

BÖLLHOFF

The Böllhoff Way





Michael Wolfgang Böllhoff:

The Böllhoff Way is what makes us different.«

Dear colleagues,



Over 50 years ago, the first edition of a brochure on the subject of “behaviour, leadership and culture in the office” was published – the title was “Leadership Manual”. Even then, our father and his management team aimed to foster a corporate culture based on good teamwork and positive leadership.

Over the next few decades, our current mission statement took shape, followed by our group strategy. In our 13th edition, which is now available, we outline these relationships again with contemporary references.

A lot has changed since the last edition, but the Böllhoff Way remains the same.

All parts of this brochure are important elements of the path that we would like to take with you. Because our mission statement, our strategy and guidelines for cooperation and leadership can only achieve their purpose if they are lived out in day-to-day interaction.

We hope you gain lots of useful knowledge and enthusiasm and enjoy success in putting the Böllhoff Way into practice.

Yours,  

Passion for successful joining.■

The vision “Passion for successful joining” expresses the standards we expect in our work and in our togetherness. We pursue our goals with passion and are proud of what we achieve together.

We put you, dear colleagues, at centre stage. You – with your internal and external connections – form the basis for our current and future success.

We create added value for our customers with our broad portfolio of innovative products, assembly and logistics solutions, as well as complementary services in joining technology.

As a family company, we have been standing for successful joining since 1877, through four generations. We would like to continue on this way, the Böllhoff Way, together with you.

The Böllhoff Way



The Böllhoff Way, our guiding principle, has evolved from generation to generation. Our values, our culture and our goals form the basis for this.



Passion for successful joining.



Our **VALUES**

Independent family enterprise
Sustainable orientation
Good corporate citizen



Our **CULTURE**

Courage
Fairness
Trust



Our **GOALS**

Highly satisfied customers
Achieve excellence
Competence leader in joining technology



Independent family enterprise

We are a fourth-generation family-run business. We are therefore free in our decisions and act independently.



Sustainable orientation

Our company development focuses on the long term. This makes us a reliable partner for our customers, suppliers and employees.



Good corporate citizen

We consider ourselves part of the local community and act accordingly with social and environmental responsibility. We use the resources available to us with care.



Our CULTURE



Courage

We have the confidence to take pioneering decisions and calculated risks. This is how we ensure that we are constantly evolving.

Fairness

Cooperative and respectful togetherness is what sets us apart.

Trust

Only in an environment of mutual trust can we master challenges together and develop ourselves further with enthusiasm.



Highly satisfied customers

We enable successful connections – and have been for 145 years now. We use this experience to develop individual solutions for our customers – always with the goal of exceeding expectations.



Achieve excellence

We strive to improve every day. This is an integral part of the daily work of every employee. It enables us to lay the foundation for profitable growth and successful further development.



Competence leader in joining technology

Our aspiration: as a competence leader in joining technology, we offer the ideal joining solution for every application. We rely on our team spirit and our innovative capacity to continuously expand our broad product portfolio.

How do we work together at Böllhoff?

Our mission statement – with the description of our values, our culture and our goals – forms the framework for our understanding of cooperation. But what does that look like in concrete terms in everyday interaction?





Instruments of teamwork

We achieve success in our teamwork thanks to the clear direction of our work, regular exchange, feedback and continuous improvement. The use of different instruments is our recipe for success.



Orientation

Only those who have a clear path in mind can be successful in the long term.

Concrete goals give direction to activity and thus provide orientation for processes in everyday work. That's why every corporate division, every department and every employee aligns their activities with defined goals. These goals are derived from the overarching corporate goals. We use various key figures to measure how well we are achieving our goals.

Applying suitable, standardised processes where appropriate enables a uniform approach – for a consistently high quality that inspires our customers.

We welcome new employees with a personalised **orientation program**. In the first few days and weeks, you will get to know Böllhoff, find out what makes our company so special and meet important contacts for your future work.



Improvement

Perfect is the enemy of good. That is why the company has set up the **Optimizing Böllhoff System (OBS)** – a systematic approach for excellent production, logistics and administration. With various tools and principles from lean management, OBS aims to improve processes in all parts of the company and to minimise waste. Regardless of whether it is about saving time, process resources or production resources.

Our employees' ideas make a significant contribution to improving Böllhoff as a company every day. Therefore, with our **company suggestion program**, we give our employees the opportunity to contribute their own suggestions for improvement. And when a suggestion is successfully implemented, we reward it with a bonus.

Exchange of information and feedback



People can only develop to their full potential in their work environment if they have all the information they need and receive regular constructive feedback. We therefore use various methods to exchange information and give feedback.

With **regular routine meetings** within the team as well as with the direct supervisor, we ensure that information is distributed effectively – for good team-work day-in, day-out. **Department meetings** are the next largest opportunity to exchange ideas on issues affecting the entire company.

