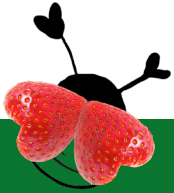


SPROUTS[®]

FARMERS MARKET



SPROUTS LEADERSHIP MODEL AND COMPETENCY GUIDE

VICE PRESIDENT / SVP



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.

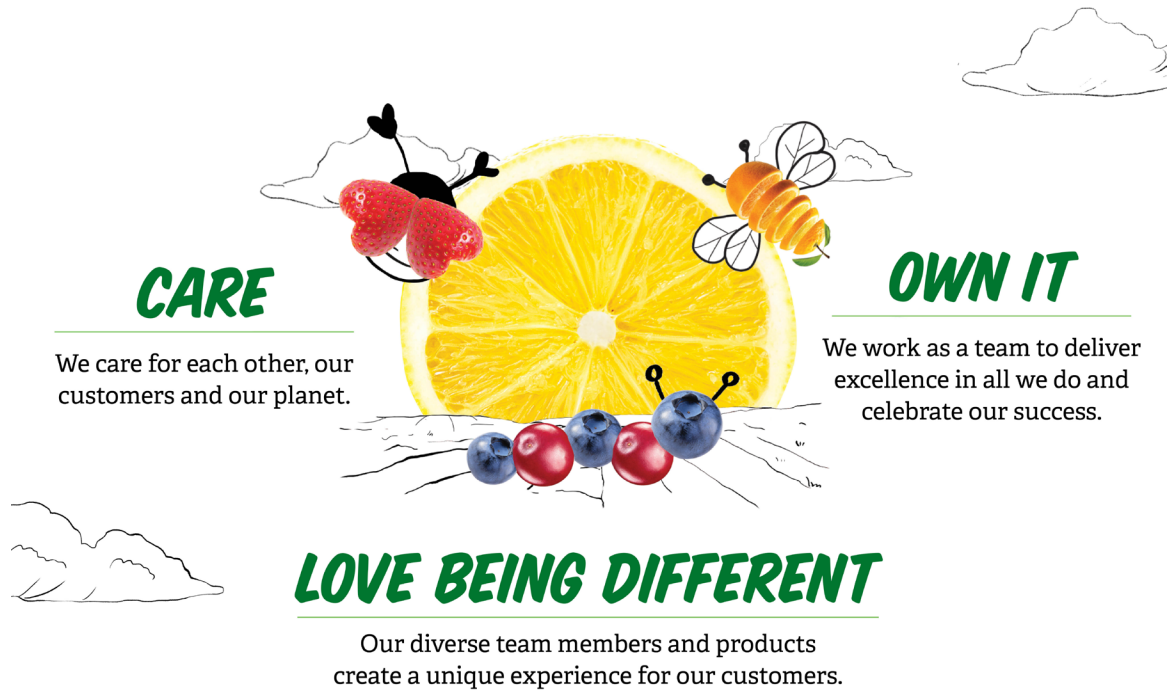
The **Sprouts Leadership Model** details the competencies and behaviors required of all leaders to reach our individual and organizational goals. We created the Sprouts Leadership Model to ensure you have the resources to support your success and achieve these goals.

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.



