



# ELMA... Guidance

## Let us begin by introducing Elma...

Elma Yerburgh was the only daughter of Daniel Thwaites and an inspirational Owner and Chairman of Daniel Thwaites Brewery from 1888 to 1946. She was known for her passion for people and their wellbeing, a passion that we are proud to keep alive for those who are part of Daniel Thwaites today.

We have taken Elma's legacy and allow it to help us today – to inspire, engage and motivate our teams across our family business and in particular for you. ELMA is a quite simply a conversation – designed to give you an opportunity to talk about the difference that you make to the Company, how things are going and what goals we can set to help you to enjoy your job more and make more of a difference to our successful family business.

Our success is defined by our ability to apply the human touch across our company – the cornerstone of that is communication – and talking is the starting point of that – that is what ELMA is.

It doesn't matter whether you serve customers/guests in property or work in Head Office, every single one of us can impact the customer/guest experience through the work we do and we all have a role to play in that.

**Rick Bailey**  
Executive Chairman

## To help us smash our business performance and profitability, ELMA focuses on 3 things:

### WHAT I DO...

#### Our Purpose

How are you helping deliver our purpose every day at work?

### HOW I DO IT...

#### Our Principles

What are you doing to bring our principles to life?

### MY GOALS...

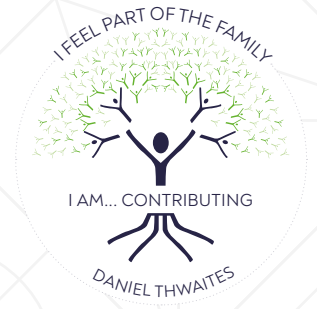
What are you going to do to make a positive difference to our business performance?

## What do I need to do as a team member

- Before your ELMA discussion spend 10-15 minutes completing the **'Team Members Preparation'** form.
- Have the ELMA Discussion! ELMA is your opportunity to talk about you! What you enjoy about work and how you can continue to improve.
- During the conversation make sure you jot down your goals on the postcard included to take away with you... you could always take a picture of it on your phone in case it goes missing.
- **After your ELMA, be sure to scan the QR code on your postcard to anonymously share your views of how your ELMA conversation went.**

## What do I need to do as a line manager?

- Set a time and date, try and choose somewhere to meet where you won't be distracted.
- Ask your team member to spend some time filling in their **'Team Members Preparation'** form.
- It's important to spend some time preparing for your team members ELMA, by completing the preparation pages in the **'ELMA Line Managers Booklet'**. Remember, the foundations of a great ELMA conversation is great preparation.
- Have the ELMA discussion! Spend time talking through your team members preparation and your preparation! Make a note of any key points on the **'ELMA... The Conversation'** form in the **'Line Manager Booklet'**. *Don't forget to both sign at the end!*
- Also... remember to agree a time and date for your next ELMA!
- The key to success in all of this is sitting down to have a conversation.



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## Where am I storing this information?

Properties will have the freedom to manage their own schedules for ELMA, so please follow property guidance. We have included our suggestions below:

- If using the printed ELMA booklet, you will need to keep this safe in the employees file
- If using the PDF ELMA booklet, you will need to keep this stored safely on the property drive

## How did you get on?

During the ELMA, you will be asked to think about and rate overall performance using the smile scale. Use the table below as a guide to help you.

	 <b>I've lost my way</b>	 <b>I'm getting there</b>	 <b>I'm on track</b>	 <b>I'm ahead of the game</b>
<b>What I Do</b>	I often fail to contribute towards our purpose	Sometimes I try to contribute towards our purpose	I always try to contribute towards our purpose	Everything I do helps contribute towards our purpose
<b>How I Do It</b>	I rarely demonstrate the Daniel Thwaites principles	I occasionally demonstrate the Daniel Thwaites principles	I always try to demonstrate the Daniel Thwaites principles	I am a role model who lives and breathes the Daniel Thwaites principles!
<b>My Goals</b>	I haven't achieved any of my goals	I have achieved some of my goals, but not all to the standard expected	I have achieved all of my goals set to the standard expected	I have delivered above and beyond my goals set

## Some hints and tips!

- Preparation is key to a great conversation! Spend some time reflecting on performance and familiarising yourself with the booklet prior to the meeting.
- When giving feedback, it can be useful to use the following phrases:
  - What I appreciate most about you is...
  - I believe you could be even more effective if...
- It's okay to transfer goals from one ELMA to the next if they remain unfinished, you don't need all new goal for each ELMA, the conversation is the most important aspect of an ELMA!