DANAHER LEADERSHIP
ANCHORS & BEHAVIORS
View by Leadership Behavior
DANAHER LEADERSHIP DIFFERENTIATION CONTEXT

<table>
<thead>
<tr>
<th>THINKING</th>
<th>INDIVIDUAL CONTRIBUTOR</th>
<th>MANAGER / ADVANCED PROFESSIONAL</th>
<th>SENIOR LEADER / EXPERT PROFESSIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical</td>
<td>Strategic</td>
<td>Visionary</td>
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<tr>
<td>SCOPE</td>
<td>Local</td>
<td>Regional</td>
<td>Global</td>
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<tr>
<td>LEAD</td>
<td>Self</td>
<td>Others</td>
<td>Organizations</td>
</tr>
</tbody>
</table>

There is a progression:
THINKING, SCOPE AND LEADERSHIP
CHARTS THE COURSE
- Utilizes critical thinking
- Moves strategy to action
- Leads in a global environment

DRIVES INNOVATION & GROWTH
- Listens and responds to customer needs
- Cultivates and enables breakthrough thinking to drive growth
- Encourages balanced risk taking to advance innovation

LEADS THROUGH DBS
- Champions continuous improvement
- Solves problems
- Drives for results

BUILDS PEOPLE, TEAMS & ORGANIZATIONS
- Relentlessly attracts, engages and develops people
- Build strong, effective and diverse teams
- Creates followership through collaboration

ACTS WITH INTEGRITY
- Consistently uses sound judgment
- Operates with transparency and is trusted
- Demonstrates humility and self-awareness
<table>
<thead>
<tr>
<th>Leadership Behavior</th>
<th>Descriptor</th>
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</thead>
<tbody>
<tr>
<td>Utilizes Critical Thinking</td>
<td>Deals with complex concepts comfortably; is <strong>knowledgeable</strong>, <strong>capable</strong></td>
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<tr>
<td></td>
<td>and <strong>agile</strong>. Effectively copes with change and <strong>deals with ambiguity</strong>;</td>
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<tr>
<td></td>
<td>doesn’t let perfect get in the way of better; curious and learns on the</td>
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<tr>
<td></td>
<td>fly.</td>
</tr>
<tr>
<td>Moves Strategy to Action</td>
<td>Creates and <strong>manages vision and purpose</strong>. Demonstrates **strategic</td>
</tr>
<tr>
<td></td>
<td>agility**; understands business issues and anticipates future trends and</td>
</tr>
<tr>
<td></td>
<td>consequences; creates competitive and breakthrough strategies and plans.</td>
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<tr>
<td></td>
<td>Makes connections between diverse concepts to generate new ideas. Knows</td>
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<tr>
<td></td>
<td>when, where, and how to dig into details and / or stay high level.</td>
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<tr>
<td></td>
<td><strong>Prioritizes</strong> quickly to focus on the critical few to drive action.</td>
</tr>
<tr>
<td>Leads in a Global Environment</td>
<td>Employs <strong>global business knowledge</strong> to understand what works in many</td>
</tr>
<tr>
<td></td>
<td>countries; understands and adjusts to unique differences. Works to</td>
</tr>
<tr>
<td></td>
<td>Harness Global Scale across OpCo and platforms. Demonstrates strong</td>
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<tr>
<td></td>
<td><strong>business acumen</strong> and is aware how strategies and tactics work in the</td>
</tr>
<tr>
<td></td>
<td>marketplace; knows the competition; knowledgeable of current, future and</td>
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<tr>
<td></td>
<td>emerging strategies, practices and trends.</td>
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</tbody>
</table>
CHARTS THE COURSE

LEADERSHIP BEHAVIOR

UTILIZES CRITICAL THINKING

- Thinks through and analyzes complex problems, challenges and drives to root cause.
- Positively copes with change; applies knowledge and skills effectively in new environments.
- Motivated by the challenge of new work; comfortable with ambiguity; proactively seeks answers.
- Quickly learns when faced with new challenges and strives to enhance his/her knowledge and skills.
- Applies past learning to solve current problems.

DESCRIPTOR

Deals with complex concepts comfortably; is knowledgeable, capable and agile. Effectively copes with change and deals with ambiguity, doesn't let perfect get in the way of better; curious and learns on the fly.

