



VSM – LEADERSHIP AND LEADERSHIP CULTURE

Establishing a Performance-Boosting Leadership Culture

Effective leadership results in motivated employees as well as an effective and efficient organisation. This document aims to further develop the leadership behaviour and the leadership culture of VSM. The principles described herein are binding for all managers at VSM and constitute the guidelines for professional behaviour during daily management tasks. The term "manager" refers to all employees with permanent or tem-

porary management responsibility for other employees. Employees, colleagues and supervisors can expect these guidelines to be adhered to and, if necessary, can insist on them.

Amongst other factors this behaviour provides scope for performance development, appreciation and a good work-life balance.

Last revised november 2015

Our managers ...

- 1 ... ensure that their employees have performance enhancing and motivating goals.

“GOALS ARE THE BASIS FOR ALL ACTIVITIES IN THE ORGANISATION. THEY PROVIDE FOR CLARITY IN ALL PROJECTS AND ENCOURAGE INITIATIVE IN EMPLOYEES.”

- 2 ... organise their area of responsibility in a manner which allows employees to develop their skills.

“ORGANISATION IS THE DECISIVE FACTOR FOR THE PRODUCTIVITY OF INDIVIDUALS, TEAMS AND THE COMPANY AS A WHOLE.”

- 3 ... make decisions on the basis of facts and for the benefit of the whole organisation.

“DECISIONS LEAD TO EFFECTIVE ACTIONS – DO THE RIGHT THINGS – THEREFORE SYSTEMATIC DECISIONS ARE ALL THE MORE IMPORTANT.”

4 ... monitor and assess to ensure goals are achieved and promote self-monitoring.

“MONITORING, ASSESSMENT AND CONTROL ARE ESSENTIAL FOR ACHIEVING GOALS. BUT THE MOST IMPORTANT FACTOR IS HOW THIS TASK IS EXECUTED: SELF-MONITORING IS ALWAYS THE MOST EFFECTIVE METHOD.”

5 ... develop and support employees on the basis of their strengths.

“EMPLOYEE DEVELOPMENT AND SUPPORT ARE ESSENTIAL FOR AN INCREASED PERFORMANCE. BOTH ARE A COMMITMENT TOWARDS THE ORGANISATION AND THE EMPLOYEES.”



6

... show appreciation for their employees, colleagues and supervisors.

“APPRECIATION IS THE GLUE FOR HUMAN RELATIONSHIPS AND AN ESSENTIAL ELEMENT FOR BUILDING AND STRENGTHENING MUTUAL TRUST.”

7

... communicate to ensure that employees have all relevant information to carry out their tasks.

“COMMUNICATION IS THE ESSENTIAL MEDIUM FOR EFFECTIVE LEADERSHIP. IT ALLOWS TO INITIATE AND CONTROL ACTIONS WITHIN THE ORGANISATION.”

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