

colart

**the
Colart Way
Guide to Leadership**

**柯雅方式
领导力指南**

The universal language of art has the power of bringing people together.

Art has no boundaries. No rules. No limits. And at Colart, our role has always been to provide the tools needed to unleash freedom of expression in any shape or form. Our driving force is to inspire the next generation of creatives the world over and our vision of **inspiring every artist in the world** will guide us through our transformation.

But your leadership is the key to our success. All of our people need to be guided through this journey and we have entrusted this duty to you. Our commitment to supporting leadership in all places is **the Colart Way** and we're excited for you to find out more.

DENNIS VAN SCHIE, CEO

艺术是一种通用语言，具有将人们集合在一起的能力。

艺术没有边界。没有规则，没有限制。柯雅，我们一直以来都在提供艺术工具使人们能够以任何形状或形式来自由表达。我们的驱动力是要激发全世界创造力的下一代，我们的愿景-鼓舞世界上每一位艺术家，这将引领我们转型的整个过程。

领导力对于我们的成功是非常关键的。在转型之旅过程中，所有柯雅人都需要被正确指导，因为我们已经将职责委托给你们了。我们致力于全方位支持领导力，这称之为柯雅方式，我们很兴奋地告诉你们，你们将会获得更多。

丹尼斯，首席执行官

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**Inspiring all
our people.**

鼓舞我们所有的员工。











**As a leader
you are key.**

**作为领导者，
您非常关键。**



**Leadership
exists in every
part of Colart.**

领导力体现在柯雅的
每一个方面。

What the Colart Way means 什么是柯雅方式

We want to share what good looks like and what is expected of you - both in leadership behaviours and people management responsibilities. This is the Colart Way.

The Colart Way is by no means a checklist. Rather, it is a chance to express in one place what our leaders need to both embody and role model in the business.

我们将与您分享优秀领导力的典范以及公司对您的期望——领导力行为以及人员管理职责。这就是柯雅方式。

柯雅方式绝不是一项检查清单。恰恰相反，它能帮您了解在商业领域中领导者应如何展现自己以及成为楷模。

Openness.

开放

Passion.

激情

Innovation.

创新

Quality.

质量

Why it's important to think about leadership 为什么我们如此看重领导力

Our big vision at Colart is 'Inspiring every artist in the world.' We want to be bold and make a real difference, which is why we make it a part of everything we do.

To mirror and support this overarching vision, our people strategy boldly centres on 'Inspiring all our people'. Our leaders in Colart play a huge role in this inspiration piece.

When we say leaders, we mean anyone responsible for not only organizing people or resources but most importantly responsible for getting the most out of the efforts of others towards the achievement of a goal.

Leadership exists in every part of Colart at all levels and it doesn't depend on having "direct" reports.....leaders can be people managers as well as individual contributors.

How our leaders behave has never been more important. Through your behaviour as a leader you will be able to bring to life across Colart our core values of openness, passion, innovation and quality.

As a leader you are key to creating this value based environment for our people to be at their best so they can meet the needs of both internal and external customers. Only through effective leadership will we be able to deliver on our people promises and in turn, achieve our business strategy through creating growth based on a sustainable and branded mindset.

柯雅的愿景是“鼓舞世界上的每一位艺术家”我们希望勇敢地做出实质性的改变，这也是我们将这一理念贯穿于所做的每一件事情中的原因。

为了反映并支持我们具有总领意义的愿景，我们的人才战略勇敢地立足于“激励所有员工”。柯雅的所有领导者在激励方面都起着举足轻重的作用。

柯雅的领导，不仅指组织人力或资源的人员，而且，更重要的是能激励他人尽己所能完成设定目标的人员。

领导力存在于柯雅每个环节、各个层级，它不取决于有“直接”汇报的下属.....领导既可以是人员的管理者也可以是个人贡献者。

领导力行为一直以来都是何等的重要。通过您的领导力行为，将柯雅的核心价值观：开放、激情、创新和质量，实践到工作和生活中。

激励我们的人才竭尽全力，为内部与外部客户递交结果。

只有通过有效的领导力才能使我们通过可持续的及品牌建设的思维意识来带动发展，进而实现业务战略。

Leading myself, 领导自己 others, 领导他人 & the business 领导业务

Our Colart leadership behaviours 柯雅领导力行为

Through conversations held globally, we have been able to mold the behaviours through the words of our people. These behaviours highlight what is already seen in pockets of the business and where there is more work to be done.

They reflect Colart's desire to refine the core, drive simplicity and ignite growth – key to our transformation journey to double the size of our business.