INDIVIDUAL CONTRIBUTOR

- Develops a deep understanding of business in order to analyze global problems and organizational implications and to identify root causes.
- Deals with complex financial information and analysis with a clear view of the targets, projections, and performance required.
- Anticipates future trends and effectively navigates through organizational and global complexity and ambiguity.
- Looks for and identifies patterns in the global environment in order to learn and improve results.
- Helps organizations and leaders overcome resistance to change.

MANAGER / ADVANCED PROFESSIONAL

- Uses rigorous problem solving and root cause analysis to solve difficult or complex problems.
- Quickly assesses new situations, demonstrates flexibility in thinking and style; matches approach to the demands of the situation and takes action.
- Utilizes sound judgment in decision making; has the ability to change course of action when needed.
- Makes balanced and fair decisions in a tough situation with conflicting demands.
- Engages multiple leaders in assessing and responding to the impact of change; helps others.

SENIOR LEADER / EXPERT PROFESSIONAL
CHARTS THE COURSE

LEADERSHIP BEHAVIOR

MOVES STRATEGY TO ACTION

- Understands strategy and vision in order to effectively implement actions.
- Prioritizes effectively, acts with speed and agility.
- Creates detailed action plans and executes to drive results.
- Displays knowledge and confidence to execute.
- Demonstrates a sense of urgency.

DESCRIPTOR

Creates and manages vision and purpose. Demonstrates strategic agility: understands business issues and anticipates future trends and consequences; creates competitive and breakthrough strategies and plans. Makes connections between diverse concepts to generate new ideas. Knows when, where, and how to dig into details and / or stay high level. Prioritizes quickly to focus on the critical few to drive action.

INDIVIDUAL CONTRIBUTOR

- Supports vision and purpose; provides direction needed to operationalize and drive to action.
- Quickly prioritizes the critical few and assigns work appropriately.
- Uses sound and robust analyses when needed, but is not paralyzed by analysis.
- Does not let planning a perfect strategy get in the way of tangible actions to improve results.
- Communicates strategy to motivate team to action.

MANAGER / ADVANCED PROFESSIONAL

- Creates a clear vision and strategy that is based on a thorough understanding of the business.
- Communicates vision and strategy and motivates the team to action.
- Able to see how actions taken to capture today’s opportunities will prepare the company for future growth and success.
- Understands the business environment to lead creative planning and to prioritize at a strategic level.
- Uses Policy Deployment to drive the strategic plan and critical business needs to action.

SENIOR LEADER / EXPERT PROFESSIONAL
**LEADERSHIP BEHAVIOR**

**LEADS IN A GLOBAL ENVIRONMENT**

- Proactively seeks and uses knowledge of global issues that could affect his/her work or team's achievement of goals.
- Demonstrates knowledge of relevant local and global rules and regulations affecting how work gets done.
- Is consistently respectful of persons from different cultures and backgrounds.
- Demonstrates an appropriate level of business acumen.

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**DESCRIPTOR**

Employs **global business knowledge** to understand what works in many countries; understands and adjusts to unique differences. Works to Harness Global Scale across OpCos and platforms. Demonstrates strong **business acumen** and is aware how strategies and tactics work in the marketplace; knows the competition; knowledgeable of current, future and emerging strategies, practices and trends.

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**INDIVIDUAL CONTRIBUTOR**

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**MANAGER / ADVANCED PROFESSIONAL**

- Exhibits curiosity to understand the global environment in which we operate.
- Respects and understands cultural and value differences.
- Uses opportunities to engage with global partners to learn how to be a better partner.
- Demonstrates an appropriate level of global business acumen including understanding of competitors, policies, technologies, trends, and business culture.
- Builds organizational capability and strength to support current and emerging business needs.

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**SENIOR LEADER / EXPERT PROFESSIONAL**

- Keeps current on key economic, social, and political trends throughout the world; continually balances building market strength with appropriate business risk.
- Establishes and maintains key global stakeholder relationships within and outside the organization.
- Effective creates and works within unique and complex global organization structures.
- Evaluates related global events and the opinions of key global stakeholders to accelerate continuous improvement in the business.
- Drives and supports thoughtful work beyond the OpCo; harnesses global scale.
# Drives Innovation & Growth

## Leadership Behavior

### Listens and Responds to Customer Needs

Relentlessly **customer focused**; dedicated to exceeding expectations of internal and external customers; gets first-hand customer information (i.e. VOC) and uses it to drive improvements in products and services; establishes and grows effective relationships with customers and gains their trust and respect through mutual unfiltered feedback.

