

# Competencies for success

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The LOTOS Group's key competencies are:

→ cooperation → commitment → openness to change

At the LOTOS Group, we attach great importance to key competencies, that is the skills, attitudes, knowledge, and experience necessary for the successful performance of tasks. In our case, the competencies include cooperation, commitment, and openness to change. We believe that all our employees should have them, regardless of their role or position.

What do key competencies mean to us?

## Cooperation:

- Relationship building, e.g. through respect for others, kindness, support, and positive attitude towards cooperation,
- Teamwork,
- Good manners.

## Commitment:

- Initiative,
- Focusing on goals and tasks,
- Improving the way the organization operates, e.g. through reporting difficulties and searching for solutions, suggesting improvements, improving one's productivity and the productivity in one's area of responsibility,
- Identifying with the organization, e.g. acting in line with its values and promoting its image,
- Complying with the rules, procedures, and standards.

## Openness to change:

- Accepting and showing positive attitude towards change,
- Showing interest in new solutions,
- Adapting to changes,
- Signalling the need for changes within one's area of responsibility and actively participating in change implementation.

The key competencies of LOTOS Group employees are assessed during periodic employee evaluations. The management staff is additionally evaluated for their managerial skills in such areas as teamwork management, leadership, team potential building, strategic thinking, and decision making. Non-management staff are evaluated for their functional competencies required by a given position, e.g. work discipline, resistance to stress, negotiation skills, and project work.

## **Successors to take over**

In 2015, the LOTOS Group continued its Succession Programme. As part of the programme, we coordinated the process of selecting the forms and methods of successors' development in line with the awarded development vouchers. We also monitored and updated their individual development plans. The following were most often chosen by the successors covered by the programme: the Management programme run by the ICAN Institute, in partnership with the Harvard Business Review, language seminars, individual coaching, and post-graduate programmes. Also popular were specialist courses (e.g. HR Business Partner Academy, Gas and Renewable Energy Technologies, Summer Leader School, Art of Negotiation, Interpersonal Training, Assertiveness and Communication, Logistics Forum and Project Management) and foreign training courses and conferences (such as the Water Technology Conference, Price Risk Management in the Oil Industry, or Advanced Project Management for Oil & Gas Industry).

## **Effects of the Succession Programme**

within three years from selecting the programme participants, six out of the twenty successors took up senior managerial positions at the LOTOS Group.