Guiding how leaders should behave on a day-to-day basis, the behaviours are not instead of our proud values – rather, they go above and beyond these values to drive and shape good leadership. For each behaviour, we see a sphere of impact:

Leading myself

The way this behaviour and the ensuing actions impact on you

Leading others

The impact on the team around you

Leading the business

The impact for the business and its performance as a whole

It is important to think about this stretch and flex as you make the behaviours applicable to your everyday role. This involves taking the actions and mindsets and applying those to you, your teams and the bigger picture of Colart's growth.

通过全球对话，我们能够通过员工的语言来塑造行为描述。这些行为既强调了小规模商业中的已有情况，同时也揭示了更需要做什么。

它们反映出柯雅渴望完善核心要点、驱动简洁性、促进增长—这也是实现经济规模翻一番的这一变革进程中的关键点。

这些行为定义可以指导领导者的日常行为，但不会替代我们引以为豪的价值观，然而，他们又超越这些价值观来驱动并塑造优秀领导力。

每个行为的影响范围：

领导自己

行为和继发的行为对您产生影响的方式

领导他人

对您团队的影响

领导业务

对商业及其业绩的整体影响

重要的是，根据您的日常角色采取合适的行为，思考其延伸性与灵活性。其中包括采取适当的行动和思维模式，并将其应用于您、您的团队及柯雅的全局发展中。

The following pages explain the leadership behaviours and the words written in bold are words used by our people during the global conversations.

接下来的内容将解释领导力行为, 粗体的文字是我们在全球对话中我们讨论使用过的。

Approachable. 亲切。

This means an **open, clear** attitude as well as an 'open door' policy. You are **present** and **visible** in the business and always ready to **listen** and **understand** something from a different point of view.

是指一种**开放、清晰的**态度以及“门户开放”政策。您**出席及出现在**商务环境中, 随时准备**倾听**和**理解**不同的观点。

Humble. 谦逊。

Great leaders defer to others and **recognise** the effort of the teams around them. You know your way is not always the best way of doing things and will be **modest** enough to say so and ask for the **shared** input of others.

好的领导者尊重他人，**认可**他们身边的团队所付出的努力。您了解您的方式不一定是做事的最优方法，并以**谦虚的**姿态将其讲述出来，并倾听其他人的**意见**。

True. 真实。

Behaving with **integrity** towards everyone at Colart. **Doing what you say** and **treating people fairly** and as **adults**. You enable diversity of thought and diversity of people in your team.

在柯雅表现出正直诚信。**言行一致，公正地对待他人，尊重他人**。促进思维的多样性差异和团队成员的多样性。

Collaborative. 合作。

Encouraging **togetherness** and **inclusivity** by **sharing best practise, creating a positive environment** and harnessing the power of the many for the wider success of the company. You **build a team** and a real sense of **belonging** for every single person.

通过**分享最佳实践、创建积极的环境**和利用团队的力量，鼓励**团结与包容**，帮助公司获得更大的成功。**建设团队**，并使每一位成员都感到强烈的**归属感**。

Empowering. 授权。

Consulting with your team with full **transparency** to build **trust**. You have the confidence and the desire to **delegate proactively** to your team **encouraging** them to take ownership for themselves to not only get things done within their control but also learn.

与团队**构建完全透明**的合作关系，建立成员间的**信任**。您有自信并愿意**主动向团队成员授权**，**鼓励**他们全身心投入，不仅限于按时完成工作，而且在工作过程中积极学习。

Nurturing. 培养。

Focusing on **developing** people's skills and confidence by **supporting** and **guiding** them – our leaders have **got people's backs**. **Coaching** the people who work with them directly and indirectly to **enable team and company growth** and to foster a culture of empathy and **understanding**.

专注**发展**员工的技能和信心，**支持**并引导他们，我们的领导者一直**深受员工的支持**。**辅导**工作中所接触到的员工，**使团队和公司成长**，建立具有同理心和**理解力**的企业文化。

Driving. 驱动。

Leaders are a relentless **driving force**, ensure progress, never give up and truly **lead by example** – you always **walk the talk** through your own hard work and persistence.

领导者是团队的持续**驱动力**，确保进步，绝不放弃，**以身作则**，您必须时刻通过自己的艰苦努力与毅力**践行言出必行**。

Inspiring. 激励。

A **pilot** figure for the team, you **create** infectious **energy** with your own passion and instill a sense of **positivity** in the people around you. You are the hub for your team!

