



LEAD - ASSOCIATE TRACK Q1

Learn, Engage, Apply, & Develop

BRIDGE
INVESTMENT
GROUP

Executive Guest Speaker:



**Jonathan
Slager**

Chief Executive Officer

LEAD - ASSOCIATE TRACK



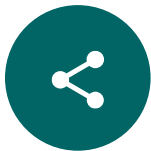
Q1 – Critical Thinking & Decision Making

- Taking data to the next step
- Generating practical solutions
- Problem-Solving skills



Q2 – Effective Relationship Management

- Develop interpersonal relationships
- Polish cross-team collaboration skills
- Improve conflict resolution techniques



Q3 – Ownership & Project Management

- Improve your subject matter expertise
- Implement effective project management strategies
- Learn the secret to successfully delegating tasks



Q4 – Emerging Leader

- Acquire primary leadership skills
- Become skilled in mentoring others
- Learn how to build your credibility



SESSION TAKEAWAYS



One Bridge

Exhibit Bridge Values that employees at all levels are expected to adopt and exemplify.



Performance Expectations

Understand and demonstrate the fundamental competencies that are necessary to move up.



Problem Solving Skills

Discuss strategies on how to break down complex problems into manageable parts using logic and critical thinking.

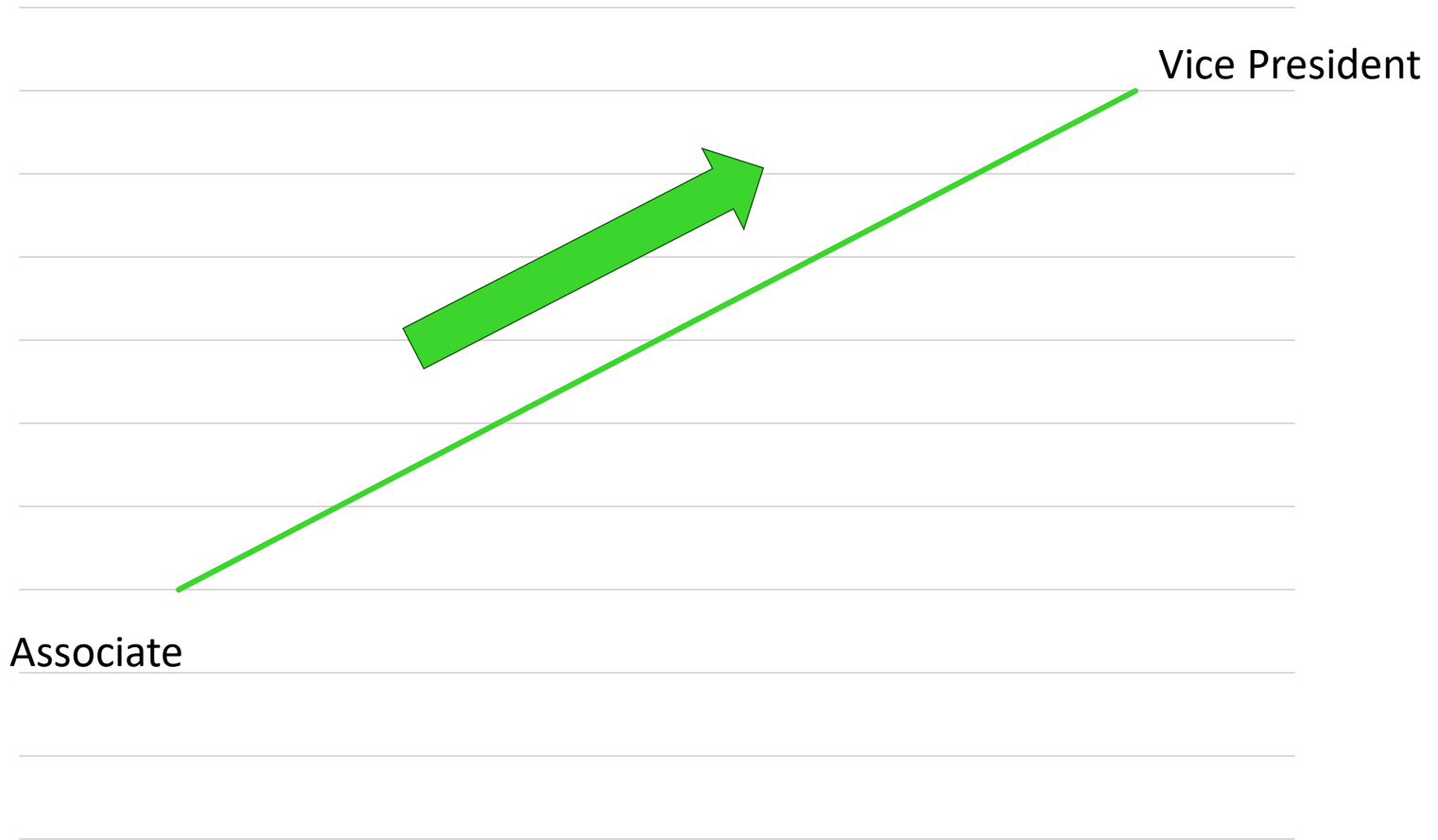


Critical Thinking Skills

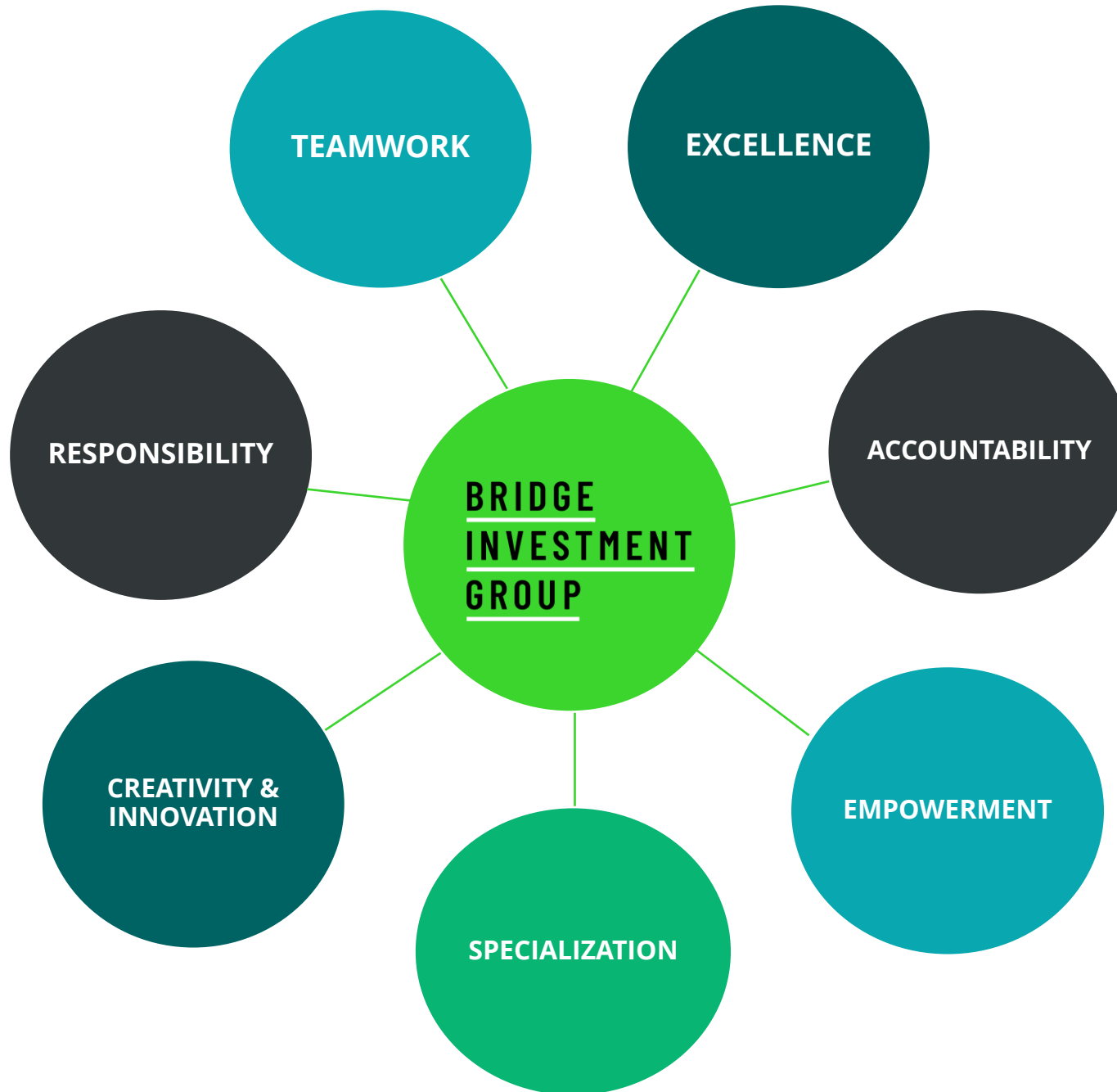
Learn steps to objectively analyze and evaluate information to arrive at an informed solution.



