

# GUIDING PRINCIPLES FOR LEADERSHIP

# UNISERV

” IF YOU WANT TO BUILD A BOAT,  
DO NOT DRUM UP PEOPLE TO COLLECT  
WOOD OR ASSIGN THEM TASKS OR WORK,  
BUT RATHER TEACH THEM TO LONG FOR “  
THE ENDLESS IMMENSITY OF THE SEA.

*Antoine de Saint Exupéry, French writer*

## PERSONNEL

Human beings like to be involved and are ready to accept responsibility. In their working lives, they are willing to commit themselves wholeheartedly to the corporate goals and to fulfilling their tasks. If the management encourages independent action and empowers the personnel to make decisions, they will be motivated to do the job and actively search for solutions. We act in the awareness that personnel are our most valuable resource. ■

## THE WILL TO CHANGE

As managers we have a real desire to permanently improve the status quo. We actively shape the long-term success of the company and quickly react to changes. Only if we manage to identify trends at an early stage, constantly reassess the processes and quickly adapt them if necessary will we achieve success. As a result, we will also be able to offer our customers innovative solutions and our personnel attractive jobs in the future. ■

## MANAGERS AS TEAM CAPTAINS

We communicate strategies and goals to the personnel and systematically pursue their implementation. Managers put their team in the picture about the background, thereby creating a positive general mood for the goals and the desired success. Managers are role models and exemplify what is expected of them by the personnel. ■

## DECISIONS

The ability to make quick and clear decisions is an essential management skill. We stand firmly behind our decisions and communicate the reasons to the personnel. It is not the task of a manager to do what is popular. The task of a manager is to do what is right and make it popular. ■

The following guidelines represent a primary frame of reference for leadership at Uniserv. They incorporate core messages for our employee management and at the same time reflect the expectations which personnel can have towards the management. In particular, these guidelines are intended to foster a positive working environment and a working relationship based on partnership.

## COOPERATIVE INTERACTION

Managers at Uniserv lead cooperatively. We foster open, clear and direct communication, also beyond departmental borders. We give our personnel regular feedback and demand feedback from them. We ensure that we have a constructive and mutually supportive working relationship with our own personnel and also with other teams or departments and that nobody is preferred or discriminated against. As a learning team, we shape the future of Uniserv together with our personnel. ■

## DEMANDING AND SUPPORTIVE

As managers we set the course and act as a coach for our personnel. We develop the capability of our personnel to work independently through delegation of tasks. Together with our personnel, we agree on goals based on partnership, and actively and individually support them in the implementation of these goals and review the extent to which they have been reached. We encourage our personnel to think globally and entrepreneurially about opportunities and risks. ■

## SEEING THINGS AS A WHOLE

As managers we act on our own initiative, think long-term, entrepreneurially and with success in mind, thereby creating the organizational conditions for the permanent success of the company. This not only includes the advancement of our own team but also the advancement of the entire company. ■

## PASSION FOR THE BUSINESS

As managers with a commitment beyond the call of duty, we make a decisive contribution to securing the future success of Uniserv. With this sense of identity, we reconcile our personal needs and priorities with the goals of the company. This also means unconditional loyalty to the company, particularly in difficult situations. ■

