

The background of the slide is a photograph of three men in a server room. The man on the left is wearing a blue and white striped shirt and glasses, looking towards the right. The man in the middle is wearing a dark blue shirt and glasses, looking towards the right. The man on the right is wearing a white and blue checkered shirt and glasses, pointing towards a server rack. The server rack is on the right side of the image, and the men are looking at it with interest.

KONE'S CAPITAL MARKETS DAY 2010

# People Leadership at KONE

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# Agenda



- KONE values driving cultural development
- People Leadership development program
  - Purpose
  - Focus areas
  - Impact – what and how
- Conclusions



KONE values driving cultural development



# Our values



**KONE's values guide people's behavior in the strategy execution towards our vision**

- Delighting the Customer
- Energy for Renewal
- Passion for Performance
- Winning Together



## People Leadership development program

# Purpose of the People Leadership development program



We will improve our leadership capability to inspire, engage and develop people for outstanding performance

# Focus areas



- Lifting leadership to the next level
- Energizing people for the next step
- Managing performance for excellent results

# Impact – what and how: More unified performance



## Improved understanding on KONE strategy, vision and business targets

- Strategy communication process based on dialogue and interaction
- Continuous updates through multiple channels

## More unified performance in business results

- Stronger leadership and management through globally created and mostly locally delivered programs
- Harmonized performance management process cascading business goals to unit, team and individual level
- Process for dealing with poor performance
- Practices for recognizing excellent performance
- Global sales reward guidelines & sales competition





# Impact – what and how: Improved alignment



## **Best practice sharing easier and faster**

- Global training programs for all levels re-enforcing strategy deployment and aligned processes
- Harmonized and flatter structures through Agile KONE taking us closer to customers and providing better hands-on management
- Harmonized role descriptions with related competence requirements rolled out

## **Improved alignment and collaboration leading to faster and better quality execution**

- Process and tool development through the five strategic programs
- Global training programs built to re-enforce strategy deployment
- Continuous two-way communication

# Impact – what and how: Improved engagement



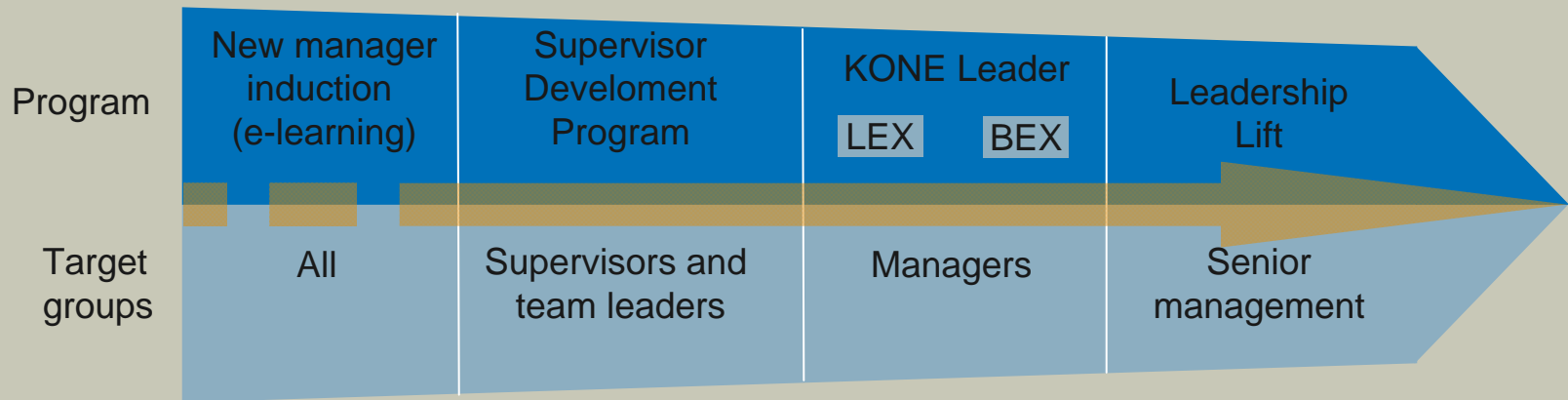
## **Faster clock speed**

- Improved awareness of vision creating sense of urgency
- Coaching and mentoring practices empowering and developing people
- Leadership programs upgrading competences

## **Improved engagement and empowerment producing new ideas and suggestions**

- KONE Supply Excellence Program involving all employees for idea generation
- Sharing of success stories through strategy communication process
- Coaching and mentoring practices empowering and developing people

# Developing Leadership Excellence



# Conclusions



- Greater transparency through strong internal communication has created a shared understanding of KONE direction and vision
- Shared understanding has aligned efforts and strong performance management has made KONE a faster and more focused company
- Cultural development building on existing strengths has been successful
- Investments in people development pay off
- The work will continue





*Dedicated to People Flow™*

