



HOW DO WE MAKE A GREAT CULTURE?

STAGE II

WHAT'S INSIDE?

Letter from the directors Page 3

The 2018 'temperature check' Page 4

This is what we value Page 5

Honesty Page 6

What it does and doesn't look like
Your coaching checklist
The big takeaway

Passion Page 10

What it does and doesn't look like
Your coaching checklist
The big takeaway

Teamwork Page 14

What it does and doesn't look like
Your coaching checklist
The big takeaway

Commitment Page 18

What it does and doesn't look like
Your coaching checklist
The big takeaway

Empowerment Page 22

What it does and doesn't look like
Your coaching checklist
The big takeaway

What we need from you Page 26

HELLO THERE!

Welcome!

Thank you for coming on board at Stage II!

We hope you feel like part of the family instantly. You'll find support, fun and a feeling of 'we're in this together' but just like a family, we each have a unique contribution to make. And we're excited to see what your contribution will be.

When we started Stage II, we always wanted it to be a place we wanted to work in. A place where there's energy, passion and plenty of laughs. This is a place where the team brings a love of what they do to work every day.

At Stage II, we work hard and support each other. Even though we have a lot of fun, we're committed to getting the job done. So if that means jumping in and helping out a co-worker or doing something 'out of your comfort zone', we do it.
There are no excuses here.

Our passion and commitment shows in our results. We strive to do better and better every year and invest in our people to ensure high performance is a priority. Even though we love the product and the business we're in, the team always comes first.

And that's where you come in!

We're so glad to have you on board.

Pete, Matty and Aaron



In 2018, we took a temperature check of you (the crew) and this is what you said.

IT'S A GREAT PLACE TO WORK

We are the best in the country

EVERYONE BELONGS **IT'S A GOOD FEELING**

Everyone's on board

WE STRIVE TO BE BETTER

WE CAN ACHIEVE ANYTHING

WE WORK AS A TEAM

WE'RE UNSTOPPABLE

WE'RE PASSIONATE ABOUT WHAT WE DO

All the hard work is worth it

The team pulls together

It's rewarding

We all have the same goal



AT STAGE II

THIS IS WHAT WE VALUE

We know you don't need a book to tell you about our values because you're living them every day.

But we all need a little reminder from time to time about why we're here.

And just in case someone isn't living the Stage II values, you can find some tips for getting back on track.

Values form the heart of this business. We want to see them at the centre of everything we do.



WE VALUE:
HONESTY

Speak to each other,
take responsibility,
talk a straight bat.

WHAT IT LOOKS LIKE

- Saying what you mean
- Refusing to gossip
- Owning your mistakes
- Bringing it into the open
- Talking things through with your team

AN EXAMPLE

A team leader uses a team meeting to bring an issue into the open (without 'naming names') and asks the group to collaborate on a solution

WHAT IT DOESN'T LOOK LIKE

- Being dishonest or vague
- Talking behind other's backs
- Blaming or making excuses
- Keeping things to yourself
- Holding onto anger and resentment

AN EXAMPLE

A team member messages another team member to complain about a colleague, blaming him for not doing something the way she thinks is right



HONESTY: A COACHING CHECKLIST

WHEN YOU'RE HONEST:

1. You communicate assertively and respect both your rights and the rights of others
2. You focus on outcomes when addressing issues and don't make it personal
3. You talk about possible solutions instead of obsessing about problems
4. You own up and don't make excuses, blame others or justify bad behaviour
5. You regulate your emotions and don't allow negativity (eg. resentment) to build

PREPARING AN ACTION

What action will you set for yourself or a team member? Eg.

A 'courageous conversation'

A method for discussing issues rationally

A challenge to find a solution to a problem

BY **WHEN?**

WITH **WHOM?**

AND **HOW?**

WHAT'S THE **PLAN?**

HONESTY: THE TAKEAWAY

20 SECONDS OF COURAGE IS ALL IT TAKES

Find your voice

Start great conversations

Deliver that feedback

Shout out new ideas

Blurt a game-changing thought

Remember... **brave communicators own the world**



WE VALUE
PASSION

Get excited, be
brave, lift each other
up, and celebrate
the wins.

