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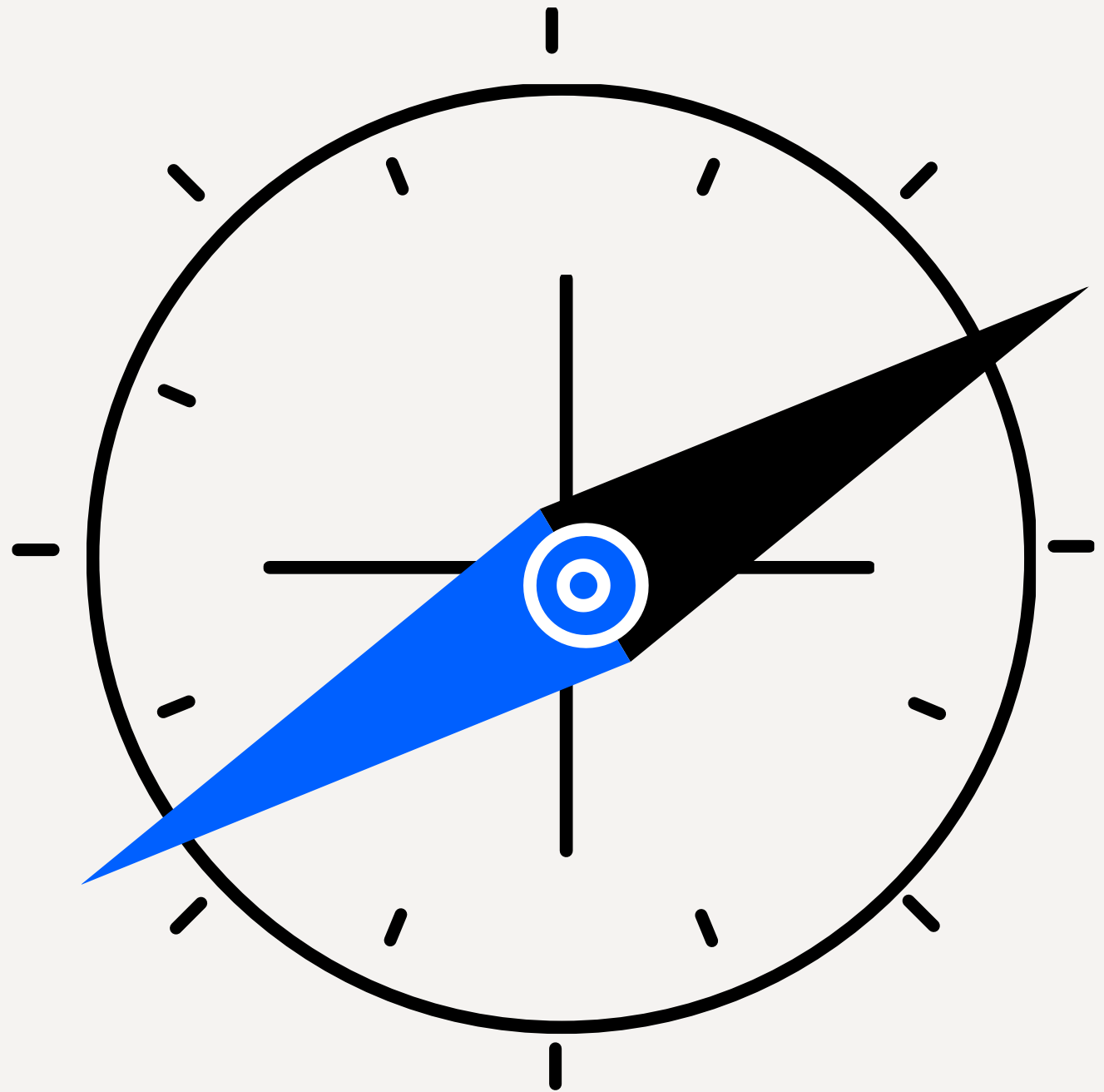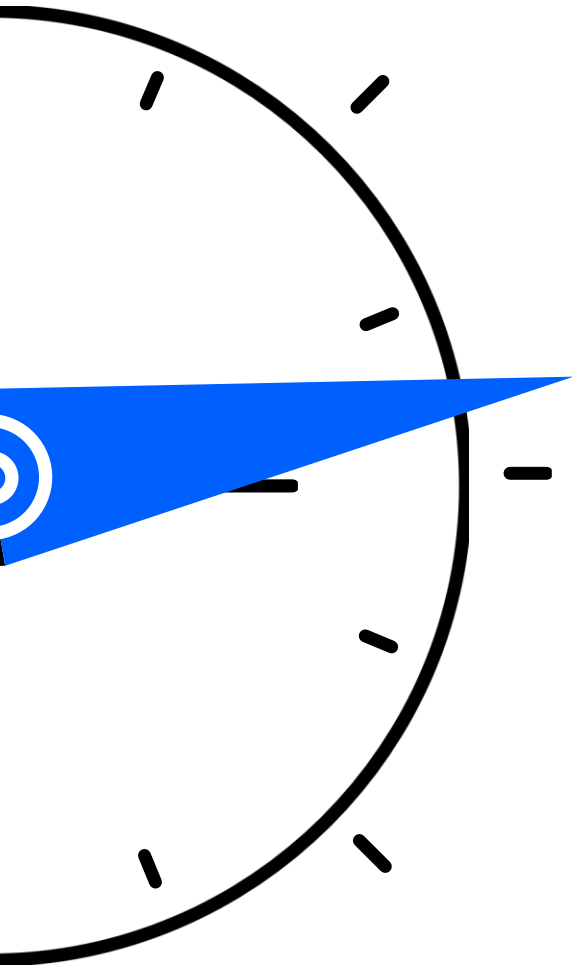
Culture Compass
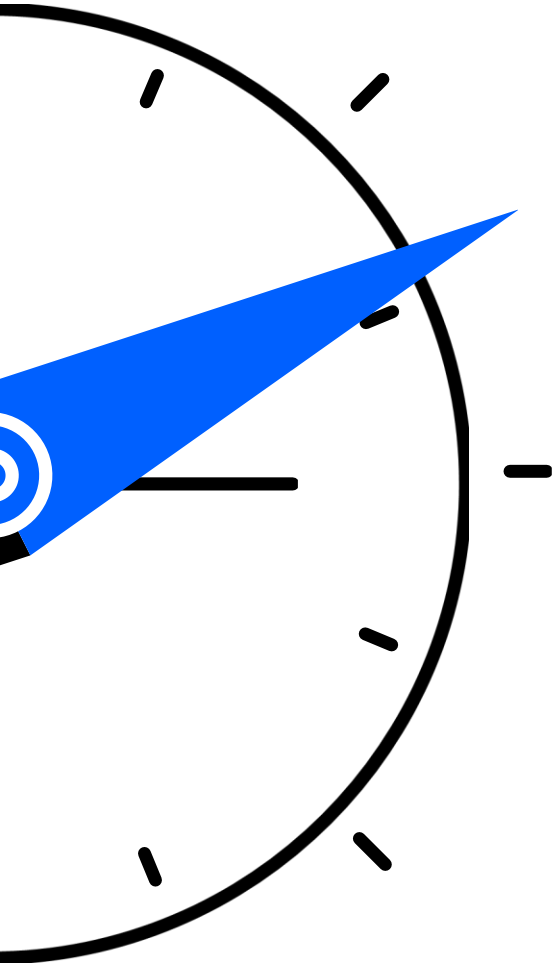
Culture Compass

