Leaders at UnitedHealth Group are expected to consistently execute in order to achieve the mission and drive performance for our customers and the business, with energy, focus, flexibility, and personal character. The Leadership Success Factors define the behaviors that contribute to achieving those expectations.

### Deliver Value to Customers
- **Optimize the Customer Experience**
  - Challenges self and others to continually find ways to improve customer service and satisfaction.
  - Analyzes customer needs and expectations to ensure that our solutions meet their needs.
  - Holds self and others accountable for meeting customer needs and expectations in a timely, professional manner.
- **Maximize Customer Growth and Retention**
  - Identifies and leverages drivers of customer satisfaction to enhance product and service delivery.
  - Identifies emerging customer needs, and guides others to respond or adapt appropriately.
  - Assesses competitor characteristics and identifies ways to achieve competitive advantage.

### Lead and Develop People
- **Bring in the Right Talent**
  - Identifies internal and external candidates who have or can develop the required capabilities.
  - Hires people with the skills, drive and experience necessary to quickly succeed.
- **Foster Teamwork and Collaboration**
  - Promotes teamwork within and across groups.
  - Works collaboratively with others to maintain productive working relationships within and across boundaries.
- **Drive Employee Engagement**
  - Increases employee engagement by addressing both positive and negative drivers of engagement.
  - Recognizes and celebrates individual and team accomplishments and successes.
- **Develop People**
  - Identifies employees' development needs, and provides opportunities for development.
  - Provides promotional opportunities that meet the needs of both the employee and the organization.
- **Leverage Diversity and Inclusion**
  - Leverages diverse perspectives and talents to accomplish objectives.
  - Creates an environment in which everyone feels able to contribute.
- **Learn and Develop Self**
  - Proactively works to develop new knowledge and skills.
  - Adapts behavior in response to feedback and experience.

### Drive Sound, Disciplined Decisions
- **Make Decisions to Drive Action**
  - Analyzes problems and situations to uncover root causes.
  - Evaluates the impact of decisions on other parts of the business and the enterprise as a whole.
  - Balances speed and urgency with planning and analysis (go slow to go fast).
- **Apply Financial Knowledge**
  - Demonstrates understanding of how the business creates and delivers value.
  - Effectively uses financial data to manage the business.
  - Manages budget effectively, identifying variances and acting quickly to address them.

### Lead Change and Innovation
- **Demonstrate Emotional Resilience**
  - Works effectively under stress and pressure.
  - Perseveres when encountering obstacles and setbacks.
  - Maintains a positive attitude in the face of resistance and challenges.
- **Manage Change**
  - Effectively identifies and communicates the need for change.
  - Provides ongoing communication regarding the status of change initiatives.
  - Promotes a culture that thrives on continuous change.
- **Implement Innovative Solutions**
  - Challenges the status quo, and encourages others to do so.
  - Develop and implement innovative solutions for our customers and constituents.
  - Takes well-reasoned, entrepreneurial risks.
UnitedHealth Group
Leadership Success Factors

(continued)