VP/SVP COMPETENCIES

CUSTOMER FOCUS

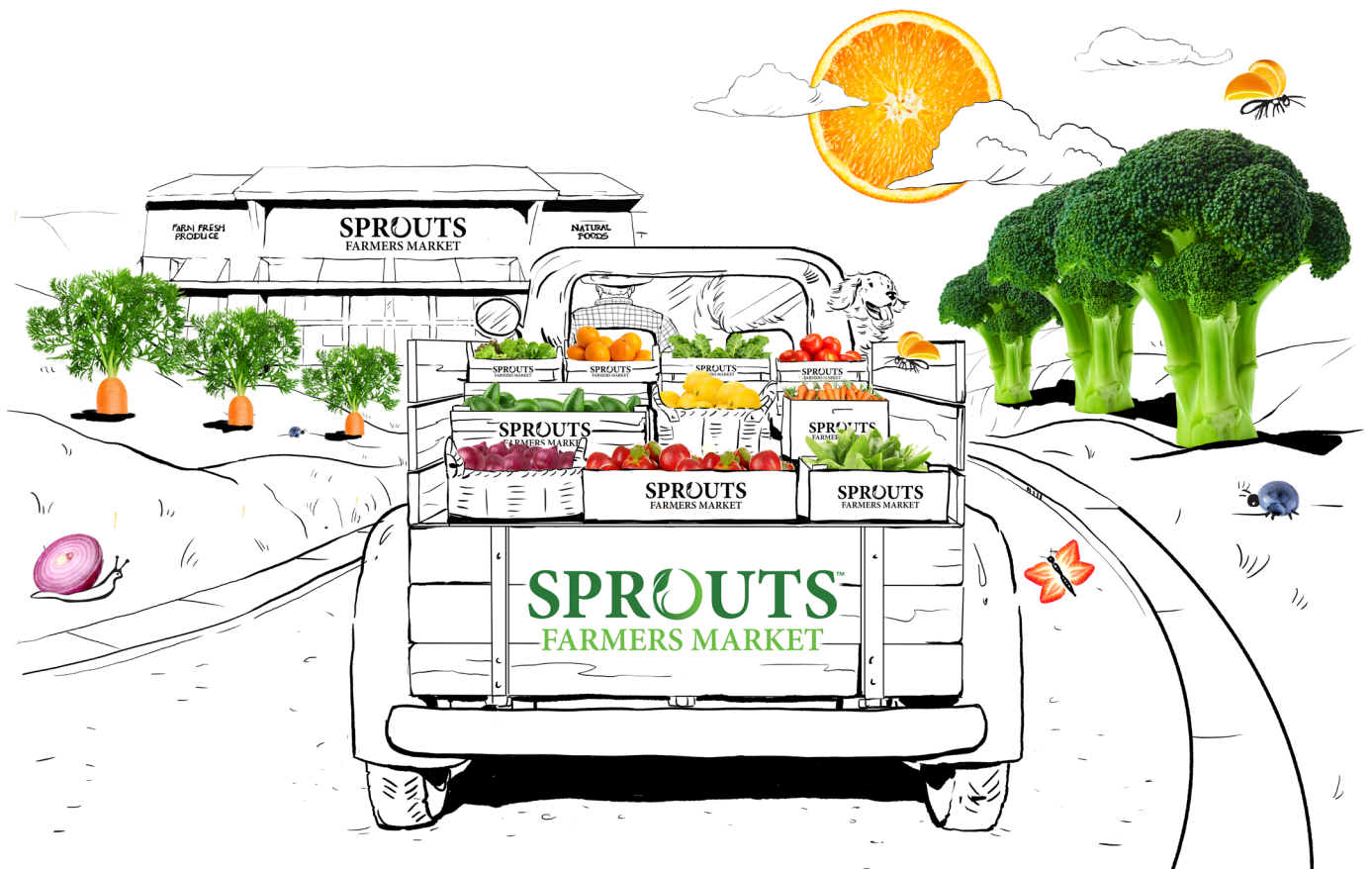
COMMUNICATION

DRIVING FOR RESULTS

BUILDING TEAMS

LEADING CHANGE

STRATEGIC PLANNING





Crafting and implementing service practices that meet customers' and own organization's needs; responding quickly to resolve difficult customer situations and regain customer confidence.

KEY ACTIONS

- 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

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Takes full responsibility for enhancing customer satisfaction and loyalty
- Ensures exceptional service while skillfully managing key customer relationships
- Leverages a variety of information sources and asks insightful questions to fully understand the customer's issues and expectations and anticipate their needs
- Anticipates customer's need for information and proactively shares information and rationale
- Proactively seeks the customer's feedback and ideas and then listens actively to gain their support
- Expertly regains the confidence of dissatisfied customers by hearing them out, empathizing, apologizing, and taking responsibility for action
- Effectively balances customer and organizational needs when resolving major conflicts
- Initiates prompt action to exceed customer expectations while avoiding overcommitments
- Consistently follows through on customer commitments

