



LXOTICA®

**COMPETENCY MODEL
JOB AID**

OVERVIEW

The Luxottica competency framework outlines the knowledge, skills, and attributes expected within our organization to drive individual and team performance. It connects our employees around a singular set of behaviors needed to be successful at Luxottica. The competency model is the foundation upon which our Global Talent Process is built including Performance Management, Talent Review, Learning & Development, and Succession Planning.

How to leverage:

As a tool to support employees and managers with a clear definition of what success looks like at Luxottica. You should have frequent development discussions with your employees and managers to identify the skills, knowledge, and behaviors needed for your individual role; agree on activities that will help build those capabilities and monitor and recognize success.

INDIVIDUAL CONTRIBUTOR

Identify individual growth opportunities to build a comprehensive Development Action Plan, improving your performance now and in the future, and taking ownership for your growth.

PEOPLE MANAGER

Support your employees' development through guidance, coaching, feedback, and stretch assignments aligned to their individual development needs and career goals. Leverage the BARS to openly discuss performance with your team members to provide tangible feedback on strengths and opportunities.

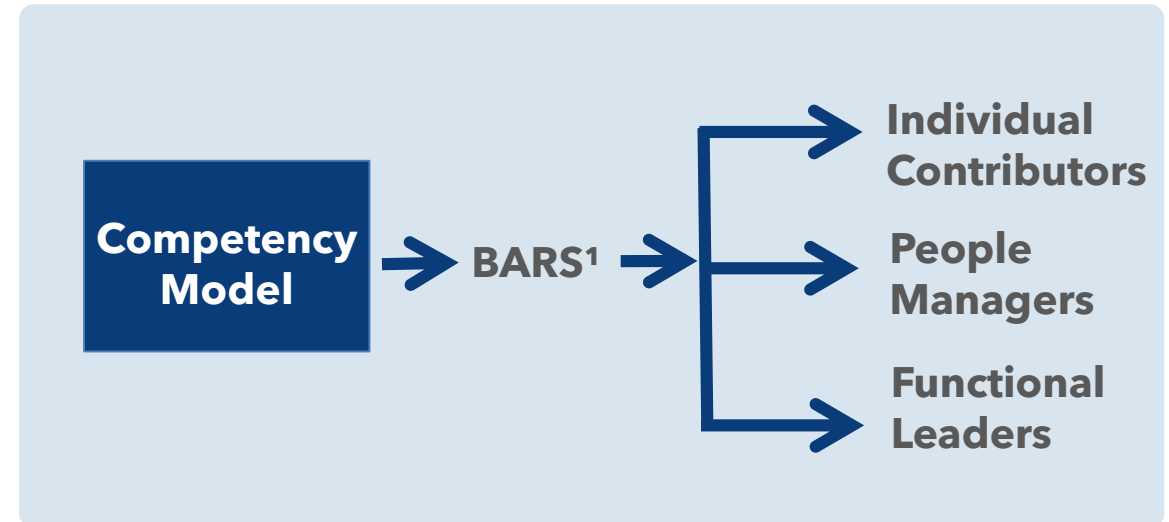
FUNCTIONAL LEADER (DIRECTOR +)

Support your business area in fostering a learning culture and across your team; Encouraging feedback to build organizational capacity in line with these behaviors.

CONSISTENT COMPETENCY MODEL

1 COMPETENCY MODEL FOR EVERYONE

- Competencies which are relevant for everyone
- Does not mean the same expectations across all levels
- Difference in the expected behaviors behind each competency
- Increase in complexity in behaviors expected for each level
- Model is not exhaustive of all behaviors and levels; it is a high-level framework that all employees can reference



Behaviorally Anchored Rating Scales are designed to compare an individual's performance against specific examples of behaviors that are anchored to numerical ratings. They are designed to facilitate more accurate ratings of the target person's behavior or performance

CONTINUUM OF COMPLEXITY



Continuum of complexity - to ensure the behaviors included represent expectations from the Individual Contributor level to the Functional Leader level, a continuum of complexity was used, selecting behaviors with increasing levels of complexity

TRAITS OF BEHAVIORS BASED ON A CONTINUUM OF COMPLEXITY

SIMPLE BEHAVIORS

- For myself
- Low impact
- Easy context
- Certain conditions
- All information
- Reactive
- Straightforward



COMPLEX BEHAVIORS


- For the organization
- High impact
- More complex context
- Uncertainty
- Partial information
- Proactive
- Requires synthesis