<table>
<thead>
<tr>
<th>Drive High-Quality Execution</th>
<th>Communicate Effectively</th>
</tr>
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<tbody>
<tr>
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<td><strong>Communicate with Impact</strong></td>
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<td><strong>Drive Operational Excellence</strong></td>
<td><strong>Listen Actively</strong></td>
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<tr>
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<td>o Listens carefully and attentively to others, and conveys genuine interest.</td>
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<td>o Actively pursues ways to boost productivity and find better ways of working.</td>
<td>o Paraphrases or summarizes to ensure and demonstrate understanding.</td>
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<tr>
<td>o Applies quality tools and processes (e.g., Six Sigma) as appropriate to drive operational excellence.</td>
<td>o Asks clarifying questions to check for understanding.</td>
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<tr>
<td><strong>Communicate Effectively</strong></td>
<td><strong>Influence and Negotiate</strong></td>
</tr>
<tr>
<td>o Demonstrates Integrity</td>
<td>o Influences others to win support for ideas and initiatives.</td>
</tr>
<tr>
<td>o Shows consistency between words and actions.</td>
<td>o Presents a logical and persuasive case when offering ideas and opinions.</td>
</tr>
<tr>
<td>o Makes ethical business decisions.</td>
<td>o Negotiates effectively with others to arrive at win-win solutions.</td>
</tr>
<tr>
<td>o Reports misconduct as appropriate.</td>
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</tr>
<tr>
<td><strong>Comply with Applicable Laws, Regulations and Policies</strong></td>
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</tr>
<tr>
<td>o Complies with applicable local, state and federal laws and other regulations (e.g., HIPAA).</td>
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<tr>
<td>o Adheres to UnitedHealth Group’s Principles of Ethics and Integrity.</td>
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<tr>
<td>o Completes Ethics and Integrity education programs, as required.</td>
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<tr>
<td><strong>Require Integrity and Ethical Behavior from Others</strong></td>
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<tr>
<td>o Communicates clear standards and expectations regarding integrity and ethical behavior.</td>
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<tr>
<td>o Proactively addresses misconduct and unethical behavior.</td>
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</tr>
<tr>
<td>o Ensures completion of all required Integrity and Compliance, and Information Security education programs.</td>
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**Our Mission**

**Why We Are Here**

Our mission is to help people live healthier lives.

- We use technology to improve the performance of the health system and improve the health and well-being of the people we serve and their communities.
- We work with health care professionals and other key partners to create a high-value health care system that serves the best interests of our stakeholders.
- We support the professional judgment and decisions of people who make important health care choices.
- We use information and knowledge to make informed judgments and decisions.

---

**Our Values**

**Who We Are**

We serve people through a value and performance culture based on:

- **Integrity**: Maintains the highest standards of business ethics, building relationships based on trust, honesty and respect, acting with confidence in ourselves and others, and treating others with dignity.
- **Quality**: Pursues excellence, seeking opportunities to improve quality and customer satisfaction.
- **Simplicity**: Strives to make things simple, for ourselves and others.

---

**Our Mission**

**Why We Are Here**

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- **Simplicity**: Strives to make things simple, for ourselves and others.
## UnitedHealth Group

**Leadership Success Factors**

### Lead and Develop People

- **Bring In the Right Talent**
  - Identifies the capabilities needed to address upcoming business needs.
  - Identifies internal and external candidates who have or can develop the required capabilities.
  - Hires people with the skills, drive and experience necessary to quickly succeed.

- **Foster Teamwork and Collaboration**
  - Promotes teamwork within and across groups.
  - Works collaboratively with others to maintain productive working relationships within and across boundaries.
  - Constructively manages conflict to arrive at win-win solutions.
  - Ensures the sharing of information and best practices across the organization.

- **Drive Employee Engagement**
  - Facilitates the on-boarding of new employees, helping them to feel welcome and understand their roles in the organization.
  - Increases employee engagement by addressing both positive and negative drivers of engagement.
  - Adjusts leadership style to meet the needs of different people, teams and cultures.
  - Helps employees strike the right balance between work and personal responsibilities.

### MARGINAL (1)  EFFECTIVE (3)  OUTSTANDING (5)

#### Bring In the Right Talent
- Does not have a strong grasp of the capabilities required to meet current business needs.
- Has difficulty identifying candidates who have or can develop the required capabilities.
- Hires people who are marginally suited for the job.

- Works well with others but does not promote or advocate teamwork.
- Develops productive working relationships but most are within the immediate team or function.
- Works to resolve conflict but solutions are often win-lose.
- Has some trouble ensuring everyone has opportunities to voice opinions, allowing some to dominate or at times taking too much control oneself.

#### Foster Teamwork and Collaboration
- Helps employees understand their roles and what’s expected, but does not take steps to make them feel welcome or a part of the larger organization.
- Focuses on one or two factors as the primary means for getting or keeping people engaged (e.g., salary, bonus).
- Does not acknowledge the need to balance work and personal responsibilities.
- Fails to acknowledge individual or team accomplishments and successes.