### Cultivates and Enables Breakthrough Thinking to Drive Growth

Generates ideas through deep customer insights (*Dream*); Projects the needs of diverse customers, improves returns through R&D investments (*Develop*); Drives execution to increase and accelerate growth (*Deliver*). Utilizes **innovation management** to bring creative ideas to market; shows good judgment about which ideas and suggestions will work; uses own **creativity** and can enable and lead the creative process of others.

### Encourages Balanced Risk Taking to Advance Innovation

Willing and able to move out of their comfort zone and not afraid of **standing alone**. Coaches self and others to be appropriately courageous and take thoughtful risks. Does not accept that the long-standing way of doing business is the only way. Open-minded and listens to others even when under stress. Balances the tension between resiliency to stick with a plan and the need to change course and cut losses.
LEADERSHIP BEHAVIOR

LISTENS AND RESPONDS TO CUSTOMER NEEDS

- Demonstrates deep understanding of customer expectations and end user needs.
- Dedicated to exceeding customer expectations.
- Seeks information from customer feedback to improve.
- Uses unfiltered customer feedback to make improvements in process, products and services.
- Is committed to excellence and understands how daily work impacts the customer.

DESRIPTOR

Relentlessly customer focused; dedicated to exceeding expectations of internal and external customers; gets first-hand customer information (i.e. VOC) and uses it to drive improvements in products and services; establishes and grows effective relationships with customers and gains their trust and respect through mutual unfiltered feedback.

INDIVIDUAL CONTRIBUTOR

- Develops and sustains long term partnerships with internal and external customers.
- Gathers customer needs insight (VOC) and shares with the team to enable them to identify issues and take actions to improve customer satisfaction.
- Understands external trends and internal actions that can impact customer satisfaction.
- Continually searches for ways to increase customer satisfaction and defines new and better ways of exceeding customer expectations.
- Plans initiatives to create value for the customer.

MANAGER / ADVANCED PROFESSIONAL

- Demonstrates deep understanding of the needs and expectations of customers.
- Understands the complexity of external and internal customer relationships, actively identifies concerns and creates countermeasures.
- Evaluates competitors from the customer’s perspective to identify how/where to differentiate to gain market share.
- Develops and sustains customer relationships at the leadership level; uses these relationships to understand current and future trends and needs.
- Proactively builds relationships with new types of customers.

SENIOR LEADER / EXPERT PROFESSIONAL
DRIVES INNOVATION & GROWTH

LEADERSHIP BEHAVIOR

CULTIVATES AND ENABLES BREAKTHROUGH THINKING TO DRIVE GROWTH

INDIVIDUAL CONTRIBUTOR

• Generates new ideas and solutions by making connections between diverse types of customers, markets and processes.
• Actively participates in cross functional brainstorming sessions.
• Encourages creative suggestions from others.
• Effectively manages the roll-out of innovative products or processes.

MANGER / ADVANCED PROFESSIONAL

• Uses own knowledge of customers, competitors and markets to develop breakthrough strategies and plans that drive growth.
• Effectively facilitates brainstorming sessions; creates formal and informal opportunities for others to generate and explore new ideas that move the team forward in a positive direction.
• Rewards breakthrough thinking.
• Shows sound judgment regarding which ideas and suggestions will work and further supports through process and action.

SENIOR LEADER / EXPERT PROFESSIONAL

• Uses deep knowledge of customers, competitors and markets to develop, evaluate, select/adjust, and communicate breakthrough strategies.
• Creates and fosters an entrepreneurial environment that inspires teams and individuals to cultivate breakthrough thinking.
• Anticipates how potential ideas may play out in the marketplace.
• Improves returns through investment in ideas that generate competitive customer value and satisfaction.
• Uses storytelling to promote and encourage breakthrough thinking.

