

colart

the
Colart Way
Guide to
Leadership

Contents

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

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**Inspiring all
our people.**











**As a leader
you are key.**



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

What the Colart Way means

**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.

**Openness.
Passion.
Innovation.
Quality.**

Why it's important to think about **leadership**

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.

Leading myself, others, & the business

Our Colart leadership behaviours

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.

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

Approachable.

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.

Humble.

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.

True.

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.

Collaborative.

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.

Empowering.

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.

Nurturing.

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**.

Driving.

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.

Inspiring.

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!

Pioneering.

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.

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



Our Colart leadership responsibilities

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!

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

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.

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.

We are all proud Colart ambassadors.

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.

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













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

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**Inspiring
every artist
in the world.**

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