UNDERSTANDING THE BEHAVIORS BEHIND

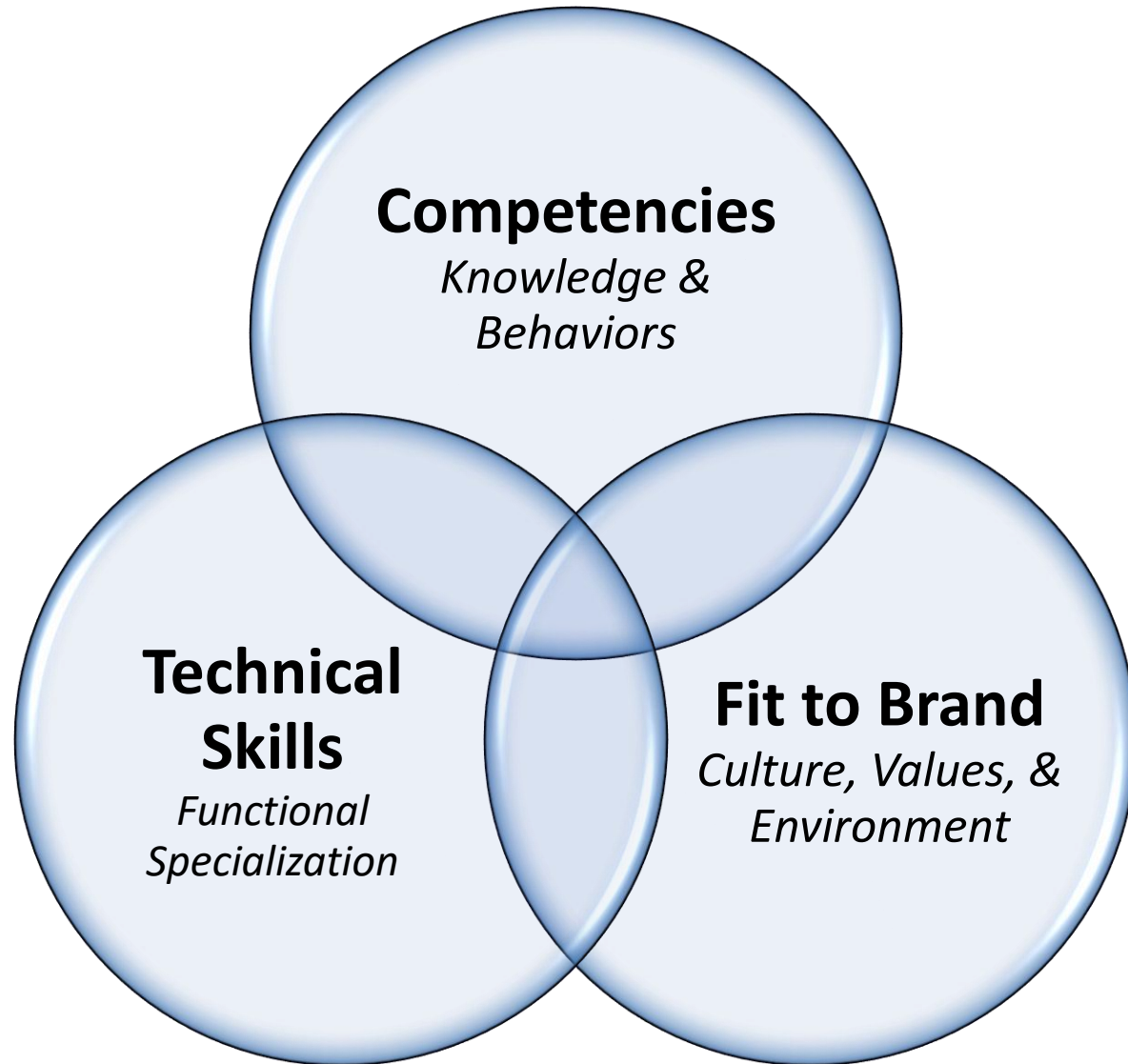
- For each competency there are 3 observable behaviors
- Behaviors were built based on a continuum of complexity, with more complex behaviors at higher levels on scale 1-5
- Expectation on level of behavior based on individual's role/desired role (see chart to the right for detail)
- Levels 2 & 4 are based on the frequency that the behaviors are observed. Level 2 example: for a Store Associate we should consistently see level 1 behaviors but occasionally may observe level 3 behaviors