DESCRIPTOR

Generates ideas through deep customer insights (Dream); Projects the needs of diverse customers, improves returns through R&D investments (Develop); Drives execution to increase and accelerate growth (Deliver). Utilizes innovation management to bring creative ideas to market; shows good judgment about which ideas and suggestions will work; uses own creativity and can enable and lead the creative process of others.
DRIVES INNOVATION & GROWTH

LEADERSHIP BEHAVIOR

ENCOURAGES BALANCED RISK TAKING TO ADVANCE INNOVATION

INDIVIDUAL CONTRIBUTOR

- Thinks outside the box and advances innovation.
- Willing to stand alone to champion a new idea.
- Demonstrates sound judgment with ideas that involve risk.
- Listens to new ideas even if he/she disagrees with them.
- Ability to influence and position new ideas, initiatives and innovations.

MANAGER / ADVANCED PROFESSIONAL

- Encourages and rewards thoughtful risk taking; learns from risks that did not have the intended success; transparently shares learning in such a way that new ideas are encouraged.
- Allows the necessary time and focus to listen to new ideas and understand them.
- Effectively advocates for ideas that could move the business forward even when this means standing alone.
- Balances the value to customers and to the business between staying with the current plan or changing course.
- Encourages and is comfortable with constructive team conflict regarding new ideas and how they could be implemented.

SENIOR LEADER / EXPERT PROFESSIONAL

- Sets the tone in the organization for supporting thoughtful risk taking by recognizing the creativity and courage of others to initiate positive change.
- Manages and balances risk and reward to create value.
- Shares stories of thoughtful risk taking successes throughout the organization to promote growth.
- Takes the time to listen and to evaluate the potential of new ideas even when they initially seem to run counter to current thinking.
- Encourages and coaches leaders to listen to and support new ideas and thoughtful risks.

DESCRIPTOR

Willing and able to move out of their comfort zone and not afraid of standing alone. Coaches self and others to be appropriately courageous and take thoughtful risks. Does not accept that the long-standing way of doing business as the only way. Open-minded and listens to others even when under stress. Balances the tension between resiliency to stick with a plan and the need to change course and cut losses.
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<td>CHAMPIONS CONTINUOUS IMPROVEMENT</td>
<td>Dedicated to using DBS tools and Core Value Drivers to design, manage and measure work; utilizes kaizens and goes to Gemba to drive continuous improvement; manages resources effectively; delivers the highest quality products and services. Willing to re-engineer kaizen processes and open to suggestions and experimentation try-storming; creates a learning environment leading to the most efficient and effective work processes.</td>
</tr>
<tr>
<td>SOLVES PROBLEMS</td>
<td>Uses logic and rigorous problem solving (PSP) tools and methods to solve difficult problems and drive effective solutions; focuses on the critical few; probes all possible sources for answers; can see less obvious problems and countermeasures; uses fact-based analysis; looks beyond the obvious and doesn’t stop at the first answers (5 Whys).</td>
</tr>
<tr>
<td>DRIVES FOR RESULTS</td>
<td>Drives results while ensuring a balance of stretch versus strain. Is action-oriented and has a sense of urgency (does not let perfect get in the way of better). Can be counted on to establish high expectations, drive change, multi-task, and have impact. Sets stretch goals for themselves and others and exceeds expectations; consistently a top performer.</td>
</tr>
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<td>LEADERSHIP BEHAVIOR</td>
<td>DESCRIPTOR</td>
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<tbody>
<tr>
<td>Takes actions and makes decisions that support the DBS culture.</td>
<td>Translates the DBS vision for all associates; is an effective ambassador for DBS and provides visible leadership and support of the culture and tools.</td>
<td>Consistently models and coaches the Danaher culture and DBS at every level of the organization.</td>
</tr>
<tr>
<td>Is aware of and appropriately uses the DBS tools.</td>
<td>Brings DBS alive by supporting continuous improvement in all areas of the business.</td>
<td>Trains, coaches and uses Policy Deployment to drive results and breakthroughs.</td>
</tr>
<tr>
<td>Proactively makes recommendations for future improvements.</td>
<td>Personally utilizes the Growth Lean, and Leadership tools; models behaviors of managing and measuring work, enhancing the DBS culture.</td>
<td>Articulates and promotes the power of a comprehensive view of DBS including Growth, Lean and Leadership.</td>
</tr>
<tr>
<td>Actively participates in cross functional kaizen teams.</td>
<td>Coaches behaviors and actions that align to the DBS culture and holds teams/individuals accountable.</td>
<td>Supports “One Danaher” and ensures leaders are balancing OpCo and Danaher needs.</td>
</tr>
<tr>
<td></td>
<td>Suggests the right DBS tool, its use and anticipated outcomes for specific situations.</td>
<td>Uses DBS tools to prepare the organization for successful design, management and measurement of a change.</td>
</tr>
</tbody>
</table>
**LEADERSHIP BEHAVIOR**