- Identifies the capabilities needed to address business needs.
- Identifies internal and external candidates who have or can develop the required capabilities.
- Hires people with the skills, drive and experience necessary to quickly succeed.

#### Drive Employee Engagement
- Facilitates the on-boarding of new employees, helping them to feel welcome and understand their roles in the organization.
- Increases employee engagement by addressing both positive and negative drivers of engagement.
- Recognizes and celebrates individual and team accomplishments and successes.
- Stresses the importance of striking the right balance between work and personal responsibilities.

- Anticipates future business needs and the capabilities required for success.
- Uses a network of contacts to identify highly skilled and qualified internal and/or external candidates.
- Hires people with the skills, drive and experience necessary to succeed today and to become strong leaders in the future.

- Encourages people to draw on each other to work together, within and across teams.
- Builds networks and strong, productive working relationships across organizational lines.
- Builds greater appreciation and understanding between others when resolving conflict or disagreement.
- Establishes tools, processes, events or other mechanisms to ensure that information and best practices are shared across the organization.
- Actively facilitates discussion to ensure that everyone’s viewpoint is heard.

- Helps all employees feel welcome, understand their roles and what’s needed to help the organization achieve its goals.
- Anticipates the factors that will drive or inhibit employee engagement and takes action to maximize engagement.
- Adjusts leadership style to meet the needs of different people, teams and cultures.
- Consistently recognizes and celebrates individual/team accomplishments and success.
- Helps employees strike the right balance between work and personal responsibilities (e.g., by modeling or coaching).
UnitedHealth Group
Leadership Success Factors

Lead and Develop People (cont'd)

- **Develop People**
  - Accurately assesses performance and provides constructive feedback.
  - Provides the resources that employees need to do their jobs.
  - Identifies employees' development needs, and provides opportunities for development.
  - Recognizes and rewards employees, applying a pay-for-performance approach to compensation decisions.
  - Quickly addresses performance issues or problems, taking corrective action when appropriate.

- **Learn and Develop Self**
  - Builds self-awareness to understand own strengths and development needs.
  - Proactively works to develop new knowledge and skills.
  - Invites feedback to improve own performance.
  - Accepts feedback openly and non-defensively.
  - Adapts behavior in response to feedback and experience.
  - Admits mistakes and learns from experience.

- **Leverage Diversity and Inclusion**
  - Recruits people with a wide variety of backgrounds and orientations.
  - Helps new employees from all backgrounds feel welcome, valued, and included.
  - Works collaboratively with people who have perspectives, backgrounds, styles, and opinions different from one's own.
  - Leverages diverse perspectives and talents to accomplish objectives.
  - Treats all people with respect and dignity.
  - Helps others understand the value of workforce diversity.
  - Creates an environment in which everyone feels able to contribute.
  - Ensures that others seek and respect everyone's ideas and contributions, regardless of differences in culture or background.

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**Develop People**
- Does not view developing others as a priority or important job responsibility.
- Does not quickly or constructively address performance issues.
- Fails to provide resources or otherwise support employee development.
- Provides feedback that is superficial, not timely or otherwise not helpful for improvement or development.

**Learn and Develop Self**
- Lacks a realistic understanding of own strengths and development needs.
- Accepts feedback openly and non-defensively.
- Does not change in response to feedback or experience.

**Leverage Diversity and Inclusion**
- Invites input and involvement from certain people and groups, often those who are most similar to him/herself.
- Allows teams to be formed, plans to be made and actions to be taken without concern for diversity and inclusion.
- Fails to promote or visibly support the organization's diversity initiatives and commitments.

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**Develop People**
- Accurately assesses performance and provides constructive feedback.
- Provides the resources that people need to do their jobs.
- Provides opportunities for development.
- Recognizes and rewards employees for their contributions.
- Provides promotional opportunities that meet the needs of both the employee and the organization.
- Quickly addresses performance issues or problems, taking corrective action when appropriate.