作为团队中的**领航员**，通过您的激情，**创建**出富有感染力的**能量**，向身边的人传递**积极**能量。您是团队里的中心人物！

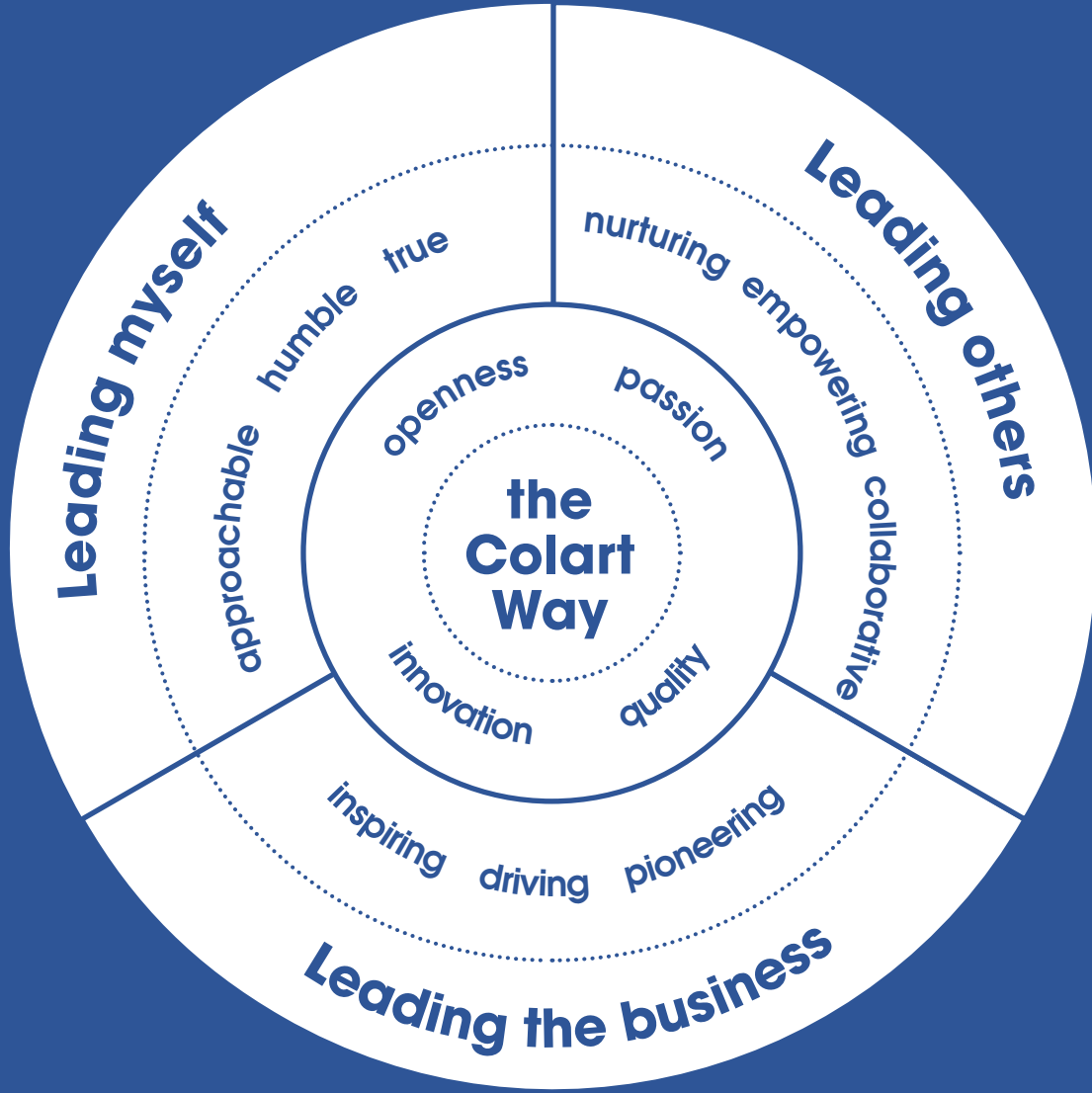
Pioneering. 开拓。

Great leaders are forward looking, **visionary** and **courageous**. You **think outside the box** and stimulate your teams to think in this way to solve problems. You are both **curious**, make suggestions and **encourage curiosity** in others.

伟大的领导者具备**前瞻性**、是**充满梦想和勇气**的实干家。您能**跳出固有思维模式**，鼓舞团队成员积极思考开拓性地解决问题。您不仅充满**好奇心**，善于出谋划策，且善于**鼓励他人拥有好奇心**。

What our leaders
need to both embody
and role model in
the business.

工作中, 领导者自身如何体
现领导力, 以及示范他人



Our Colart leadership responsibilities

柯雅人员领导职能

Following are some of the responsibilities that need to be owned by those of you accountable for people at Colart. These practical and essential governance elements of the job complement the leadership behaviours as described.