**SOLVES PROBLEMS**

- Displays discipline and logic; utilizes Problem Solving Process (PSP) tools to solve problems.
- Uncovers and clearly articulates the problem that needs to be solved.
- Looks beyond the obvious symptoms to uncover their underlying root cause (5 Whys).
- Prioritizes problems for solutions based on highest impact.

**DESCRIPTOR**

Uses logic and rigorous problem solving (PSP) tools and methods to solve difficult problems and drive effective solutions; focuses on the critical few; probes all possible sources for answers; can see less obvious problems and countermeasures; uses fact-based analysis; looks beyond the obvious and doesn’t stop at the first answers (5 Whys).

**INDIVIDUAL CONTRIBUTOR**

- Uses rigorous logic and Problem Solving Process (PSP) tools to analyze and solve high-priority problems. Ensures countermeasures are process based.
- Models and coaches team(s) to diligently select the right problems to solve and understand their root causes.
- Proactively gathers different views on how to approach and solve a problem; approaches problems analytically rather than jumping to a superficial conclusions.
- Balances the urgency of finding a solution with the need for further analysis; takes thoughtful action.
- Allocates appropriate resources to solve problems based on urgency and impact.

**MANAGER / ADVANCED PROFESSIONAL**

- Appropriately leads, teaches and coaches, supporting problem solving tools, but shows discretion; zooming in and out as needed.
- Rigorously thinks through the complexity of a problem or issue and avoids forcing past approaches and solutions.
- Sees less obvious problems from a global perspective and helps OpCos see them clearly.
- Identifies the global implications of a problem and / or approaches to its solution.
- Connects tools and internal benchmarking to support collective learning and success.

**SENIOR LEADER / EXPERT PROFESSIONAL**
# LEADS THROUGH DBS

## LEADERSHIP BEHAVIOR

### DRIVES FOR RESULTS

- Has capability and capacity to set goals that stretch self and peers.
- Consistently drives high quality, on-time results.
- Demonstrates the sense of urgency and the flexibility needed to achieve results; immediate impact.
- Organizes and prioritizes to drive results.
- Does not let perfect get in the way of better.

## DESCRIPTOR

Drives results while ensuring a balance of stretch versus strain. Is **action-oriented** and has a sense of urgency (does not let perfect get in the way of better). Can be counted on to establish high expectations, drive change, multi-task, and have impact. Sets stretch goals for themselves and others and exceeds expectations; consistently a top performer.

## INDIVIDUAL CONTRIBUTOR

- Sets high expectations for results; sets a personal example for accountability and drives results.
- Gets work done through others and celebrates successful results and improvements.
- Works with leaders to create plans and measure goals; appropriately challenges self and team to achieve on-time results and have immediate impact.
- Understands the motivational issues accompanying stretch versus strain goals; coaches and adjusts accordingly.
- Able to balance planned actions to achieve long-term results and immediate needs for action or change.