MODERATE - usually demonstrates effective behaviors

- Usually takes responsibility for customer satisfaction and loyalty
- Ensures good customer service while building rapport with key customers
- Asks questions to understand customers' issues and expectations
- Anticipates most customer needs
- Shares requested information to enhance the customer's understanding of services and capabilities
- Demonstrates an appropriate sense of urgency in taking action to meet customer requests
- In most situations, avoids making unrealistic commitments to customers
- Listens actively when the customer offers feedback and ideas
- Usually regains the confidence of dissatisfied customers by hearing them out, empathizing, apologizing, and taking responsibility for action
- Deals effectively with routine customer complaints without assistance



Clearly and succinctly conveying information and ideas to individuals and groups in a variety of situations; communicating in a focused and compelling way that drives others' thoughts and actions.

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 in an engaging, logical, and succinct manner, choosing the ideal medium
- Conveys exceptional confidence, ease, and enthusiasm when communicating with a variety of audiences, job levels, and stakeholders
- Captures listener's attention and maximizes impact by using examples, analogies, vivid language, stories, and visual aids
- Expertly adjusts communication approach, tone, and terminology to fit each audience, ensuring relevance
- Presents ideas in multiple ways to promote understanding
- Always checks with others to ensure the message is interpreted as intended

MODERATE - usually demonstrates effective behaviors

- Usually communicates in a logical, concise, and clear manner, choosing the appropriate medium
- Conveys confidence in most communication situations with most audiences
- Is usually successful in gaining other's attention and understanding by using examples, analogies, and visual aids
- Often adjusts communication approach, tone, and terminology to fit the listener's background and interests
- Usually checks with others to ensure that ideas are interpreted correctly
- Reframes the message as needed to enable understanding



Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goals; tenaciously working to meet or exceed goals while deriving satisfaction from that achievement and continuous improvement. Identifying improvement opportunities, generating ideas, and implementing solutions.

KEY ACTIONS

- 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

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Vigilantly assesses the organization's processes, structure, and environment to identify areas for improvement
- Generates creative and effective solutions to improve existing conditions and processes throughout the organization
- Defines clear action plans for implementing solutions and assigns responsibility to various parties to ensure completion of improvement efforts
- Establishes and tracks metrics to evaluate improvement efforts

MODERATE - usually demonstrates effective behaviors

- Maintains a general awareness of areas for improvement within the organization
- Generates useful solutions to improve the efficiency of own work processes and, occasionally, the work of others
- Creates action plans for implementing solutions and encourages others to take responsibility for completing improvement efforts
- Sometimes establishes metrics to evaluate improvement efforts



Planning and supporting the development of individuals' knowledge, skills, and abilities so that they can fulfill current or future job responsibilities more effectively.

KEY ACTIONS

- Consistently attracts, selects, develops, and retains talent
- Creates a learning environment that inspires accountability for excellence and growth
- Inspires and sustains team cohesion and engagement by focusing the team on its mission and its importance to the organization
- Looks for and capitalizes on opportunities to encourage and reward successful team performance
- Monitors team performance and takes action to keep the team on track

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Initiates and establishes systems to attract, select, develop, engage, and retain people to achieve current and future business goals
- Anticipates the mix and level of talent required by the organization, determines the strengths and gaps in the current talent pipeline, and then recruits and develops talent to advance those capabilities
- Inspires employees to take responsibility for their professional growth
- Diagnoses and positions key individuals for challenging developmental experiences that build confidence and establish a competitive advantage
- Creates and drives a learning environment that balances increasing responsibilities with mentoring
- Makes it a top priority to provide individuals with the time, feedback, on-the-job opportunities, and resources needed to accomplish development goals
- Closely monitors development progress and seeks feedback to adjust plans
- Establishes systems and processes to recognize and reward top performers
- Establishes a culture, expectations, and accountability for building talent throughout the organization to ensure high employee engagement and retention

