

# THE BASIC COMPETENCES

## TAKE A COMPANY PERSPECTIVE

### ➤ I CAN MAKE A DIFFERENCE HERE

I constantly make myself aware of my concrete contribution to the team's success, my responsibility in helping the team achieve their goals, and how this contributes to the company's overall objectives.

### ➤ STATUS QUO? WHY?

I question the status quo, think outside the box, implement „best practices“, see change as an opportunity, and incorporate positive market trends in my area.

### ➤ COSTS VS. BENEFITS? CHECK!

I consistently weigh costs against benefits in my actions. I take into account partners and customers as well as adjacent areas, related topics, and synergies.

## WORK TOGETHER

### ➤ ONE FOR ALL, ALL FOR ONE

I clarify roles and common goals, involve others, and create common understanding. I resolve potential resistance, address conflicts when needed, and acknowledge the contribution of others.

### ➤ RESPECT AT EYE LEVEL

I address others with openness, appreciation, and respect. I adapt my communication and arguments to the situation and the dialog partner. I share information and knowledge.

### ➤ DIVERSITY? OF COURSE!

I respect different perspectives, recognize the diversity that exists and appreciate the opportunities it offers for arriving at better decisions.

## IMPLEMENT PROJECTS AND ISSUES

### ➤ RUNS AS PLANNED

I approach topics and projects in a planned and goal-oriented manner. I define success criteria and milestones, taking into account time constraints and resources.

### ➤ NO SOONER SAID THAN DONE

I make appropriate decisions confidently and quickly with regard to available information, required capacity, and possible consequences. I take responsibility for my projects and topics and their success.

### ➤ WITH BRAINS TO THE GOAL

I analyze quickly and accurately, prioritize appropriately, find suitable arguments, and develop creative solutions. I question critically and accept decisions once they are made.

## STEER YOURSELF

### ➤ THIS IS WHAT I STAND FOR

I am aware of my position and role and take responsibility for my actions and their consequences. Accordingly, I reflect on myself and my behavior and defend my position.

### ➤ THAT IS WHERE I WANT TO GO

I can articulate my ambitions and continuously improve my skills and behaviors to achieve my goals. I regularly seek feedback, play to my strengths and work on unused potential.

### ➤ COURAGE FEELS GOOD

I act and make decisions with courage and commitment. I can deal with uncertainty and remain persistent. I am composed and motivated, even in difficult situations. I deal openly with mistakes so that everyone learns from them.

# THE LEADERSHIP COMPETENCE

## LEADING EMPLOYEES

### SUCCESS IS NO ACCIDENT

- I am familiar with our company and divisional goals and am actively involved in shaping them.
- I contribute to achieving the company's goals and therefore work collaboratively with other departments and divisions.
- I have a clear picture of which goals I want to achieve in my team and which skills and competencies are required to achieve them.

### SUPERIOR OR LEADER?

- I flexibly adjust my leadership style to my team members' individual needs. I create space for them to prosper and take responsibility.
- I am able to even-handedly take on my team members' and the company's perspectives and can situationally operate on personal and organizational levels.
- I reflect on my actions and attitude critically and constructively. I ensure respectful collaboration and lead by example. I foster confidence and offer reliable support.

### FOSTERING THE TEAM'S SUCCESS? LEADER'S TOP PRIORITY!

- I assemble a team of diverse individuals with complementary skills and views to achieve ambitious, agreed upon goals.
- I articulate and communicate a vision on how my team shall develop in the near future. I further define and adjust this vision in lively discourse with my team colleagues.
- I provide and seek out clear, candid, and constructive feedback, be it positive or negative. I encourage my team members to have a voice and raise different views in order to make better decisions, question the status quo, and foster change.
- I coach and develop team members according to their individual potential and needs. I take responsibility for their professional and personal growth.