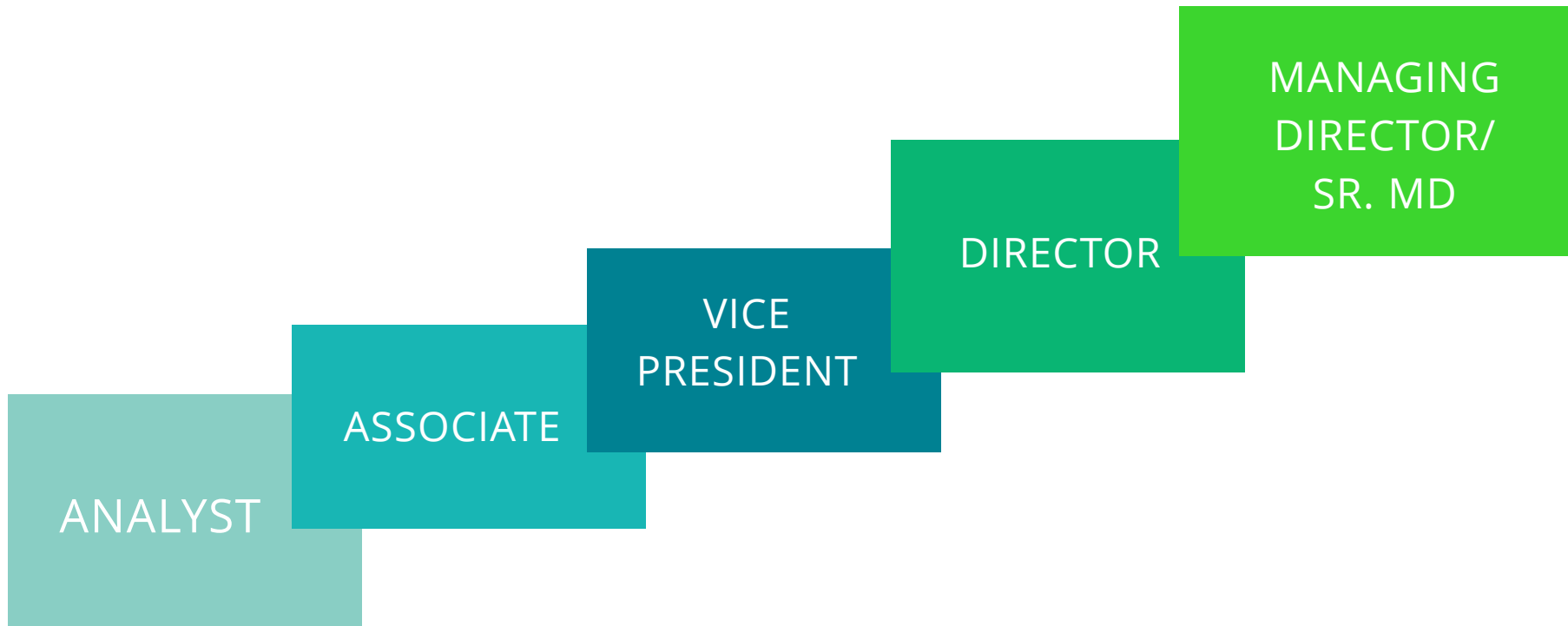
HOW DO I GET PROMOTED?



ONE BRIDGE - Living Our Values



CAREER PATH PROGRESSION



PERFORMANCE EXPECTATIONS

	Sets a positive example inside and outside of the office	DEI & B Mindset	Proven solid relationships across Org	Exhibits Accountability	Ownership in Area of Expertise	Critical Thinking Skills
Associate I	✓	✓				
Associate II	✓	✓	✓	✓		
Associate III	✓	✓	✓	✓	✓	✓

Critical Thinking Definition

Critical thinking is a method of **analyzing ideas**, concepts or data collected to **evaluate** the situation from different perspectives and arrive at an **unbiased** optimum solution. A critical thinker can anticipate the consequences of certain actions in advance. A person with the competency to critically think can reflect, think independently, stay objective, and problem solve to deduce a solution. Therefore, critical thinking requires **self-actuated discipline and correction** to get one step closer to the solution iteratively.