## MANAGER / ADVANCED PROFESSIONAL

- Drives and motivates organizational results while ensuring a balance of stretch versus strain.
- Ensures high expectations for results throughout the organization; leads by personal example.
- Ensures expectations are established and communicated throughout the organization.
- Leads change and proactively identifies and recognizes teams that have successfully implemented change (process and results).
- Consistently collaborates across functional, regional and global teams to drive results.
<table>
<thead>
<tr>
<th>LEADERSHIP BEHAVIOR</th>
<th>DESCRIPTOR</th>
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</thead>
<tbody>
<tr>
<td>Relentlessly attracts, engages and develops people</td>
<td><strong>Hires and staffs</strong> the best available talent and is not afraid of selecting strong people. Is a good judge of talent and <strong>sizing up</strong> talent. Empowers appropriately while holding people accountable. Engages and <strong>develops direct reports and others</strong> by providing timely, actionable and direct feedback; is aware of career goals; constructs meaningful development plans and executes them; drives succession and movement of talent. Appreciates and leverages diversity in all forms.</td>
</tr>
<tr>
<td>Builds strong, effective and diverse organizations</td>
<td>Develops and aligns organizational and people strategies with strategic and critical business needs. Is <strong>organizationally agile</strong>; Harnesses Global Scale by reaching across OpCos and platforms to drive results. Gets work done through formal and informal relationships. Creates clear roles and responsibilities within organization to enable the implementation of business strategies. Demonstrates <strong>composure</strong> in pressure situations.</td>
</tr>
<tr>
<td>Creates followership through collaboration</td>
<td>Creates strong commitment and promotes open dialogue, defines success in terms of the whole team; is inclusive and values input; inspires a feeling of purpose and value. <strong>Delegates</strong> appropriately; creates an environment in which people want to do their best; can <strong>motivate</strong> diverse people, teams and organizations. Values each individual’s work.</td>
</tr>
</tbody>
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# Leadership Behavior

**Relentlessly Attracts, Engages and Develops People**

<table>
<thead>
<tr>
<th>Individual Contributor</th>
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<tbody>
<tr>
<td>- Proactively seeks and provides feedback from/to coworkers and supervisor to develop self and others.</td>
</tr>
<tr>
<td>- Builds and maintains good working relationships with peers and supervisors; works collaboratively.</td>
</tr>
<tr>
<td>- Engaged in daily work and takes initiative to practice and apply new skills to continuously improve performance.</td>
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<tr>
<td>- Stretches self to improve performance. Leverages strengths of other associates.</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Manager / Advanced Professional</th>
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<tr>
<td>- Recruits and hires strong people who will fit, will excel and have a passion to win in the Danaher culture.</td>
</tr>
<tr>
<td>- Coaches and mentors providing direct, constructive, empathetic and timely performance feedback.</td>
</tr>
<tr>
<td>- Leads, energizes and engages individuals to achieve personal development and business goals; retains talent.</td>
</tr>
<tr>
<td>- Provides challenging or “stretch” assignments to develop individuals and the team as a whole.</td>
</tr>
<tr>
<td>- Relentlessly builds organizational and people capabilities; develops future leaders, drives succession planning; builds the bench with diverse talent; imports and exports talent.</td>
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<thead>
<tr>
<th>Senior Leader / Expert Professional</th>
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<tbody>
<tr>
<td>- Leads by example, shows broad commitment to relentlessly attracting, engaging and developing talent.</td>
</tr>
<tr>
<td>- Drives, manages and improves the succession management processes (Organization and Talent assessment - OTA); strategically selects, staffs and develops leaders for key positions to build new capabilities across Danaher.</td>
</tr>
<tr>
<td>- Engages and develops leaders across multiple organizations. Takes appropriate risks on internal candidates.</td>
</tr>
<tr>
<td>- Anticipates and takes action to address future organizational and talent needs to drive continued growth.</td>
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</table>

**Descriptor**

**Hires and Staffs** the best available talent and is not afraid of selecting strong people. Is a good judge of talent and **sizing up** talent. Empowers appropriately while holding people accountable. Engages and **develops direct reports and others** by providing timely, actionable and direct feedback; is aware of career goals; constructs meaningful development plans and executes them; drives succession and movement of talent. Appreciates and leverages diversity in all forms.
BUILDS STRONG, EFFECTIVE AND DIVERSE ORGANIZATIONS

LEADERSHIP BEHAVIOR

INDIVIDUAL CONTRIBUTOR
- Brings energy and purpose to the workplace every day.
- Treats all associates with respect, earns trust, and supports diversity in all of its forms.
- Communicates and collaborates openly and clearly with coworkers and supervisor. Invites feedback to improve.
- Is a team player; understands coworkers’ contributions and recognizes accomplishments

MANAGER / ADVANCED PROFESSIONAL
- Establishes organizational structures and aligns the best talent to meet strategic priorities.
- Demonstrates cultural sensitivity and embraces diversity.
- Removes obstacles to teamwork and collaboration.
- Promptly addresses difficulties or resistance among the team to enable them to move in a positive direction