In **appraisal and development meetings**, superiors and employees meet once a year for an individual feedback discussion. The aim of these meetings is to highlight the performance of the employees in an appreciative manner and to jointly discuss potential for further development and individual career aspirations.

We also have annual **supervisor assessments**. All employees can rate their direct superiors anonymously via an online questionnaire. This gives superiors across the company the opportunity to compare what they think of their performance with its actual impact. This helps them continuously improve their own leadership style and cooperation with your team.

For us, the satisfaction of our employees is the engine of our success. We therefore conduct a **global employee survey** every two years to identify needs for action and to collect suggestions for improvement. At the same time, we offer our employees the opportunity to help shape the future of the company.



Wilhelm Alexander Böllhoff:

Leading, empowering teams,
managing, getting things done.

This is the key responsibility
of our managers.«

Leadership

Leadership Excellence@Böllhoff is our shared leadership concept

Leadership Excellence@Böllhoff brings together the competencies and tasks of our executives so that each and every individual can carry out their management responsibilities within a uniform framework.



Leadership personality

- Living the mission statement – this is reflected in our attitude and values
- Being a role model
- Giving feedback honestly and accepting feedback received
- Dealing constructively with difficult situations

Lead consciously

- Shaping the employee-manager relationship
- Empowering teams
- Promoting employee development and motivation
- Using management tools in a targeted manner

Manage successfully

- Entrepreneurial thinking and action
- Setting goals and tracking their achievement
- Demanding and encouraging change management
- Delegating tasks

Leadership

Living the mission statement

Courage, fairness and trust – these values are the foundation of our corporate culture.

Therefore, expressing these values should also form the focus of our managers' day-to-day interaction with their employees.

How can we work together in the spirit of our mission statement? How well is our understanding of cooperation in our own team and with external partners? These questions help guide the actions of everyone in our company.

What specific behaviours do we expect from our managers?

Being a role model

Leadership means taking responsibility – for yourself and for your team. Managers act as role models for their employees and take their responsibilities seriously through acting as a role model.

Giving feedback honestly and accepting feedback received

Feedback is always given in a clear, constructive, timely and appreciative manner. That is the prerequisite for a successful cooperation. Questioning yourself and accepting feedback is also a key part of responsible leadership.

Dealing constructively with difficult situations

Unexpected situations, conflicts and crises also play a role in the everyday life of a manager. We expect our managers to resolve such challenging situations constructively.



Leadership

Shaping the employee-manager relationship

Managers create the conditions for successful cooperation.

Successful cooperation is characterised by a spirit of partnership, respect, communication at eye level and transparency.



What specific behaviours do we expect from our managers?

Empowering teams

Cooperation is characterised both by trust in the individual contributions of all employees and by creating a constructive working atmosphere in the team. All team members are treated equally.

Promoting employee development and motivation

All employees are deployed and developed in a way that helps them fully develop their individual interests, talents and potential. This has a positive effect on work motivation. In addition, each and every individual contributes in the best possible way to achieving the company's goals.

At Böllhoff, we also use personnel development tools, for example support programmes, Böllhoff Fit seminars and OBS training. As our managers continuously support their employees in their personal development, they also develop new perspectives for company development.

Using management tools in a targeted manner

We expect our managers to actively use the management tools in place at Böllhoff – such as appraisal and development meetings, supervisor assessments or routine discussions – in their management work and apply them in a targeted manner.

Leadership

Entrepreneurial thinking and action

The Böllhoff Group consists of numerous corporate units, all of which contribute to its overall success. It is therefore important that colleagues work well together across their own departmental boundaries. The core tasks of a manager are to make informed decisions, to perform with the team, to achieve success and to work productively in order to make an individual contribution to the overall picture.



What specific behaviours do we expect from our managers?

Delegating tasks

Managers trust their employees – in line with our corporate values. They delegate areas of responsibility to their team members and enable them to work towards the agreed goals independently. The manager's role is then to continuously monitor success.

Demanding and encouraging change management

Change processes are everywhere – in every division, in every department, in every team. Managers inspire a positive change mindset in their employees and ensure that change is managed well.

Setting goals and tracking their achievement

Based on the Böllhoff group strategy, each manager develops sub-goals for their own area of responsibility – both at team and employee level. Managers then use KPIs to monitor goal progression and, together with the employee, adjust the goals if necessary.



Michael Wolfgang Böllhoff:

And as the Böllhoff Way already suggests:
We must all walk this way together.

Wilhelm Alexander Böllhoff:

Join us for a successful future – and do it
with passion for successful joining.«



Böllhoff Group

Innovative partner for joining technology with assembly and logistics solutions.

Find your local partner at www.boellhoff.com or contact us at fat@boellhoff.com.

Passion for successful joining.

Corporate Human Resources

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