

—COOK—

Essential Ingredients for Leadership





Hello,

We believe everyone at COOK is capable of leadership. It is a choice we make, regardless of our position or job title.

Leadership is all about how we relate to the people around us and so lies at the very heart of Nourishing Relationships. To really live our driving purpose, and nourish relationships between our people and their work, we all need to be leading each other forward in our jobs and lives.

This booklet maps out our framework for leading each other at COOK, using our Essential Ingredients as a compass to guide us.

It is as relevant to the CEO as to a team leader or anyone else.

We all have it in us to display leadership. We also have different strengths and weaknesses when it comes to leadership skills. There is no fixed route, it's about each of us discovering our own terrain. So be yourself and lead in a way that's authentic to who you are.

At the same time, recognise that we are all works in progress. If you feel like there's a lot you're NOT doing, don't panic or feel pressured or inadequate. Leadership isn't something at which we succeed or fail, rather it's about continual learning. Go at your own pace and enjoy exploring.

It's all about the journey towards leading better.

Let's get going...
→



Lead people, manage tasks

FOUR ELEMENTS OF LEADING A TEAM SUCCESSFULLY

Leadership and management are not the same, though they often overlap. If leadership is about moving people forward, then management is about getting stuff done. Think of it this way: we lead people, we manage tasks.

1. MANAGE TASKS

Getting stuff done successfully is what we all hope to achieve. Managing tasks effectively is a skill that overlaps with leadership, but isn't the same.

2. LEAD INDIVIDUALS

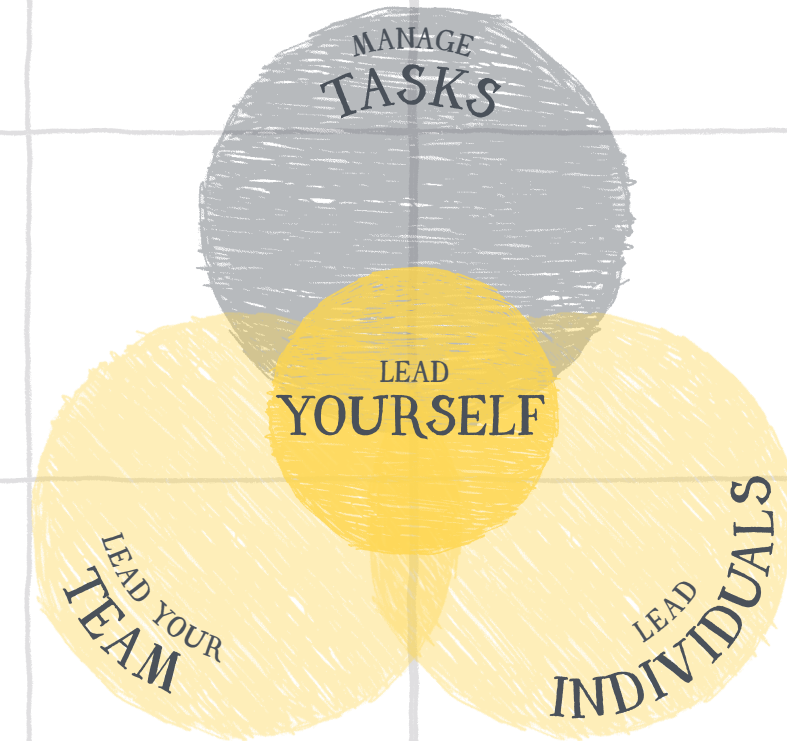
Understanding what makes each individual tick, and how to help, motivate and equip them to reach their short - and long-term goals.

3. LEAD YOUR TEAM

Enabling a group of people to move forward together. Getting the best out of everyone collectively so the whole amounts to more than the sum of its parts.

4. LEAD YOURSELF

Research suggests that at least 50% of leading successfully is about managing our own internal world. To lead successfully you've got to start from a good place yourself.



How to be a remarkable leader at COOK



Be Remarkable

Leaders help people to do great work

Be Part of our Family

Leaders help people feel they belong

Churchill's Pig

Leaders listen and give everyone a voice

Care

Leaders put people first

Have Fun

Leaders help us all enjoy life

“Leadership is not about titles,
positions or flowcharts.
It is about one life influencing
another.”