**Learn and Develop Self**
- Builds self-awareness to understand own strengths and development needs.
- Proactively works to develop new knowledge and skills.
- Invites feedback to improve own performance.
- Admits mistakes and learns from experience.
- Adapts behavior in response to feedback and experience.

**Leverage Diversity and Inclusion**
- Ensures that others seek and respect everyone's ideas and contributions, regardless of differences in culture or background.
- Works collaboratively with people who have perspectives, backgrounds, styles, and opinions different from one's own.
- Treats all people with respect and dignity, creating an environment in which everyone feels able to contribute.

---

**Develop People**
- Accurately identifies current strengths and weaknesses and provides targeted feedback and coaching to improve performance.
- Identifies employee development needs and provides development opportunities that stretch people beyond their comfort zones.
- Recognizes and rewards employees, applying a pay-for-performance approach to compensation decisions.
- Identifies and pursues promotional opportunities that will build leadership bench strength.

**Learn and Develop Self**
- Demonstrates strong awareness of strengths and development needs vis-à-vis current and future role requirements.
- Actively seeks new challenges and development opportunities to enhance readiness for future work demands and opportunities.
- Models effective soliciting and receiving of feedback, creating an environment in which accepting and acting on feedback is the norm.

**Leverage Diversity and Inclusion**
- Promotes and advocates diversity, helping others understand its value to the workforce and the organization.
- Helps employees from all backgrounds feel welcome, valued, and included.
- Actively recruits and leverages people with diverse backgrounds, perspectives and talents to accomplish objectives.
Deliver Value to Customers

- **Optimize the Customer Experience**
  - Sets clear standards and expectations regarding customer service.
  - Challenges self and others to continually find ways to improve customer service and satisfaction.
  - Analyzes customer needs and expectations to ensure that our solutions meet their needs.
  - Holds self and others accountable for meeting customer needs and expectations in a timely, professional manner.
  - Leverages customer feedback to enhance satisfaction.
  - Removes obstacles to customer focus and satisfaction.

- **Maximize Customer Growth and Retention**
  - Identifies and leverages drivers of customer satisfaction to enhance product and service delivery.
  - Uses market trend information to enhance our competitive position in the marketplace.
  - Identifies emerging customer needs, and guides others to respond or adapt appropriately.
  - Assesses competitor characteristics and identifies ways to achieve competitive advantage.

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<tr>
<th>MARGINAL 1</th>
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<tr>
<td>- Does not convey or demonstrate that customers are a clear priority for the team.</td>
<td>- Sets clear standards and expectations regarding customer service.</td>
<td>- Sets and communicates aggressive standards and expectations regarding customer service.</td>
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<tr>
<td>- Does not keep abreast of customer needs or expectations.</td>
<td>- Analyzes customer needs and expectations to ensure that our solutions meet their needs.</td>
<td>- Leverages customer feedback and/or other data regarding customer needs and expectations to find ways to enhance customer service and satisfaction.</td>
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<tr>
<td>- Ignores or discounts customer feedback.</td>
<td>- Holds self and others accountable for meeting customer needs and expectations in a timely, professional manner.</td>
<td>- Challenges self and others to continually find ways to improve customer service and satisfaction.</td>
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<td>- Tolerates poor customer service from the team.</td>
<td>- Removes obstacles to customer focus and satisfaction.</td>
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<td>- Fails to use customer, market or other data to drive improvements in product or service delivery.</td>
<td>- Understands the drivers of customer satisfaction and how to enhance product and service delivery.</td>
<td>- Encourages the team to identify and act on customer data to enhance product and service delivery.</td>
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<td>- Does not keep abreast of competitor actions or opportunities.</td>
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UnitedHealth Group
Leadership Success Factors

Drive Sound, Disciplined Decisions

• Make Decisions to Drive Action
  - Analyzes problems and situations to uncover root causes.
  - Engages the appropriate stakeholders in decision-making processes.
  - Incorporates both short- and long-term considerations when making decisions.
  - Evaluates the impact of decisions on other parts of the business and the enterprise as a whole.
  - Applies knowledge of the industry, competitors and markets to drive decision making.
  - Encourages open debate, but requires commitment to the outcome.
  - Balances speed and urgency with planning and analysis (go slow to go fast).
  - Applies knowledge of the organization’s global capabilities and market position to drive decisions.
  - Translates decisions into action, overcoming resistance or obstacles when necessary.