Goals of Critical Thinking

Find Meaning

Seek Logic

Search for reason

Look for answers

**Appreciate
different points of view**

**Develop
facts and opinions**

Breakout Session Activity

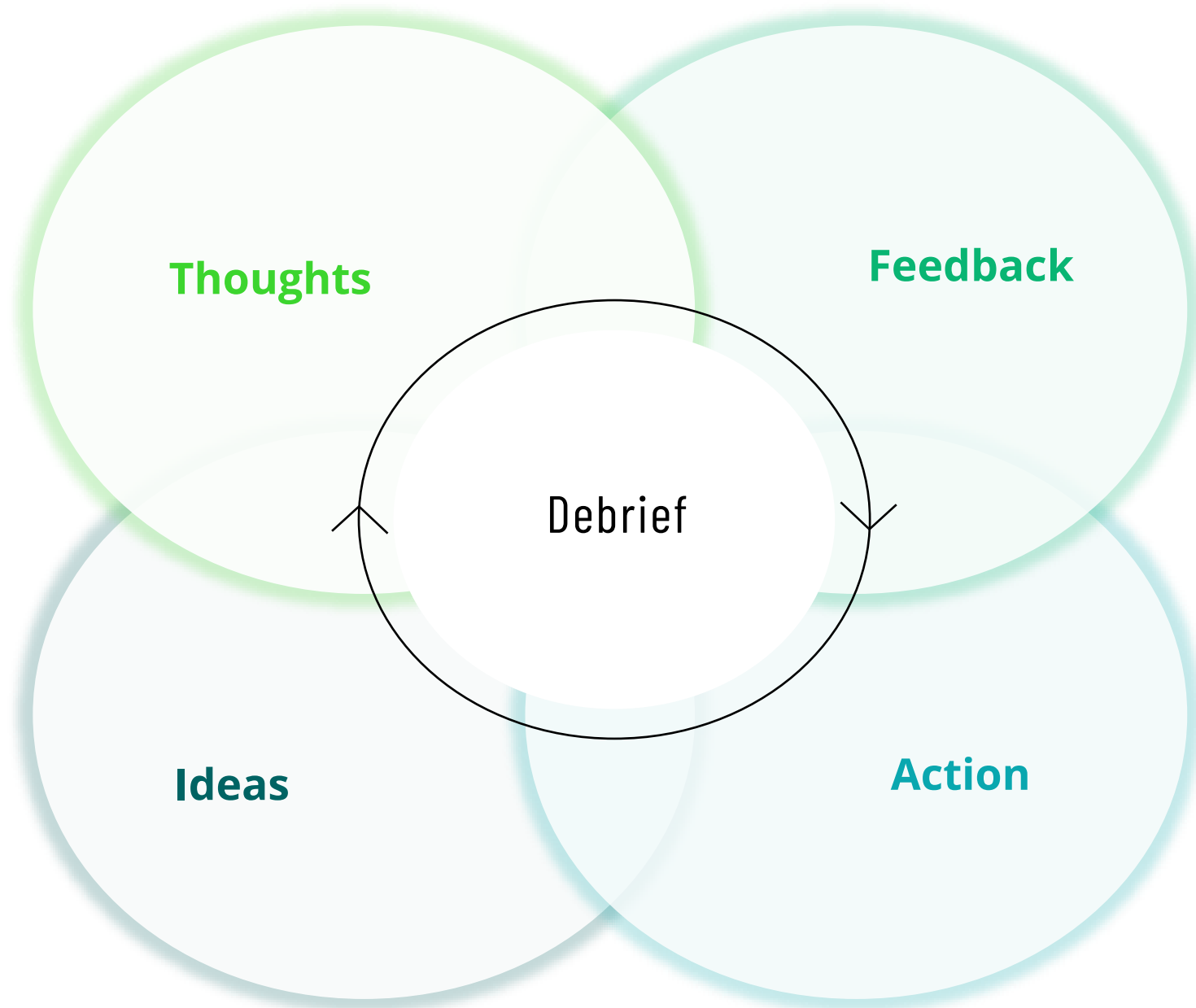
Decide on what the next steps should be.

Here are two things to consider:

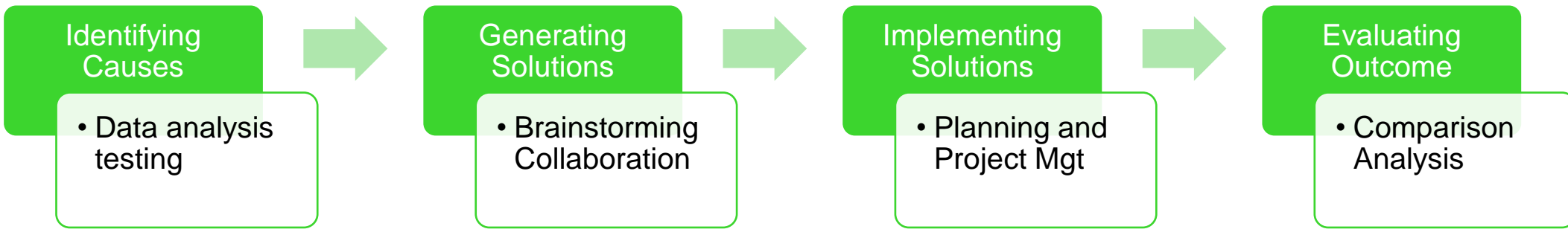
- You can see larger islands in the distance
- You've been stranded for 3 days

Imagine you're all out on a boat in the ocean on a whale watching tour. The tour guide has a medical emergency, and you crash on an island – everyone survives, no one is injured. You're now stranded on a deserted island and the radio equipment is damaged - you can't call for help. Everyone's smart phones and devices were damaged in the water.





Problem Solving Framework



Consensus decision-making technique

Ideas, opinions, suggestions, solutions are **voiced freely**. The goal of this problem-solving technique is to make a list of recommendations that are acceptable to **all** members of the company.

Devil's advocate decision-making technique

The goal is designed to **uncover weaknesses**

Brain dumping

Opening the floor to suggestions helps everyone **feel heard and understood**, even if you don't settle for their idea in the end.

5-Why's technique

Start the conversation by asking one party **why** they arrived at their conclusion. Then, follow up their response by inquiring why they felt or thought that way **five more times**. By the time you get to the fifth "**why**," a clearer picture of true intention will be revealed.

The 5 Why's Technique

You discover
coolant leaking
from a machine

Coolant is leaking from the machine.

WHY?

WHY?

A seal was damaged.

WHY?

Metal shavings got into the coolant.

WHY?

A screen on a coolant recycling pump was broken.

WHY?

Root Cause

The screen is located in a place where it was likely to be damaged by dropped parts.



Critical Thinking Framework

Analytical

- Questions about numbers
- Where's the data from?
- How can you confirm?
- Are you sure you interpreted the data correctly?

Intuitive

- Where does this get us?
- What's the bottom line?
- Why are we doing this?
- Is there an alternative resolution?

Functional

- What's the process?
- Where do we start?
- How long will it take?
- Who does what?

Personal

- Who will be involved?
- Who will be affected?
- Is this inclusive?
- Are diverse populations represented?