John Maxwell



Be Remarkable

Help people do great work



EXPECT THE BEST

Make expectations crystal clear for everyone individually and agree shared goals or targets for your team to deliver results. Set the bar high so people achieve more and check progress regularly.

GROW CONFIDENCE

Look for what's going well and build on it. Encourage people to work through challenges providing whatever support, tools or training you can to help them succeed.

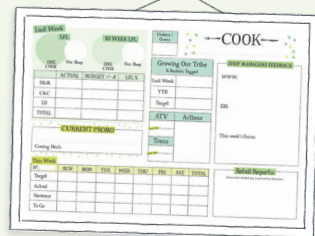
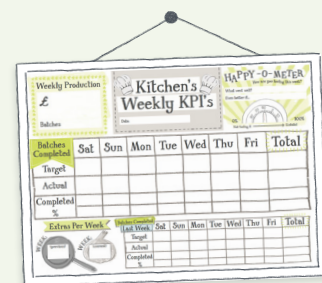
ALWAYS LEARNING

Nobody has all the answers. Encourage constant review: what went well; even better if... And be the first to own up to, and forgive, mistakes.

Simple ways to help people do great work...

EXPECT THE BEST

Up-to-date whiteboards



EXPECT THE BEST

Have a clear Team Plan & shared goals and/or a Team Selfie



LEARNING

Ask: What did we learn from that?
What went well/even better if?

CONFIDENCE

Help people think about what's in their comfort, stretch and scary zones. Support them to stretch themselves.



EXPECT THE BEST

Make time to reflect on what you want to do, why you want to do it, and how you will do it.



EXPECT THE BEST

Schedule time with everyone to check they are clear on what is expected, and they are happy with it.

CONFIDENCE

Look for what people are doing well and tell them so

LEARNING

We all make mistakes. Don't worry.

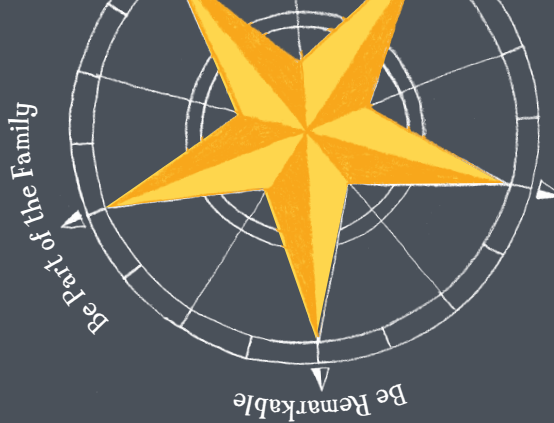


“A little thought and a little kindness are often worth more than a great deal of money.”

John Ruskin

BE PART OF OUR FAMILY

Help people feel they belong



CREATE COMMUNITY

Build strong relationships with your team and other teams and encourage everyone to do likewise. Put yourself in other teams' shoes and seek to understand rather than blame.

BE APPROACHABLE

Have time for people and make an effort to involve those who may be on the fringes.

TRUST OTHERS

People are amazing so value their input, delegate effectively and don't micro-manage.

Simple ways to help people feel they belong

Put yourself in their shoes



TRUST

Are you happy taking responsibility for that now?

COMMUNITY

Say hello to a person or team you haven't spoken to before & find out what they do

COMMUNITY

Remind everyone we are on the same team



(We're in the same boat)

APPROACHABLE

You didn't say anything in the meeting but I'd love to hear what you think about this...

APPROACHABLE

Of course I've got time for a chat



COMMUNITY

How about a team meal?

CHURCHILL'S PIG

Listen and give everyone a voice



COMMUNICATE CLEARLY

Hold a regular team meeting including an opportunity for questions, suggestions and feedback. Be open and share all the information you have.

ACTIVELY LISTEN

Have regular 1:1s with everyone, encourage feedback, try to understand other views before putting forward your own, and let the best idea win.

MAKE TOUGH CALLS

Make your voice heard when it matters, have courage to take decisions and tackle issues head on in well-planned crucial conversations.