• Apply Financial Knowledge
  - Demonstrates understanding of how the business creates and delivers value.
  - Effectively uses financial data to manage the business.
  - Manages budget effectively, identifying variances and acting quickly to address them.
  - Recognizes the implications of alternate business methods on costs, revenue and profitability.

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Make Decisions to Drive Action
- Gathers information to better understand issues and problems.
- Does not take advantage of available people/resources when making decisions.
- Approaches problem solving and decision making with a relatively narrow and short-term focus.
- Makes decisions but does not effectively translate them into action.

Apply Financial Knowledge
- Sometimes overlooks important financial factors when making decisions (e.g., budget constraints, impact on profitability).
- Inconsistently provides appropriate and accurate messages about financial standing of work unit.
- Has difficulty forecasting cost, revenue or other factors.

Make Decisions to Drive Action
- Analyzes problems and situations to uncover root causes.
- Engages the appropriate stakeholders in decision-making processes.
- Incorporates both short- and some longer-term considerations when making decisions.
- Recognizes the impact of decisions on other parts of the business and the enterprise as a whole.
- Encourages open debate, but requires commitment to the outcome.
- Translates decisions into clear priorities and action.

Apply Financial Knowledge
- Demonstrates understanding of how the business creates and delivers value.
- Effectively uses financial data to manage the business.
- Manages budget effectively, identifying variances and acting quickly to address them.

Make Decisions to Drive Action
- Thoroughly yet quickly analyzes problems and situations, effectively balancing speed and urgency with planning and analysis (go slow to go fast).
- Anticipates and evaluates the impact of decisions on other parts of the business and the enterprise as a whole.
- Applies knowledge of the organization’s global capabilities and market position to drive decisions.
- Applies knowledge of the industry, competitors and markets to drive decision making.
- Translates decisions into clear priorities and action, overcoming resistance or obstacles when necessary.

Apply Financial Knowledge
- Helps others understand how the business creates and delivers value.
- Establishes and manages against specific financial metrics to achieve business objectives.
- Quickly recognizes the implications of alternate business methods on costs, revenue and profitability.
Drive High-Quality Execution

- **Communicate Clear Direction**  
  - Translates the organization’s vision and strategies into clear goals and plans.  
  - Focuses on work that is clearly aligned with organizational objectives, changing work direction as required.  
  - Establishes alignment of individual work to the achievement of overall business goals.

- **Manage Execution**  
  - Delegates work and allocates resources to maximize productivity.  
  - Monitors progress to ensure that schedule, budget and other requirements are met.  
  - Identifies obstacles impeding goal achievement and acts quickly to remove them.  
  - Knows the specifics of the business, and gets directly involved when needed.  
  - Sets challenging goals for self and others.  
  - Holds self and others accountable for results; ensures follow-through on commitments and obligations.  
  - Demonstrates a tenacious, ongoing drive to exceed goals and improve performance.

- **Drive Operational Excellence**  
  - Incorporates measures of quality into goals and expectations, and works to ensure their achievement.  
  - Actively pursues ways to boost productivity and find better ways of working.  
  - Continually seeks ways to improve work quality.  
  - Applies quality tools and processes (e.g., Six Sigma) as appropriate to drive operational excellence.