SESSION TAKEAWAYS



One Bridge Values



Performance Expectations



Problem Solving Skills



Critical Thinking Skills



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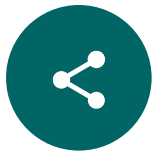
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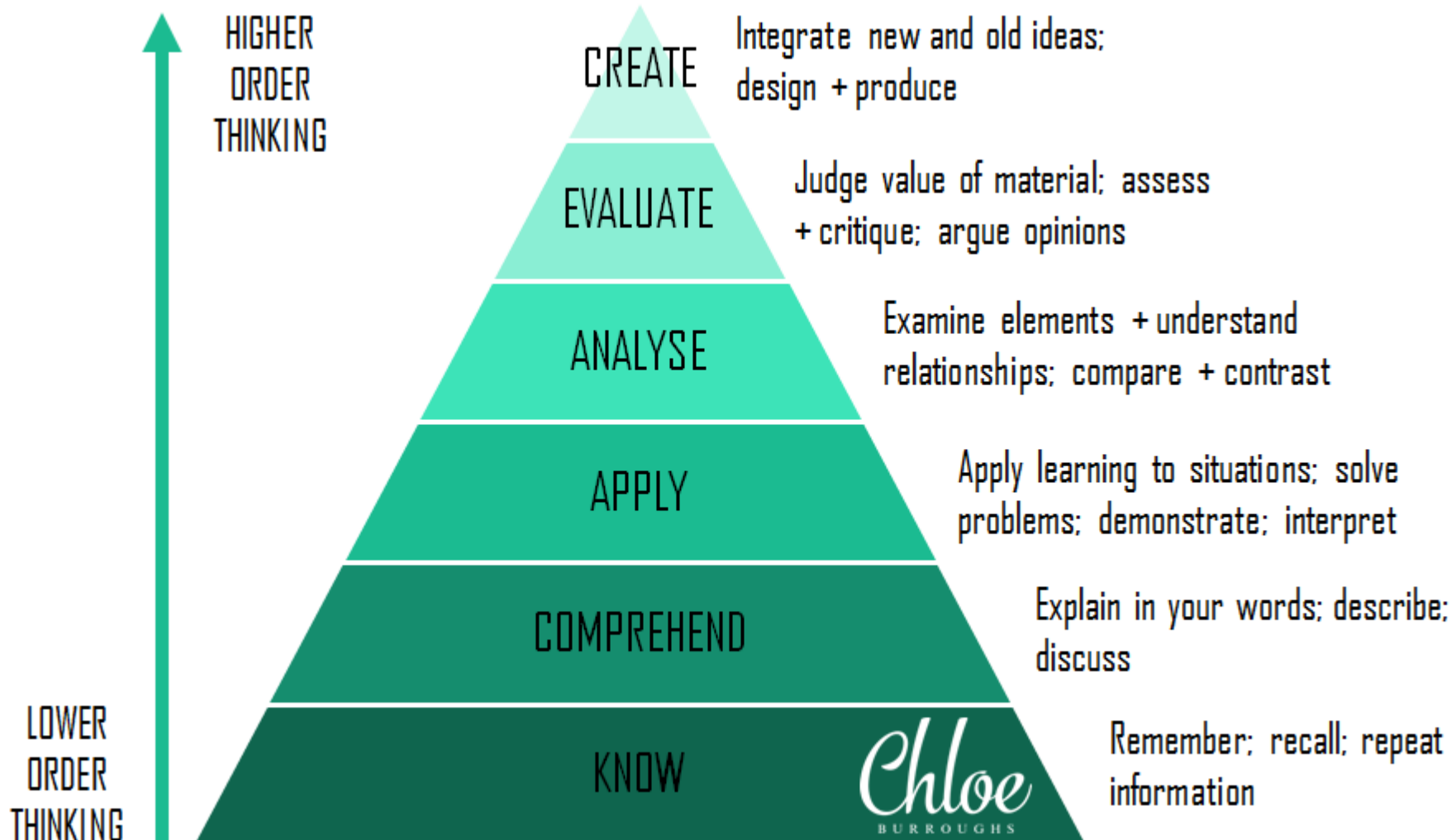


Thank You!

