

## LEADERSHIP FUNDAMENTALS OVERVIEW

R.T. Moore is fueled by creating opportunity. For 2025, our shared objective is to create more opportunity than people thought possible. When we execute this strategy with excellence, we will advance engagement, recruitment, and retention.

When it comes to managing performance, “What” is accomplished is important, and we track these accomplishments through Performance and Developmental goals in our Performance Management system.

“How” these goals are achieved is also important to us. “The R.T. Moore Way” has been pivotal to our success and will continue to be essential as we grow and scale. The Culture Index highlights our expectations around behaviors and allows us to discuss how well Employees are living “The R.T. Moore Way.” The Leadership Fundamentals build on the Culture Index and specify how People Leaders should lead “The R.T. Moore Way.”

<b>“What”</b> <i>is accomplished</i>	<b>Performance Goals (long term &amp; short term)</b>
	<b>Developmental Goals</b>
<b>“How”</b> <i>are they achieved - Competencies of the R.T. Moore Way</i>	<b>Culture Index</b>
	<b>Leadership Fundamentals (People Leaders)</b>

## LEADERSHIP FUNDAMENTALS

Consider the below behaviors and discuss how well People Leaders are leading “The R.T. Moore Way.”

### People Leadership

#### 1. I lead from the front and champion the RTMC values.

- Leads by example: high moral standards, sets the pace, strong technical knowledge, lifelong learner, and readily available.
- Develops strong relationships by laying a foundation of truthfulness, thoughtfulness and respect.
- Motivates with inspired standards versus inspired words.
- Earns trust through action and deeds – does what’s right, is honest and fair.
- Gets in the weeds when necessary.

#### 2. I build trust and commitment on my team and demand accountability.

- Emphasizes fighting for the good of the team versus individual achievement.
- Keeps the team focused.
- Is clear and concise – goes from pretty clear to really clear.
- Shares in success and celebrates wins.
- Holds self and team accountable.
- Looks in the mirror and doesn’t blame other people for poor results.
- Moves quickly on non-performers.

#### 3. I get extraordinary results out of ordinary people.

- Prioritizes hiring the right person over just filling the role.
- Gets people in the right seat, identifying where they are particularly skilled and what they enjoy.
- Puts best people on biggest opportunities.
- Surrounds high potential people with high performance colleagues and gives them big challenges to work on.
- Prioritizes the mission.
- Inspires extraordinary effort, leading to extraordinary success.

#### 4. I build the next generation of RTMC.

- Provides accessible and relevant education – company culture, process, information, technology, programs and training.
- Shares information and what he/she knows to benefit the team and RTMC.
- Shares lessons learned with the next generation.
- Demonstrates a passion for helping others do their job well.
- Energetically accepts mentor opportunities.
- Boasts a successful track record of people he/she has helped along the way.
- Sets a positive example and experience for new employees.

### Business Leadership

#### 5. I combine disciplined thought with disciplined actions to achieve disciplined execution.

- Demonstrates a commitment to excellence.
- Prioritizes first-time quality, investing the up-front time, effort and energy.
- Controls labor, controls profit.
- Never sacrifices our standards.
- Understands and executes RTMC processes and does not create work arounds.
- Understands and leverages RTMC information, resisting the urge to create additional supporting information.
- Stops if it’s a bad design.
- Knows when to escalate an issue.

#### 6. I seek out information to make sound business decisions and negotiate effectively.

- Is curious and asks thoughtful questions.
- Gathers the best available information and makes the non-emotional call.
- Prepares for meetings, understands the situation, and presents well thought-out solutions.