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</table>
| **Communicate Clear Direction**  
  - Moves forward with some work plans or activities without ensuring sufficient alignment with organizational objectives, values or other important factors.  
  - Allows others to work on or proceed with plans that are not clearly aligned with organizational objectives.  
  - Establishes alignment of individual work to the achievement of overall business goals.  
  - Focuses on work that is clearly aligned with organizational objectives, changing work direction as required.  
  - Demonstrates a tenacious, ongoing drive to exceed goals and improve performance.  
  - Monitors progress to ensure that schedule, budget and other requirements are met.  
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  - Continually seeks ways to improve work quality.  
  - Applies quality tools and processes (e.g., Six Sigma) as appropriate to drive operational excellence.  
  - Develops and communicates project, team, and department plans that align with organizational values and strategies.  
  - Monitors and intervenes as necessary to ensure that others remain focused on work that is clearly aligned with organizational objectives, changing work direction as required.
| **Communicate Clear Direction**  
  - Establishes demanding, stretch goals for self and others.  
  - Delegates work and allocates resources to maximize productivity.  
  - Anticipates and eliminates barriers to exceptional performance.  
  - Demonstrates a tenacious, ongoing drive to exceed goals and improve performance.  
  - Ensures that self and others follow-through on every commitment and obligation.  
  - Champions the adoption of best practices and lessons learned across boundaries.  
  - Creates a culture that embraces and thrives on continuous improvement.  
  - Encourages and pursues breakthrough ideas to boost productivity.  
  - Establishes and applies quality tools and processes (e.g., Six Sigma) as appropriate to drive operational excellence.

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**Lead Change and Innovation**

- **Demonstrate Emotional Resilience**
  - Works effectively under stress and pressure.
  - Perseveres when encountering obstacles and setbacks.
  - Maintains a positive attitude in the face of resistance and challenges.
  - Seeks to understand the impact of own behavior on others.

- **Manage Change**
  - Effectively identifies and communicates the need for change.
  - Develops and implements effective plans for change.
  - Provides ongoing communication regarding the status of change initiatives.
  - Promotes a culture that thrives on continuous change.
  - Maintains a positive attitude during times of change and uncertainty, and encourages others to do so.

- **Implement Innovative Solutions**
  - Challenges the status quo, and encourages others to do so.
  - Develop and implement innovative solutions for our customers and constituents.
  - Takes well-reasoned, entrepreneurial risks.

A table is provided with ratings from Marginal to Outstanding for each category.

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**Demonstrate Emotional Resilience**
- Becomes disorganized, frustrated or otherwise ineffective due to stress and pressure.
- Does not change work approach or pace in response to stress or pressure.
- Demonstrates a lack of understanding of the impact of own behavior on others.

**Manage Change**
- Fails to promote or communicate the need for change.
- Creates plans for change that are not sufficient to drive needed change.
- Does not effectively communicate with or otherwise engage people regarding change initiatives.

**Implement Innovative Solutions**
- Does not challenge the status quo.
- Sticks with established solutions and approaches; does not “push the envelope.”
- Avoids taking stands on tough issues or may take stands that are not well-reasoned.
Communicate Effectively

- **Communicate with Impact**
  - Speaks clearly and expresses self well in groups and in one-to-one conversations.
  - Conveys written information clearly and effectively in both formal and informal documents.
  - Adapts communications to address the needs of the audience.
  - Presents a compelling case for own ideas and proposals.

- **Present Effectively**
  - Delivers clear, well-organized presentations.
  - Demonstrates understanding of the audience’s needs and interests.
  - Uses effective presentation techniques to engage the audience and convey ideas clearly.

- **Listen Actively**
  - Listens carefully and attentively to others, and conveys genuine interest.
  - Paraphrases or summarizes to ensure and demonstrate understanding.
  - Asks clarifying questions to check for understanding.

- **Influence and Negotiate**
  - Influences others to win support for ideas and initiatives.
  - Presents a logical and persuasive case when offering ideas and opinions.
  - Tactfully and sensitively addresses disagreements and differing viewpoints.
  - Negotiates effectively with others to arrive at win-win solutions.

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<tr>
<th>MARGINAL</th>
<th>EFFECTIVE</th>
<th>OUTSTANDING</th>
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<td>3</td>
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**Communicate with Impact**

- Speaks in a way that makes it difficult for others to grasp the main or important points (e.g., mumbles, rambles, goes off on tangents).
- Writes in a way that makes it difficult for others to grasp the main or important points (e.g., disorganized, spelling or grammatical errors).
- Does not adjust communications to meet audience needs or interests.