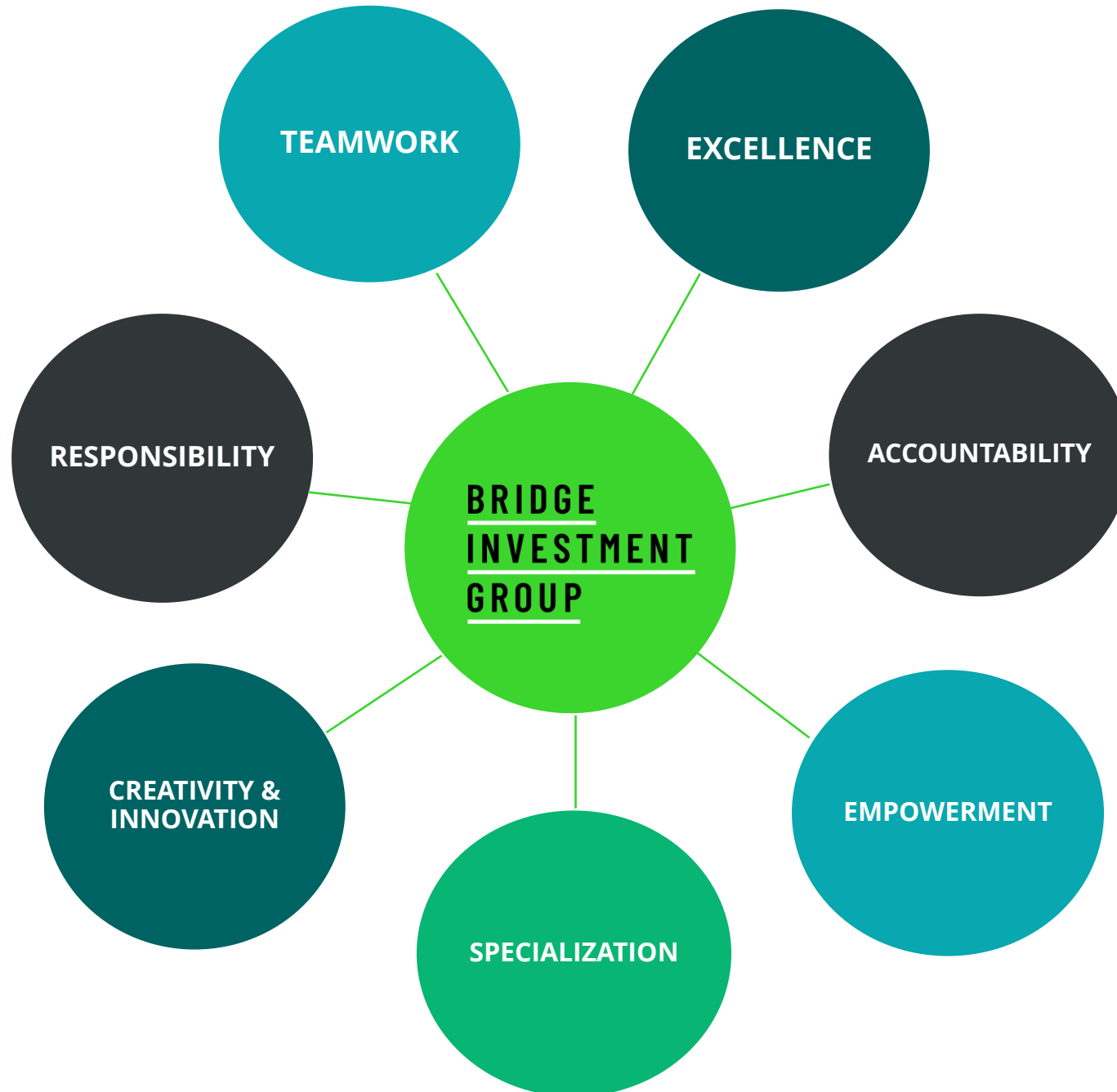
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APPENDIX

