This brochure is for you, the Sodexo general manager. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?

Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?

Review the competency model to see what it takes to excel as a general manager. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

If you have questions or wish to learn more about competencies, visit us on SodexoNet > Human Resources > Talent Development > Competencies or call 800-763-3761 ext 44146 or e-mail EmployeeDevelopment@sodexo.com
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Helping You Reach Your Full Potential!

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Using the Competency Model

How does Sodexo use the Competency Model?

The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.

For Example – Candidate Selection

In the grid, you’ll see “Team Building” under Candidate Selection. This is because when Team Building is assessed in an interview, we are looking at the applicant’s Team Building skills, which includes his or her ability to Resolve Conflict and Influence Others.

For Example – Value Behaviors

The competencies of Client Relations, Customer Service Orientation, Stress Tolerance, and Flexibility are all included in the year-end performance evaluation of a general manager as part of the Value Behavior called “Serving Clients and Customers.”

Competencies of a General Manager

At Sodexo, we are a people business. Our clients and customers need to have confidence that our managers and employees — at all levels of the organization — have the knowledge, skills, and competencies to excel. Our business depends on systems and processes that support the continued learning and development of our people.

This competency model is at the heart of the state-of-the-science systems that support you in managing your own development and career as well as the performance and development of those who report to you. It helps you identify strengths you have and those you and your people need to develop.

How was this model created?

Hundreds of general managers and district managers participated in a comprehensive job analysis in which they identified the competencies a GM needs to excel as well as the competencies that should be assessed for hiring and promoting people into GM positions.

How can I use this model?

The competency model is displayed in four columns.

- Core Values — Service Spirit, Team Spirit, and Spirit of Progress show how all competencies are incorporated into Sodexo’s core values.
- Position Profile — These competencies are defined in the job analysis as most important for being an effective general manager.
- Candidate Selection — These competencies are evaluated during the interview process. They include some of the competencies that are defined in the Position Profile. These are the key competencies we expect a candidate to bring to the job from the start.
- Value Behaviors — These competencies are part of Sodexo’s Performance Evaluation and Development Process. Each general manager is evaluated on eight value behaviors in addition to division-specific Performance Goals.

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Core Values

- Service Spirit
- Team Spirit
- Spirit of Progress

Position Profile

- Core Values Defined by GMs and DMs as Most Important to Position
- Candidate Selection
- Value Behaviors

Candidate Selection

- Competencies Defined by Sodexo
- Important to Position
- Interview Process
- Performance Evaluation and Development Process

Value Behaviors

- Competencies Evaluated by Sodexo
- Important to Position
- Performance Evaluation and Development Process

Service Spirit

- Client Relations
- Customer Service Orientation
- Competencies Evaluated During the Interview Process

Team Spirit

- Diversity Awareness
- Interpersonal Relations

Spirit of Progress

- Delegating and Directing
- Managing Quality Operations

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