WHAT IT LOOKS LIKE

- Recognising great work
- Cheering people on
- Taking a chance
- Talking up the brand
- Having some fun

AN EXAMPLE

At a meeting, a team recognises one particular team member's great work on a project. They celebrate her achievement and reflect on the project's success

WHAT IT DOESN'T LOOK LIKE

- Taking undue credit
- Dragging people down
- Being afraid of new opportunities
- Not believing in the brand
- Having no fun (or too much!)

AN EXAMPLE

A team member is offered some feedback to improve performance. Instead of reflecting on it and taking action, he makes excuses and refuses to change



PASSION: A COACHING CHECKLIST

WHEN YOU'RE PASSIONATE:

1. You encourage and offer support to your fellow team members
2. You are positive and enthusiastic about the brand and new products
3. You share in team members' wins and celebrate their success
4. You bring energy to your role, seeking solutions and answers
5. You seek out new opportunities to improve and add value

PREPARING AN ACTION

What action will you set for yourself or a team member? Eg.

Accept one new opportunity offered

Work on offering praise to team members

Take steps to understand and engage with the brand

BY **WHEN?**
WITH **WHOM?**
AND **HOW?**
WHAT'S THE **PLAN?**

PASSION: THE TAKEAWAY

LIVE FOR THE SEASON

We feel the momentum building.
We get excited for each range release.
We are inspired by what's coming next.
We 'wow' with our electric customer service

**What's electric
customer service?**

ENERGY
LOVE OF THE BRAND
KNOWLEDGE
AUTHENTICITY
FUN



WE VALUE
TEAMWORK

Work together, take pride in passing the baton, and find considered solutions.

WHAT IT LOOKS LIKE

- Collaborating on ideas
- Seeking new information
- Focusing on outcomes
- Communicating clearly
- Asking for help
- Delivering quality and complete work
- Respecting the deadline

AN EXAMPLE

A team member has tried everything to solve a problem. After exhausting possibilities, he asks for a new perspective from another team member to try to solve it

WHAT IT DOESN'T LOOK LIKE

- Refusing to work together
- Being lazy and complacent
- Making things personal
- Not keeping people in the loop
- Forming cliques and isolating people
- Thinking you can do it all and burning out
- Delivering poor and unfinished work
- Continually missing deadlines

AN EXAMPLE

A team member keeps letting the team down by missing deadlines. Instead of addressing the problem (adjusting a process or asking for resources), she keeps making excuses and blaming others collaborate on a solution.



TEAMWORK: A COACHING CHECKLIST

WHEN YOU'RE A TEAM PLAYER:

1. You aren't afraid to run things by your colleagues and seek their advice
2. You make everyone feel included and don't believe in exclusive cliques
3. You don't make things personal and keep conversations focused on outcomes
4. You consistently meet deadlines and fulfil the requirements of your role
5. You complete high-quality work that you and your team can be proud of
6. You finish and follow through on what you have said and agreed to, always

PREPARING AN ACTION

What action will you set for yourself or a team member? Eg.

Initiate a collaboration to kick-start a project

Break a task into chunks and complete it in stages to meet a deadline

Implement a new process to improve the way a task is performed

BY **WHEN?**
WITH **WHOM?**
AND **HOW?**
WHAT'S THE **PLAN?**

TEAMWORK: THE TAKEAWAY

WE'RE JUST LIKE FAMILY

We might be a little dysfunctional at times, but we're there for each other.

Kind of like at Christmas, when everyone's together and the house is full of mayhem. But you've got to go with it because that's what family is about.

And no one wants to miss the memo about the ugly sweater.



WE VALUE
COMMITMENT

Work hard, support
each other, and
strive for results.

