



Leadership System

Our leadership system describes the way leadership is exercised throughout our organization and how key decisions are identified, prioritized, communicated/deployed and executed. It sets high expectations for performance improvement, delivers value and results, allows for agility and resilience, and encourages initiative, innovation and intelligent risk-taking. Leadership system effectiveness is measured by our ability to achieve our Vision, Operational and Long-Term Goals in alignment with our Values and Culture.



Set Direction

Board of Directors, President & CEO, and Vice Presidents provide Vision, Values, Culture and direction:

Board of Directors

- Mission Statement (Vision, Purpose, Mission and Values)
- Culture Statement
- Key Stakeholders
- Shareholder Key Requirements
- Operational Goals
- Board of Directors' Strategies
- Long-Term Goals
- Organizational Governance
- Key Communities
- Focus on the Future meetings

President & CEO, Vice President

- Leadership System
- Organizational structure
- Stakeholder Key Requirements
- Operational Strategies
- Work system review/changes
- SWOT Analysis
- Strategic Objectives
- Core Competencies
- Management framework
- Process Management process
- Performance Measurement system
- Company policies (C, E, S&P)
- Customer Value Proposition
- Employee Value Proposition
- Supplier & Partner Value Proposition
- Key measure goal setting
- Departmental Governance
- Department Mission Statements
- Department Strategies

Create Plan to Achieve

We create plans to meet or exceed Operational and Long-Term Goals ensuring continued success, with agility and resilience:

- Strategic plan
- Succession plan
- Leadership Development plan
- Workforce Focus meetings
- Marketing plan
- New Product plan
- Budget
- Promotion plan
- Capital plan
- Training plan
- Staffing plan
- Sales/Margin/Inventory plan
- Compensation plan
- Category Sales plan
- Supplier & Partner trips
- Facilities and Parking Capacity plan
- Integrated Contingency plan
- Sales & Marketing Team
- Bucket List
- Decision Making 1-Pagers
- Intelligent risk-taking
- Career Development Team

Communicate/Deploy

We communicate and deploy the Vision, Values, Culture, direction and plans to all stakeholders:

- Open-door Culture
- State of the Business meetings
- Department Knowledge Sharing meetings
- Focus on the Future meetings
- Department Baldrige meetings
- Guests to select Company and department meetings
- Mentoring
- Company trips and carpools
- Company postings
- Work Instructions
- Process strategies
- Process change log
- New hire orientations
- Tactical/ad hoc meetings
- Department musters
- Vice President Q&A sessions
- Walk-arounds
- Intranet
- Emails
- TVs
- Team MidwayUSA (Facebook)
- Social Media
- Website
- Supplier Partnership Agreement
- Larry's Short Stories
- Company Glossary

Learn, Improve & Innovate

We maintain a focus on organizational learning, continuous improvement and innovation:

- Modern Leadership & Management Principles
- Leadership characteristics
- Leadership development
 - Examiner participation (Baldrige)
 - Teaching/presentations
 - Leadership & Management Q&A
 - Mentoring
- Creating white papers
- Management training
- Voice of the Customer processes
- Lunch and learns
- Supervisor Q&A
- Student development program
- Guests to select Company and department meetings
- Employee Satisfaction & Engagement process
- Employee focus groups
- Performance reviews
- Performance improvement System
 - Innovation (Company Action Plans)
 - Continuous Improvement (Corrective Action Reports and Opportunities for Improvement)
- Job/skills training
- External ISO audits
- Lean projects
- Six Sigma projects
- Kaizen blitz projects
- Workflow mapping

Measure & Analyze

We measure results and conduct analysis to improve performance:

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|---------------------------|---------------------|------------------------------|
| • Company scorecard | • Reports (MIDAS) | • Market research |
| • Department scorecards | • Leaderboards | • Industry trends |
| • Individual key measures | • Dashboards | • Analysis of best practices |
| • Benchmarking | • LERC report | • Internal framework |
| • Financial statements | • Analysis matrices | • compliance audits |

Approved by President & CEO
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