Simple ways to listen and give everyone a voice



TOUGH CALLS

If you can see something needs improving, and are well positioned to make a change, take charge and **DO IT**

COMMUNICATE

Meetings matter. Don't wing it, take time to prepare



LISTEN

Two ears, one mouth. Use them in that ratio



LISTEN

Schedule regular 1:1s with people

LISTEN

What's up?

COMMUNICATE

Regular team huddles



LISTEN

What does everybody else think? Who might have a better idea? Let the best idea win.

“There is one road along which
no one can go, except you.
Do not ask where it leads;
go forward.”

Friedrich Nietzsche



CARE

Put people first



BE INTERESTED

Really get to know people. Ask about their lives beyond work and look out for everyone's wellbeing, including your own.

HELP PEOPLE GROW

Give support and coaching for anyone who wants to build a career or develop themselves.

THINK BIGGER

Encourage people to care about the world beyond COOK by understanding and supporting our activities to nourish relationships.

Simple ways to put people first

INTERESTED

What are you up to tonight?
Where are you going on holiday?
How's the family?
How was your weekend?

GROW

Use our Career Conversations guide.

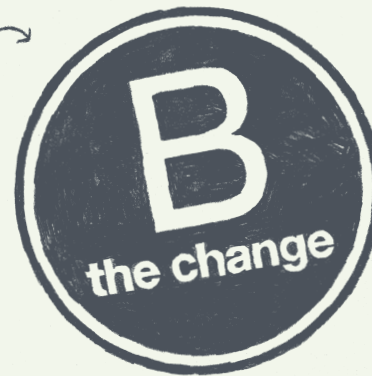


BIGGER

Explore what B Corp means for your team and how your team have a positive impact

GROW

Coach
Support
Encourage

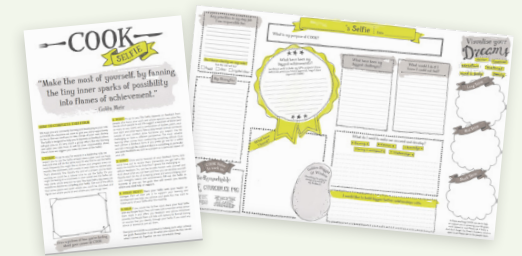


GROW

Be aware of all the courses and workshops we offer - get in touch with the L&D team

GROW

Get some feedback & do a selfie.
Encourage others to reflect too



HAVE FUN

Help us all enjoy life



SAY THANK YOUS

Regularly give credit and appreciation for the work people do on a daily basis, in your team and beyond, and take every opportunity to celebrate successes.

CHILL OUT

Recognise we all have good days and bad days. Don't beat yourself up (or anyone else). Relax.

SHOW FLEXIBILITY

Don't let people's work get in the way of important family or life events.

Simple ways to help us all enjoy life

THANK YOUS

Thank you for doing such a remarkable job



Write a note telling someone how remarkable they've been

Cake is always good



Encourage everyone to nominate others in our regular values appreciation

FLEXIBILITY

Did you know? Everyone has three half days (pro rata) to use each year to attend important family events.



CHILL

Get together outside work - organise a social

CHILL

Enjoy yourself - and BE yourself



FLEXIBILITY

OK, we'll try and work around it

NOTE TO SELF:
Remember To Breathe

Get your bearings

Every now and then, pause and ask yourself the following questions, to make sure you don't go off track...



CHECK IN

Is the team in a good place?

☐

Be Remarkable

Does the team know exactly what's expected of us and have clear goals?
Are we overcoming challenges and constantly reviewing progress?

☐

Be Part of our Family

Do we enjoy good relationships? Does everyone in the team feel they all have a voice and that important tasks are delegated to them?

☐

Churchill's Pig

Do we have regular meetings and I: I s at which I listen as well as speak? Are issues being tackled head on?

☐

Care

Is everyone feeling OK (including me)? Are those who want to develop their careers getting support and is everyone having a chance to make a difference to the world beyond COOK?

☐

Have Fun

Is everyone getting credit for their work and having enough time to relax and celebrate?
Are we managing to fit important commitments around work OK?

...ask your team to help you answer these questions



“Only by knowing yourself
can you become an
effective leader.”

Vince Lombardi



First, Lead Yourself

To successfully lead others, you need
to start from a good place yourself.