MODERATE - usually demonstrates effective behaviors

- Establishes systems to attract, select, develop, engage, and retain people to achieve current business objectives
- Identifies the talent currently required by the organization, determines the strengths and gaps in the current talent pipeline, and then recruits and develops talent to meet those immediate needs
- Sometimes recruits the talent required for longer-term business goals



Driving organizational and cultural changes needed to achieve strategic objectives; catalyzing new approaches to improve results by transforming organizational culture, systems, or products/services; helping others overcome resistance to 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 to navigate change and overcome resistance
- Engages others' commitment by seeking and using their ideas for implementation of change

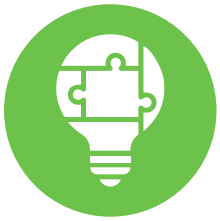
KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Proactively identifies strategic changes needed to adapt to new market demands, technology, and organizational initiatives
- Drives and rewards comprehensive changes in processes, culture, and products/services that will address organizational problems and seize new market opportunities
- Strongly encourages others to improve established processes and assumptions
- Seeks others' ideas to generate alternative approaches and drive commitment to change throughout the organization
- Shows understanding and sensitivity to the confusion, fear, and frustration caused by change
- Thoroughly explains change in terms of its impact on results and importance for organizational success

MODERATE - usually demonstrates effective behaviors

- Takes action to communicate and implement changes in processes, culture, and products/services required to adapt to new market demands, technology, and organizational initiatives
- Drives and rewards continuous improvement in his or her business unit
- Encourages others to improve established processes and assumptions
- Generally remains open to new market opportunities and ideas from diverse sources
- Recognizes the emotional impact of change on team members and helps them manage their reactions
- Explains change in terms of benefits for the individual, business unit, and organization



Establishing and committing to a long-term business direction based on an analysis of systemic information and consideration of resources, market drivers, organizational values, and emerging economic, technological, and regulatory conditions.

KEY ACTIONS

- 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
- Stays abreast of trends in the industry, best practices and competition

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Proactively gathers the information needed to fully understand emerging trends (e.g., market, technology, regulations, and customer needs) and create a strategic direction that will greatly improve long-term results
- Effectively analyzes qualitative and quantitative data (e.g., operational, financial, and market) from diverse sources to quickly identify and explain complex system-wide trends, problems, and their root causes
- Compares, contrasts, and links seemingly independent information to understand business unit interdependencies
- Readily generates multiple strategies for addressing organizational problems and capitalizing on market trends
- Provides insightful analysis of the long-term risks and impact of each strategy on team members, customers, and the organization
- Carefully considers relevant decision criteria before selecting the strategic priorities with the greatest potential
- Always breaks down the organization's strategic direction into short- and long-term strategic plans, adjusting priorities when circumstances change

STRATEGIC PLANNING



MODERATE - usually demonstrates effective behaviors

- Uses available information to understand emerging trends (e.g., market, technology, regulations, and customer needs) and create a strategic direction that will improve long-term results
- Considers information from diverse sources
- Usually gathers the data needed to close information gaps
- Effectively analyzes quantitative and qualitative data (e.g., operational, financial, and market) to identify and explain major system-wide trends, problems, and their causes
- Sometimes picks up on subtle trends or more complicated interdependencies
- Usually considers more than one strategy for addressing organizational problems and capitalizing on market trends
- Realistically assesses the long-term risks and impact of each strategy on team members, customers, and the organization
- Develops decision criteria to evaluate each option, taking into account most relevant factors before selecting strategic priorities
- Usually breaks down the organization's strategic direction into short- and long-term strategic plans
- Typically adjusts approach when encounters barriers

NEEDS DEVELOPMENT - demonstrates ineffective behaviors

- Rarely seeks the data needed to understand strategic issues and create a sound strategic direction
- Uses available information from limited sources leading to a narrow understanding of emerging trends (e.g., market, technology, regulations, and customer needs)
- Misses opportunities to improve long-term results
- Has difficulty analyzing and interpreting data to identify and explain complex system-wide trends, problems, and their root causes
- Misinterprets data
- Makes incorrect assumptions
- Usually considers only one strategy for addressing organizational problems or capitalizing on market trends
- Focuses on short-term objectives instead of long-term results when assessing the impact of a strategy on team members, customers, and the organization
- Misses important decision criteria when selecting the strategy
- Has difficulty developing a plan with a set of short- and long-term goals that will support the organization's strategic direction