SENIOR LEADER / EXPERT PROFESSIONAL
- Creates synergies ensuring alignment of people strategies and business needs.
- Builds, inspires and appropriately aligns and integrates multiple teams to achieve business results.
- Identifies and develops potential synergies among teams across multiple complex systems, businesses and/or platforms.
- Creates and reinforces a culture promoting the value of diverse and strong teams; Integrates diversity and inclusion efforts to drive the organization forward.
- Creates a work environment that puts team and collective results first and ensures collaborative teamwork. Inspires purpose and direction by transparently communicating challenges, successes, and strategies.
- Ensures systematic approaches to recognition and accountability in organization. Embraces and leverages regional leaders and resources to solve problems locally.

DESCRIPTOR

Develops and aligns organizational and people strategies with strategic and critical business needs. Is organizationally agile; Harnesses Global Scale by reaching across OpCo’s and platforms to drive results. Gets work done through formal and informal relationships. Creates clear roles and responsibilities within organization to enable the implementation of business strategies. Demonstrates composure in pressure situations.
LEADERSHIP BEHAVIOR

CREATES FOLLOWERSHIP THROUGH COLLABORATION

INDIVIDUAL CONTRIBUTOR

- Works collaboratively across the business.
- Is viewed as a team player by peers, coworkers and supervisor(s).
- Motivates and engages teammates by asking for their input and listening to their ideas.
- Is engaged and supportive of continuous improvement.

MANAGER / ADVANCED PROFESSIONAL

- Leads authentically and builds strong followership. Creates an environment in which people want to do their best.
- Recognizes the team for successes and takes accountability for his / her own role in any failures.
- Promotes collaboration within and across the business and facilitates resolution of conflicts quickly and effectively.
- Holds the team accountable for collaboration and challenges exclusionary practices and behaviors.
- Works with different organizations to learn how they operate; uses knowledge to create synergies and seamless collaboration.

SENIOR LEADER / EXPERT PROFESSIONAL

- Creates an environment in which organizations and teams collaborate across boundaries to drive business results.
- Openly and clearly communicates strategies, plans, successes and challenges.
- Empowers others to bring issues forward and identify potential solutions.
- Ensures clarity flows up, down and across the organization.
- Demonstrates composure in pressure situations.

DESCRIPTOR

Creates strong commitment and promotes open dialogue, defines success in terms of the whole team; is inclusive and values input; inspires a feeling of purpose and value. Delegates appropriately; creates an environment in which people want to do their best; can motivate diverse people, teams and organizations. Values each individual's work.
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<tr>
<td>CONSISTENTLY USES SOUND JUDGMENT</td>
<td>Maintains commitment to core <strong>ethics and values</strong> when making judgments and decisions. Makes good decisions based on analysis, experience and judgment and thinks through the impact. Sought out by others for advice and solutions. Is not afraid to <strong>deal with conflict</strong>. Demonstrates balanced thought when conflicting information exists.</td>
</tr>
<tr>
<td>OPERATES WITH TRANSPARENCY AND IS TRUSTED</td>
<td>Is widely viewed as someone who demonstrates <strong>integrity and trust</strong>, adhering to the Danaher and OpCo Standards of Conduct. Displays <strong>managerial courage</strong>. Is direct and honest; presents the truth transparently in a respectful manner; keeps confidences; doesn’t misrepresent him/herself for personal gain. Follows through on commitments and is non-political.</td>
</tr>
<tr>
<td>DEMONSTRATES HUMILITY AND SELF-AWARENESS</td>
<td>Is <strong>self-aware</strong> and humble. Understands personal strengths, weaknesses, and limits. Is aware of personal impact on others. Seeks out and is receptive to feedback to gain insight from mistakes and is open to development; not defensive. Is seen as authentic and viewed as <strong>approachable</strong>.</td>
</tr>
</tbody>
</table>
LEADERSHIP BEHAVIOR

CONSISTENTLY USES SOUND JUDGMENT

- Behaves in ways that are aligned with the Danaher Standards of Conduct.
- Demonstrates personal integrity and is trusted by others.
- Is thoughtful; thinks through implications of decisions.
- Demonstrates high concern for the values of others.
- Is a good listener; genuinely interested in common solutions and settling disputes equitably; is viewed as someone with great character.