Where are you now?



Where you feel you are as a leader is going to change from one week to the next.

Don't give yourself a hard time if you feel like you're not where you want to be.

Use these statements to help you figure out where you are at this moment and map out how best to move forwards.

Don't be afraid to ask others for help or advice.
We're all works in progress...



CHECK IN

Am I in a good place to lead?

☐

Doing great work

I know exactly what I'm trying to achieve at work over the next six months and have the confidence to get there.

☐

Feeling like I belong

I've got strong relationships with my team and others.

☐

Making my voice heard

I'm speaking up clearly on issues that matter to me.

☐

Putting people first

I'm looking after my own wellbeing.

☐

Enjoying life

I'm enjoying my work and being positive.

First, Lead Yourself

Where to go next...

Leadership is a shared journey. Other people are here to help you on your way. Make sure you ask for directions – everyone will be delighted to offer assistance, whether it's for you personally, or a member of your team..

Your Team Leader

Training
Kit
Tools
Advice and support

Social Impact

Making a difference
beyond COOK

People Team

Pastoral support and
counselling
Pay and rewards
Hardship fund
Benefits

New roles
Career Coaching
Team Selfies
Job Swaps/
Planned experience

Learning & Development

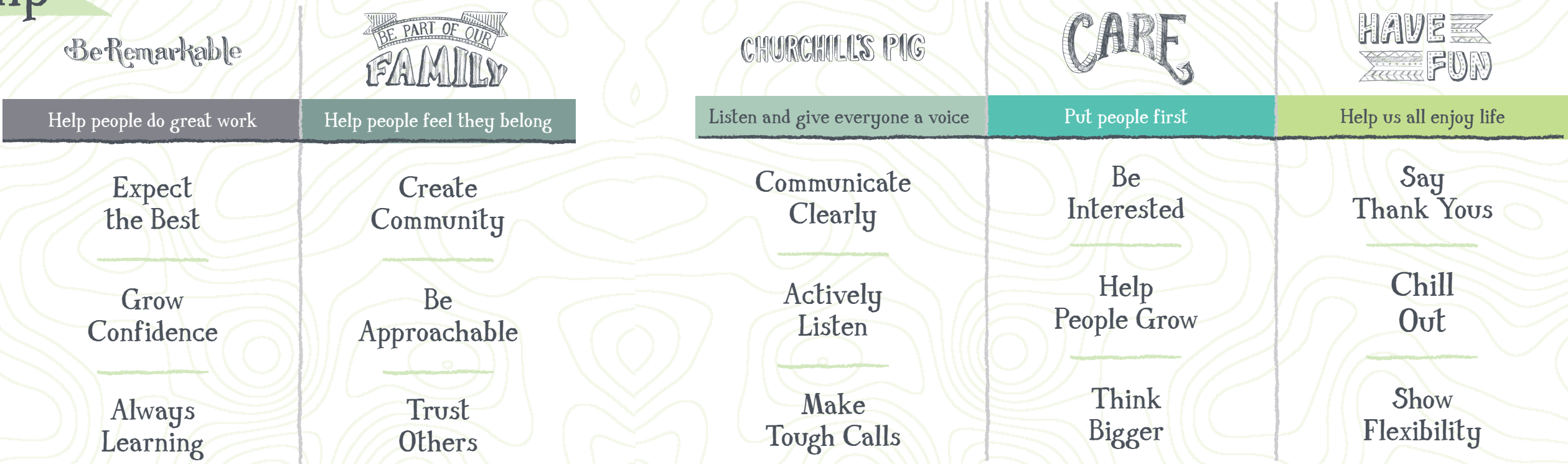
Selfies

Feedback
Reflection and learning
Goal setting
Team contract

Training courses
Academies
Dream Academy
Mentoring

Essential Ingredients for Leadership

So here's our framework for leading each other at COOK. We wouldn't claim it includes everything you ever need to know about leadership – and if you want to explore further on your own, then we encourage you to do so – but it describes a way of leading that is rooted in our values and driven by our purpose, nourishing relationships. As such, it will help protect and enrich our remarkable company culture as we grow and enable us to achieve much more together. Lead on...



— COOK —