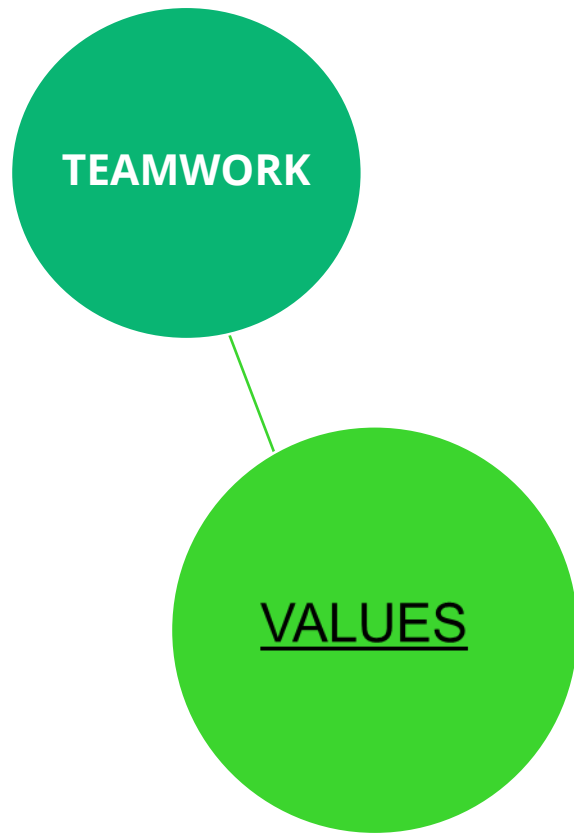
Bloom's Taxonomy



ONE BRIDGE - Living Our Values

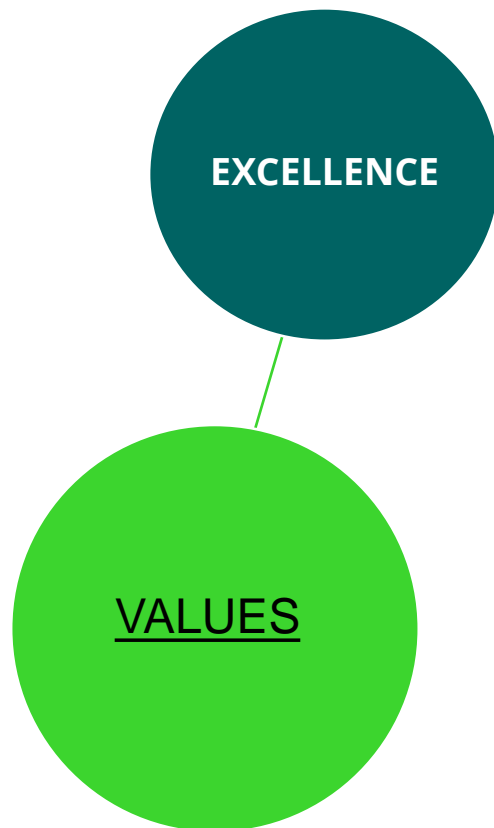


ONE BRIDGE - Teamwork



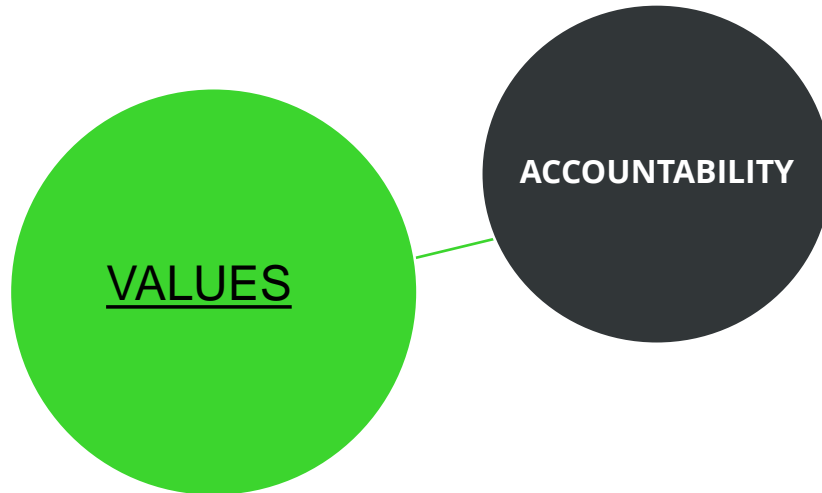
- We emphasize teamwork in everything we do.
- We thrive on collaboration, hard work and open and honest communication.

ONE BRIDGE - Excellence



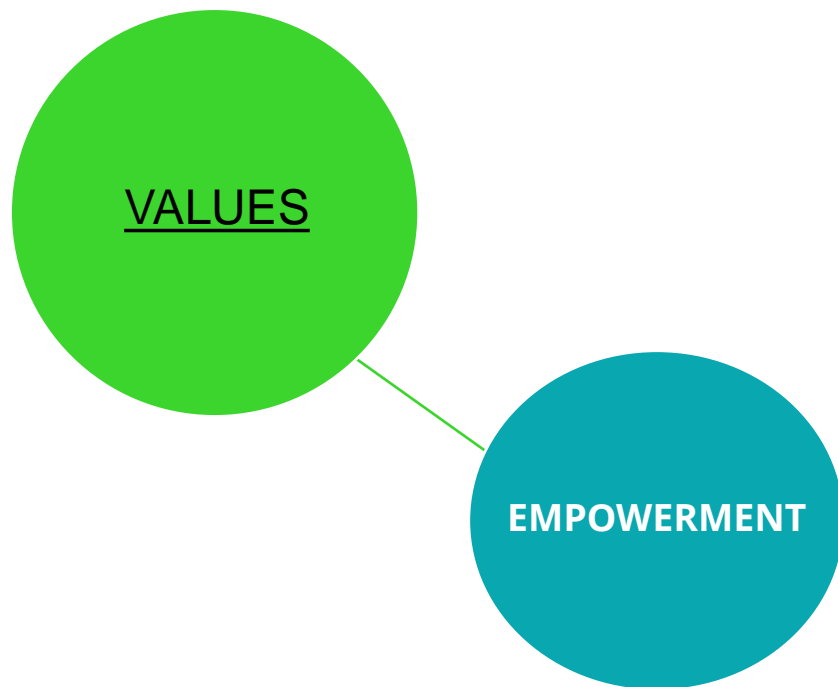
- We strive to be the best performing firm in our industry.
- We take pride in our performance and celebrate our achievements.
- We do what is right – for the right reasons.