DESCRIPTOR

Maintains commitment to core ethics and values when making judgments and decisions. Makes good decisions based on analysis, experience and judgment and thinks through the impact. Sought out by others for advice and solutions. Is not afraid to deal with conflict. Demonstrates balanced thought when conflicting information exists.

INDIVIDUAL CONTRIBUTOR

MANAGER / ADVANCED PROFESSIONAL

- Consistently makes decisions based on sound judgment, core ethics, values and the Danaher Standards of Conduct regardless of circumstances and pressures.
- Reads situations quickly; steps up to conflict, sees them as opportunities; finds common ground to gain cooperation.
- Models ethics and values, leading by example; words and actions are fully aligned; holds team accountable.
- Rewards the right behaviors; promptly takes corrective action.

SENIOR LEADER / EXPERT PROFESSIONAL

- Proactively articulates and demonstrates the importance of integrity, trust and the Danaher Standards of Conduct.
- Clearly communicates the importance of always achieving business results through actions that demonstrate integrity and build customer and team trust.
- Is seen as an unwavering role model in matters of ethics and values regardless of business pressures.
- Works through organizational conflicts; settles disputes by finding common ground.
LEADERSHIP BEHAVIOR
OPERATES WITH TRANSPARENCY AND IS TRUSTED

Is viewed as direct and truthful.
Keeps confidences and admits mistakes.
Does not misrepresent him/herself for personal gain.
Does not over-commit; follows through on commitments.
Not afraid to take a stand.

DESCRIPTOR
Is widely viewed as someone who demonstrates integrity and trust, adhering to the Danaher and OpCo Standards of Conduct. Displays managerial courage. Is direct and honest; presents the truth transparently in a respectful manner; keeps confidences; doesn't misrepresent him/herself for personal gain. Follows through on commitments and is non-political.

INDIVIDUAL CONTRIBUTOR

MANAGER / ADVANCED PROFESSIONAL

• Presents and articulates the unvarnished truth in an appropriate, respectful and helpful manner.
• Consistently treats people fairly, with respect.
• Makes commitments the team can keep; promptly and honestly alerts leadership to problems achieving a commitment.
• Not intimidated by conflict, directly confronts problems or issues that must be resolved to move the business forward.
• Not afraid to deliver an unpopular or tough message to individuals and/or team up and down the organization.

SENIOR LEADER / EXPERT PROFESSIONAL

• Reads situations quickly and accurately; acts promptly and communicates appropriately with transparency and trust.
• Not afraid to take a tough position.
• Articulates what needs to be said at the right time and place with sensitivity at all levels within the organization.
• Views problems and organizational conflicts as opportunities to drive the business forward.
• Appropriately keeps sensitive or business-proprietary information confidential.
LEADERSHIP BEHAVIOR

DEMONSTRATES HUMILITY AND SELF-AWARENESS

INDIVIDUAL CONTRIBUTOR

- Behaves in a humble manner.
- Is viewed as genuine.
- Is self-aware and understands his/her impact on others.
- Seeks feedback regarding strengths and weaknesses; acts on feedback.
- Listens well; lets people finish thoughts and is not defensive.

MANAGER / ADVANCED PROFESSIONAL

- Is understanding and true to oneself as a leader; is an authentic leader.
- Demonstrates humility, self-awareness and is mindful of impact on others; reinforces this expectation with teams.
- Listens to peers and the team attentively; asks questions to get to the essence of feedback and acts to improve.
- Understands root cause in feedback; supports others who struggle to provide honest personal feedback to do so.

SENIOR LEADER / EXPERT PROFESSIONAL

- Sets the tone and expectation for humility within the organization.
- Remains open and approachable in light of position and how others may perceive time demands.
- Seeks and accepts feedback from others on leadership strengths and improvement areas.
- Is mindful of how questions and/or suggestions can be taken as a directive and the possible impact on the organization.

DESCRIPTOR

Is self-aware and humble. Understands personal strengths, weaknesses, and limits. Is aware of personal impact on others. Seeks out and is receptive to feedback to gain insight from mistakes and is open to development; not defensive. Is seen as authentic and viewed as approachable.