WHAT IT LOOKS LIKE

- Setting goals and targets
- Realising your potential
- Using your strengths
- Staying focused and sorting out problems
- Putting in 100% effort

AN EXAMPLE

A team member works with her leader on a plan for achieving a goal she feels connected to and passionate about. The goal will have a positive effect on her team and the business, and motivates the team member to perform

WHAT IT DOESN'T LOOK LIKE

- Not setting or striving for goals
- Continually missing targets
- Wasting or not revealing talents
- Sweeping problems under the carpet (or letting them build up)
- Expecting team mates to pick up the slack

AN EXAMPLE

A leader is juggling a lot of responsibilities and keeps pushing a problem with a team member to the side – even though it's affecting morale. He knows he needs to have a 'courageous conversation' but thinks operational matters are more important



COMMITMENT: A COACHING CHECKLIST

WHEN YOU'RE COMMITTED:

1. You set meaningful goals and decide on actions for achieving them
2. You stay focused on tasks and plan for when and how things will be done
3. You are tough and resilient – facing challenges head on, no excuses!
4. You make sure you're doing your fair share and don't shirk responsibilities
5. You are aware of your talents and strengths and bring them to work every day

PREPARING AN ACTION

What action will you set for yourself or a team member?
Eg.

A goal setting conversation

Setting a target to consistently respond to customer queries within 24 hours

A diagnostic tool (eg. Strengthsfinder) to help them realise their talents and strengths

BY **WHEN**?
WITH **WHOM**?
AND **HOW**?
WHAT'S THE **PLAN**?

COMMITMENT: THE TAKEAWAY

'OWN IT' – BOTH THE PROBLEM AND SOLUTION

At Stage II, we live above the line.
When you 'own it', you don't blame, shame or handball the problem. Instead, you figure it out.

Not sure what we're talking about? This sums it up:

LIVING ABOVE THE LINE IS:

Responsibility.
Accountability.

LIVING BELOW THE LINE IS:

Blame.
Shame.
Excuses.
Justification.



WE VALUE
EMPOWERMENT

Take risks, make
decisions, back
yourself and break
down barriers.

WHAT IT LOOKS LIKE

- Pushing your boundaries and applying a 'growth mindset'
- Seeing what's possible
- Thinking differently
- Asserting yourself
- Growing in confidence
- Continually pushing for what you believe in

AN EXAMPLE

A leader wants to change a process to see if productivity improves. She is open and transparent, discussing options with her team to go forward

WHAT IT DOESN'T LOOK LIKE

- Resting on your laurels and adopting a 'fixed mindset'
- Sticking with what you know
- Thinking in tried and tested ways
- Not respecting your own rights or the rights of others
- Always backing down and feeling resentful because you're 'not heard'

AN EXAMPLE

A leader decides to change a process to improve productivity. Without running it by his team, he sends out an email announcing the change and expects everyone to get on board right away



EMPOWERMENT: A COACHING CHECKLIST

WHEN YOU'RE EMPOWERED:

1. You believe in a 'growth mindset' and explore opportunities to always improve
2. You communicate your needs assertively, respecting your right to be heard
3. You explore new ways of doing things to improve productivity and performance
4. You regulate emotions and respond in a way that respects the rights of others
5. You feel empowered to make decisions and trust in your team to support you

PREPARING AN ACTION

What action will you set for yourself or a team member?
Eg.

A strategy for managing negative emotions

A creative thinking technique they can use to see a problem differently

A certain level of autonomy in a task, to demonstrate trust

BY **WHEN?**
WITH **WHOM?**
AND **HOW?**
WHAT'S THE **PLAN?**

EMPOWERMENT: THE TAKEAWAY

SAY WHAT YOU MEAN AND MEAN WHAT YOU SAY

Some people mistake being assertive for being aggressive. It's not. It's about **both** listening to others and speaking in a way that's genuine. This is how we communicate at Stage II.

PROTECTING YOUR RIGHTS WHILE
RESPECTING THE RIGHTS OF OTHERS





AT STAGE II

**WHAT WE NEED
FROM YOU**

We need your commitment to make Stage II the very best it can be.

We know you're busy, things come up, and some days will be better than others.

But even when it's challenging, we do what we can to help each other and deliver.

Supporting each other is at the heart of our culture and makes us all better team members and *better people*.

It's the responsibility of all of us, together, to make Stage II a great place to work.





THANK YOU FOR YOUR COMMITMENT

NOW LET'S MAKE IT HAPPEN