NOTES:

HOW LEADERSHIP COMPETENCIES BUILD

FROM LEADING SELF TO LEADING OTHERS

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



LEADING OTHERS: MANAGER 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

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 OTHERS: DIRECTOR COMPETENCIES

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 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	Convey information and ideas clearly and concisely, adjusting style and approach, based on individual or group.
Additional Information	<ul style="list-style-type: none"> • When communicating to ELT, deliver intended topic with simplicity, bullet points, and impact; for verbal delivery, have key notes to guide conversation. • A week prior to scheduled communication to ELT, engage mentor and seek feedback on delivery and adjust message accordingly. • Seek feedback from mentor and direct manager within one week of ELT delivery or presentation for the next two quarters and implement necessary changes. • Present information in multiple ways (i.e. visual, auditory, kinesthetic, read and write), to promote understanding with direct team and check to ensure understanding by soliciting feedback during monthly 1:1s. • Listen to one webinar or audio book on effective communication per quarter and meet with mentor or manager on learning a week after training completion.
Category	Skill enhancement
Start Date	Month/Year
Completion Date	Month/Year
Status	In Progress
Status Note	

IDP EXAMPLE #2

Development Item	Create a learning environment that engages team to develop and commit to specific actions that will provide development opportunities for growth or enhanced skills.
Additional Information	<ul style="list-style-type: none"> • Provide enhanced learning opportunities bi-annually for identified high potential team members, including monthly development discussions and offer suggestions for improvement. • Quarterly share a personal learning for application with team, that will require team to cascade through work unit. • Celebrate team and individual accomplishments through recognition at monthly team meetings.
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 protected class

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 form titled "SPROUTS FARMERS MARKET COACHING DISCUSSION PLANNER". It includes a circular diagram with the words "Open", "Clarify", "Agree", and "Close" connected by arrows. Below the diagram are four sections: "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...". There are also fields for "Team Member Name", "Leader Name", "Coaching Topic", and "Date".

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:

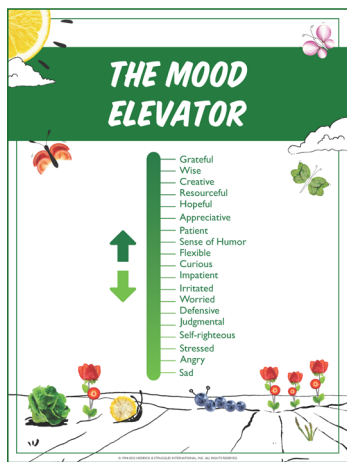
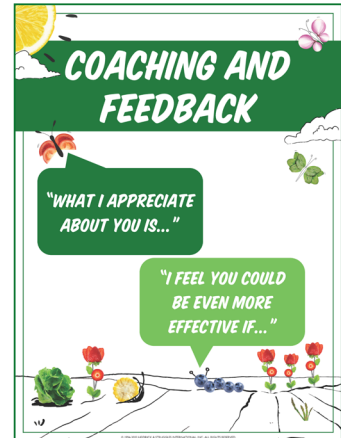
- Shapes positive behaviors in those you influence
- Builds integrity
- Creates a healthy, high-performance environment



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.

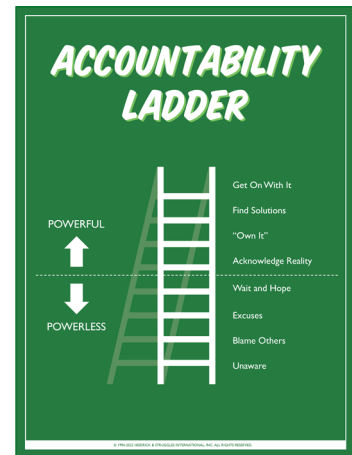
On the other hand, most everyone wants to know how to be even more effective, and if people only receive appreciative feedback, they may never understand how they can improve.



