



# Leading People The Carrier Way



## Talent Philosophy

Guiding principles for how People Leaders develop talent and Build Best Teams.

### We value **BEHAVIORS** while achieving results.

We use the “what” and the “how” to assess performance and potential. We role model *The Carrier Way* behaviors and hold each other accountable to do the same.

### We **DEVELOP** and help our people grow.

We support a culture of growth, valuing experiences and cross-company movement to accelerate development. Employees own their development, with support from their leader.

### We are **TRANSPARENT** and give real-time feedback.

We discuss performance and potential, so all employees can grow and succeed. Leaders and employees give and receive two-way feedback candidly and constructively.

### We **PERFORM** by setting stretch goals.

We coach for higher performance, raise the bar every year, hold individuals and teams accountable and take timely action.

### We **DIFFERENTIATE** based on contributions.

We recognize and reward both high performance and high potential through differentiated investment, development, compensation and career progression.

## Leader Success Model

Expectations for how People Leaders lead others.

### Think “Outside In”

Seek market-leading solutions.  
One Carrier always.  
Know and amaze your customers.

### Define the Future Boldly

Think Big, take risks, inspire ideas.  
Make change comfortable.  
Try, learn, celebrate.

### Generate Energy

Connect people to purpose, empower.  
Lead inclusively, ignite optimism.  
Choose mission over self.

### Own Outcomes

Simplify, prioritize and focus.  
Anticipate, adjust, clear the path.  
Make it happen, together.