ONE BRIDGE - Accountability



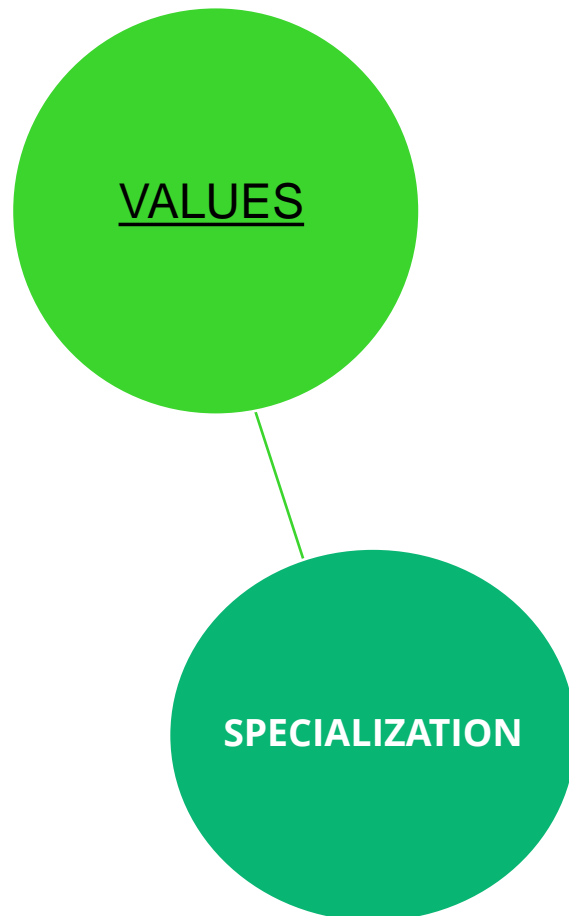
- We stand behind our word and strive for continuous improvement in all that we do.
- We face facts and realities, and we embrace challenges.

ONE BRIDGE - Empowerment



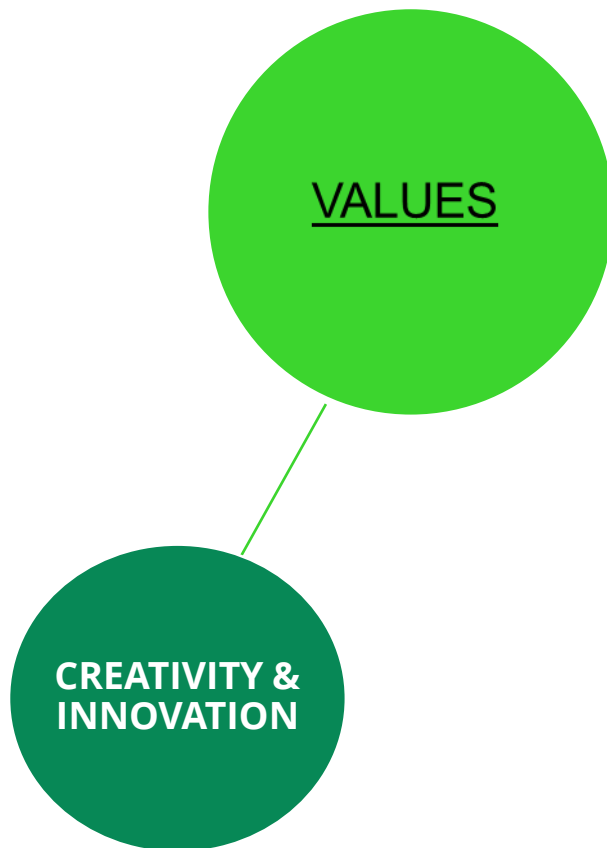
- We empower our people to reach their full potential.
- We cultivate a diverse and inclusive culture of disciplined analysis and action.
- We believe that diversity is the only path to superior performance.

ONE BRIDGE - Specialization



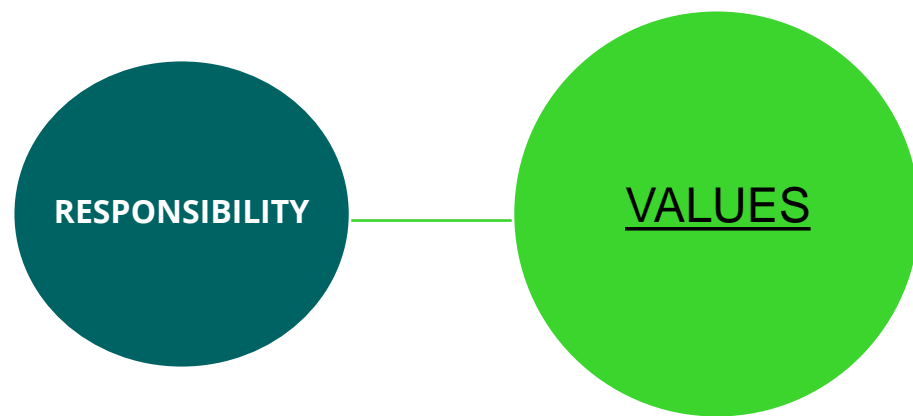
- We develop specialized investment and operating teams which have deep sectoral knowledge of the areas in which we invest.
- We use data, carefully analyzed and fully vetted, to complement decades of experience, in guiding our investment decisions.

ONE BRIDGE - Creativity & Innovation



- We consistently reexamine how we operate and seek innovative solutions to improve our performance, at the asset level, at the Fund level and at the corporate level.
- New ideas are carefully examined and adopted if appropriate.

ONE BRIDGE - Responsibility



- We invest and operate responsibly and believe that strong corporate and individual citizenship go hand-in-hand.
- We understand that responsible investing does not sacrifice returns but should in fact enhance risk and return characteristics through deliberate and thoughtful integration of environmental, social and governance best practices.