**Present Effectively**

- Presentations lack effective impact due to lack of clarity, organization or personal style.
- Does not seem to understand the audience’s needs or interests.

**Listen Actively**

- Verbal and/or non-verbal behavior discourages others’ input (e.g., does not establish eye contact, interrupts others).
- Does not take action to ensure understanding (e.g., ask questions or paraphrase).

**Influence and Negotiate**

- Has difficulty influencing others and gaining their support.
- Offers ideas, opinions or arguments that are not logical or are otherwise not persuasive.
- Does not constructively address disagreement or opposing viewpoints (e.g., gives up or presses own position too forcefully).
Model and Ensure Ethical Behavior

- **Demonstrate Integrity**
  - Shows consistency between words and actions.
  - Makes ethical business decisions.
  - Reports misconduct as appropriate.
  - Does what is right, despite personal risk or discomfort.
  - Uses company resources appropriately (e.g., technology, supplies)

- **Comply with Applicable Laws, Regulations and Policies**
  - Complies with applicable local, state and federal laws and other regulations (e.g., HIPAA).
  - Acts in accordance with UnitedHealth Group's values.
  - Adheres to UnitedHealth Group's Principles of Ethics and Integrity.
  - Complies with UnitedHealth Group's Information Security Policies and Standards.
  - Safeguards company resources and property.
  - Completes Ethics and Integrity education programs, as required.

- **Require Integrity and Ethical Behavior from Others**
  - Communicates clear standards and expectations regarding integrity and ethical behavior.
  - Proactively addresses misconduct and unethical behavior.
  - Ensures compliance with applicable laws, regulations and policies.
  - Ensures adherence to UnitedHealth Group's values, Principles of Ethics and Integrity, and Information Security Policies.
  - Ensures completion of all required Integrity, Compliance, and Information Security education programs.

<table>
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<tr>
<th>MARGINAL 1</th>
<th>2</th>
<th>EFFECTIVE 3</th>
<th>4</th>
<th>OUTSTANDING 5</th>
</tr>
</thead>
</table>
| **Demonstrate Integrity**
- Behaves in ways that are inconsistent with company values.
- Acts in ethically questionable ways.
- Does not confront, remedy or stop misconduct or unethical behavior.
- Abuses company resources and/or tolerates others’ abuse.
| **Comply with Applicable Laws, Regulations and Policies**
- Fails to comply with applicable local, state and federal laws and other regulations (e.g., HIPAA).
- Does not act in accordance with UnitedHealth Group’s values and Principles of Ethics and Integrity.
- Does not comply with UnitedHealth Group's Information Security Policies and Standards.
- Does not complete required Ethics and Integrity education programs.
| **Require Integrity and Ethical Behavior from Others**
- Does not communicate clear standards and expectations regarding integrity and ethical behavior.
- Does not consistently or effectively address misconduct and unethical behavior.
- Fails to promote or ensure compliance with applicable laws, regulations and policies, UnitedHealth Group’s Principles of Ethics and Integrity, or its Information Security Policies and Standards.

**Demonstrate Integrity**
- Shows consistency between words and actions.
- Makes ethical business decisions.
- Reports misconduct as appropriate.
- Uses company resources appropriately (e.g., technology, supplies).
- Safeguards company resources and property.

**Comply with Applicable Laws, Regulations and Policies**
- Complies with applicable local, state and federal laws and other regulations (e.g., HIPAA).
- Acts in accordance with UnitedHealth Group’s values and Principles of Ethics and Integrity.
- Complies with UnitedHealth Group's Information Security Policies and Standards.
- Completes Ethics and Integrity education programs as required.

**Require Integrity and Ethical Behavior from Others**
- Communicates clear standards and expectations regarding integrity and ethical behavior.
- Proactively addresses misconduct and unethical behavior.
- Promotes compliance with applicable laws, regulations and policies.
- Promotes adherence to UnitedHealth Group's values, Principles of Ethics and Integrity, and Information Security Policies and Standards.
- Promotes completion of all required Integrity and Compliance, and Information Security education programs.