EXPECTATION OF BEHAVIOR	
INDIVIDUAL CONTRIBUTORS	Level 1-2
PEOPLE MANAGERS	Level 2-4
FUNCTIONAL LEADERS	Level 4-5

SAMPLE COMPETENCY - RESULTS-ORIENTATION

Leading the Business	Complexity of Behavior				
	1	2	3	4	5
Results-Orientation  <i>Demonstrates concern for achieving or surpassing results against an internal or external standard of excellence. Shows a passion for improving the delivery of services with a commitment to continuous improvement</i>	Tracks progress on measurable business objectives and understands how to improve results Looks for alternatives when certain actions have not lead to a desired result Strives to reach goals despite obstacles, setbacks or uncertainty	Sets and maintains high performance standards for self and others that support strategic plan and holds self and other team members accountable for achieving results Develops a strategic action plan to ensure individual and team results are consistently achieved and fosters awareness of individual impact on organizational results Identifies and mitigates obstacles to goal achievement	Ability to analyze and drive measurable performance and adjust behaviors which impact them even in uncertain times; actively coaches and enables others to deliver results Makes business decisions, understanding the organizational impact as well as the long-term implications for performance Leverages opportunities to exceed goals, even under adverse circumstances. Examines alternatives, including the costs, risks and benefits for the organization		

COMPETENCIES - ONE PIECE OF THE PUZZLE



Individual performance is made up of three core areas.

By aligning Luxotticans around one set of competencies, it provides simplicity while elevating each brand's individual culture and values.

SCENARIO EXAMPLES

Q: My Store Manager is meeting 2 out of the 3 behaviors for Critical Thinking. How do I rate them on the continuum?

A: The continuum is a 1-5 scale with behaviors at levels 1, 3, and 5. If your team member is meeting some/most of the level 3 behaviors, but not all, then as a leader you would rate them at either a 2 or a 3, based on the level of importance of the behavior in question, specific to their role.

Q: My team member is currently a People Manager and has a desire to grow into a Director. How do I use this model to support them with concrete feedback?

A: Sit with your team member and openly discuss the different behavioral expectations for a Manager and Director, focusing on the variances. Then discuss the current performance of your team member specific to these behaviors and create a development plan to close any existing gaps.

Q: My Sales Associate is underperforming. How do I use this to support them with feedback?

A: Sit with your Sales Associate to have a candid dialogue regarding their performance. Utilize the BARS to discuss the behavioral expectations for their role, and work with them to set up a plan to close any gaps.

FREQUENTLY ASKED QUESTIONS

Why is it a benefit to have one model for everyone?

- A singular competency model allows greater transparency of expectations and increases the potential for internal mobility. It creates consistency in our Talent Process to support talent in all areas of Luxottica across the world.

Does this replace our Characteristics?

- No! The Luxottica Characteristics are at the core of everything we do. This competency model brings our Characteristics to life in a concrete way.

Do I need to have all these competencies?

- While this model serves as a guide for the expected behaviors of all Luxottican's, you are not expected to focus on developing all of them at the same time. Some may come more naturally, and others may require additional focus. We recommend you focus on developing no more than three per year.

Will this replace my brand's competency model?

- This model will provide an opportunity to create consistency between brand models and increase internal mobility. While it will replace your brand's competency model, it will not replace your brand values!

FREQUENTLY ASKED QUESTIONS

What level should I be at for my role?

- Individual Contributors are Level 1, People Managers are Level 3, and Functional Leaders are Level 5. The 5-point scale then accounts for those individual behaviors that are either more advanced or in need of development.

Will I be measured on these competencies as part of a performance review?

- These competencies will be built into all Global HR processes, from Performance Management to Talent Review and Development Planning. In your performance review you will be measured on the “how”, but will focus on a maximum of three per year.

What are BARS?

- BARS is an acronym for Behaviorally Anchored Rating Scales. These are designed to compare an individual’s performance against specific examples of behaviors that are anchored to numerical ratings. They are designed to facilitate more accurate ratings and more tangible discussions around the individual’s behavior or performance.

Why does the competency model only have BARS for 1, 3, and 5?

- BARS 1, 3, and 5 are markers for expected behavior at key organizational levels. The 5-point scale then provides the flexibility for those individual behaviors that are either more advanced or in need of development.