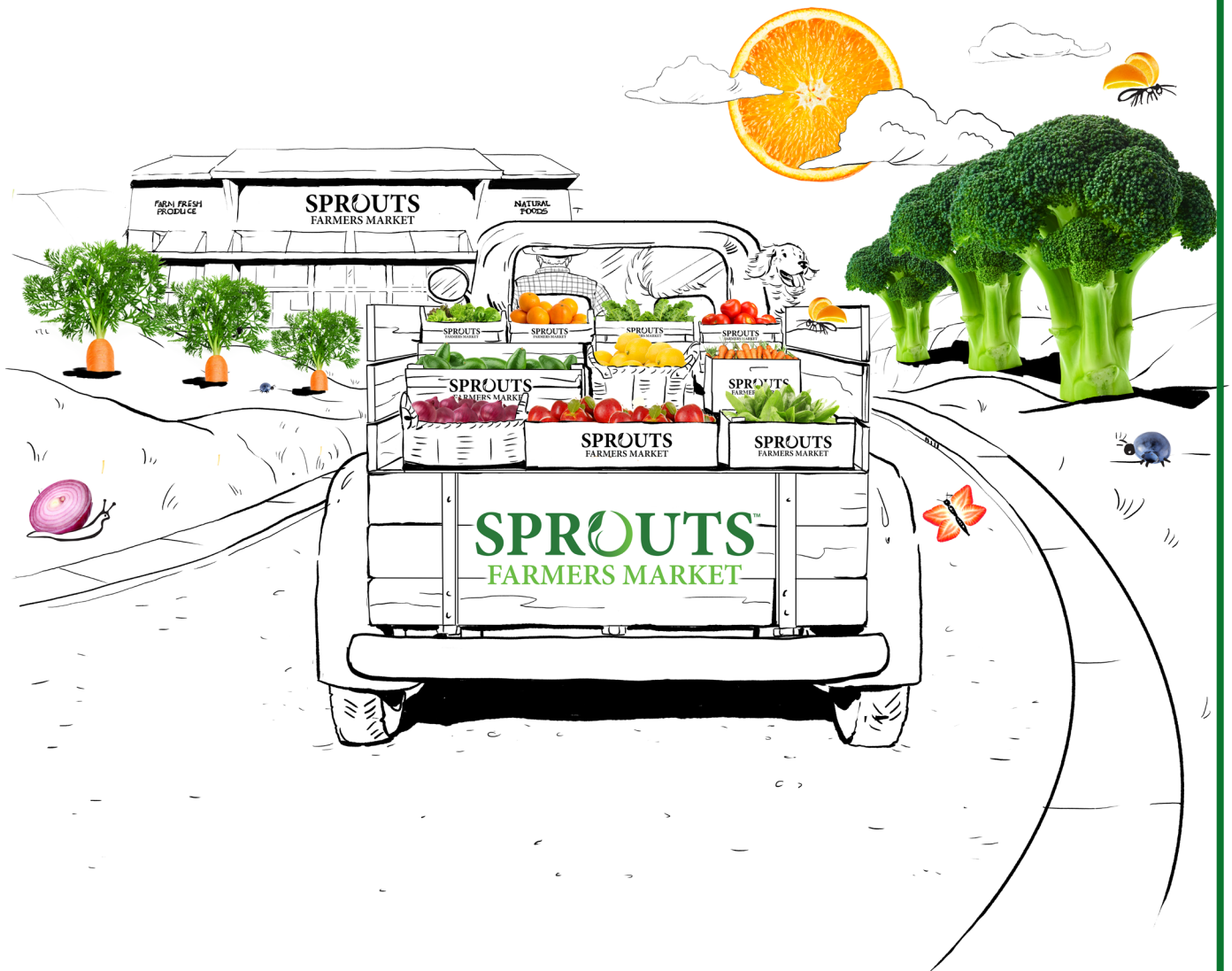
The **Accountability Ladder** helps you become more aware of when you are being accountable and when you are not. Using the Accountability Ladder will help you focus on the following: What more can I or we do to get the results?



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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