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.

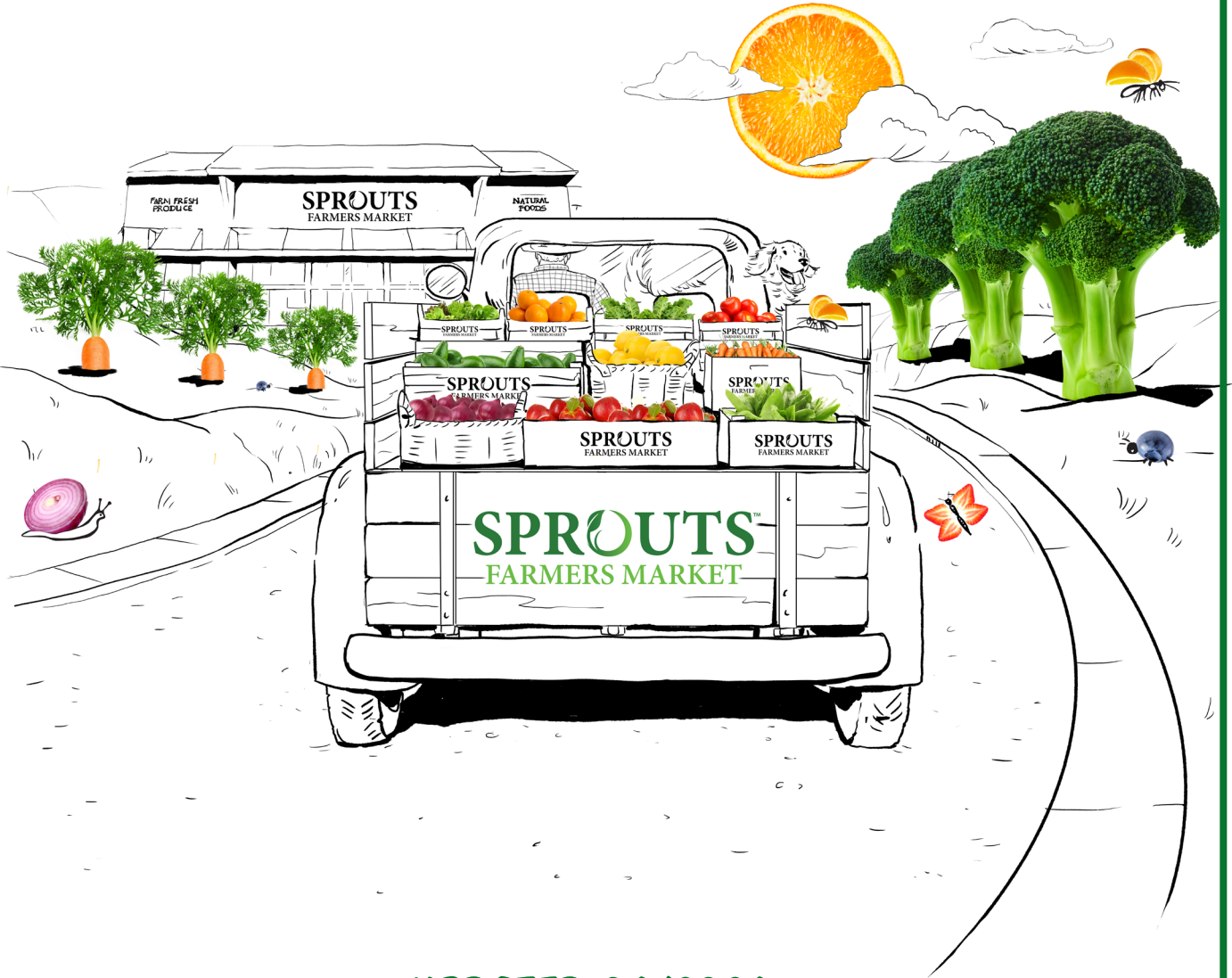
The **Accountability Ladder** helps you become more aware of when you are being accountable and when you are not. Using the Accountability Ladder will help you focus on the following: What more can I or we do to get the results?



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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