Only by taking responsibility for these accountabilities can you really be considered a people manager. These people management accountabilities fall into three main areas: Governance, Driving Performance and Hygiene Processes forming the backbone of the organisation. You play a crucial role in making them happen!

下述内容是柯雅各级管理者和领导者的职责。负责人员管理的领导者需要担当的职责。这些实用的基本管理要素作为领导力行为的工作补充说明，具体如下所述。

只有承担起以下职责的管理者，才能称之为优秀的员工管理者。人员管理职责主要分为三部分：有效治理、驱动业绩和完备流程，以上三部分构成组织的支柱。您在此的作用至关重要！

Governance

to ensure Colart keeps to the highest standards of ethics and business morals

- Being clear on the expectations of the Code of conduct
- Ensuring understanding of the policies relevant to your team
- Communicating controls and procedures in line with internal controls and principles
- Ensuring all activities comply with these internal controls and principles
- Authorizing expenditure in accordance with agreed approval levels e.g. travel & expenses, purchase orders
- Ensuring a safe working environment
- Following up on accidents or illness

有效治理

保证柯雅具备最高的伦理标准与商业道德

- 明确行为规范
- 确保理解与您的团队有关的政策
- 沟通控制和程序均符合内部控制与原则
- 确保全部活动符合这些内部控制与原则
- 根据公布的审批权限规定行使审批权，例如：差旅与费用，采购订单
- 确保您团队成员处于安全的工作环境
- 对事故或疾病进行跟进

Driving Performance

to ensure Colart consists of truly high performing teams

- Recruiting the right people for your team
- Target setting
- Setting clear accountabilities
- Tracking performance against targets
- Communicating on team and company performance
- Cascading information relevant to the team
- Completing Progress Reviews and 360s
- Ensuring personal and professional development
- Conducting probationary reviews
- Ensuring collaboration inside and outside of team
- Acting on capability or conduct issues within your team
- Having regular conversations and listening to feedback from the team as well as acting where necessary.

驱动业绩

确保柯雅具备真正意义上的高绩效团队

- 为您的团队招聘合适的人才
- 设定目标
- 设定清晰的职责
- 根据目标进行绩效跟踪
- 就团队与公司业绩进行交流
- 向您的团队成员传达相关信息
- 完成绩效评估和360s
- 确保个人职业发展
- 执行试用期考核
- 确保团队内部与外部的合作
- 培养团队的能力或关注团队的行为
- 定期与团队成员谈话, 倾听他们的反馈, 根据具体情况采取适当措施

Hygiene Processes

to ensure the basics of employment for people

- Ensuring employment terms for your team are right
- Inducting your team to ensure they feel part of Colart and know what is expected
- Authorizing holidays, vacations, absence and leave
- Setting and monitoring work patterns
- Managing pay related matters
- Supporting any needs within you team that could affect their ability to work.

完备流程

确保人员基本雇佣要素合规

- 确保您团队成员的聘用期限准确无误
- 引导您的团队成员, 确保他们对柯雅具有归属感, 并了解他们的职责所在
- 审批休假、缺勤和请假
- 设置并监督工作模式
- 管理薪酬相关事宜
- 对可能影响团队成员工作能力的事宜, 给予内部支持

We are all proud Colart ambassadors. 我们都是自豪的柯雅大使。

To achieve our big vision we are striving to create a place that feels like a family and acts like a high-performing team.

We want people to love working at Colart: to be inspired! As a leader you play a vital role in making this happen.

These are high expectations for our leaders but by meeting these expectations, Colart will be rewarded with a tight-knit, energetic and motivated workforce made up of people who are all ambassadors of Colart.

为实现我们的愿景，我们致力于把公司创建为家一样的地方，同时又是一支高绩效团队。

我们希望员工热爱在柯雅工作：受到鼓舞，充满灵感！作为领导者，您起着关键性的作用。

这些是我们寄予领导者的期望，当我们的领导者具备这些特质与能力时，每位员工都会成为柯雅的大使，柯雅将成为更亲密无间、充满活力、拥有积极工作动力的团队。

...and when our people become Colart ambassadors they will be helping us to inspire every artist in the world.

.....而且，当我们的员工都成为柯雅大使时，他们将鼓舞世界上的每一位艺术家。













If you have any questions
or comments please direct
them to people@colart.com

如果您有任何问题或建议, 请直
接发邮件至 people@colart.com

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**Inspiring
every artist
in the world.**

**鼓舞世界上
每一位艺术家**

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