Navigate through our culture

Our Culture Compass

We are thrilled to introduce to you the Culture Compass. A guidebook leading us to a future shaped by shared values, a sense of belonging, and a vibrant, inclusive community.

This compass has been carefully crafted to articulate our cultural aspirations and the values at the core of our business. It is a roadmap to navigate the ever-changing landscape of our organization.

The Culture Compass highlights the aspiration level of behaviors we promote at Körber. Everyone of us is responsible for living up to this aspiration. See our Cultural Core with our values trust and collaboration as our north star, guiding us to continually improve our behavior and decisions.

What is the objective of the Culture Compass?

- Describe our cultural aspirations, centered on trust and collaboration.

- Provide behavioral guidelines for embracing trust and collaboration in our daily work.

- Foster self-reflection and learning support to strengthen trust and collaboration on an individual and team level.

How to use this Culture Compass?

? **The why:**
Understanding the culture impact and why it is important

! **The habit:**
Integrating cultural learnings and your own aspirations in your daily work life

The learning:
Practicing reflection methods to understand and cultivate your own relation with the culture

The information:
Getting the right inputs to understand the culture

This Culture Compass is designed to equip you with the methods to strengthen our culture.

Ready?
Let's Go!

Take those symbols as navigation to make it your individual journey through this culture compass.

Culture Compass

Chapter overview

Impact of culture

Why culture matters for business
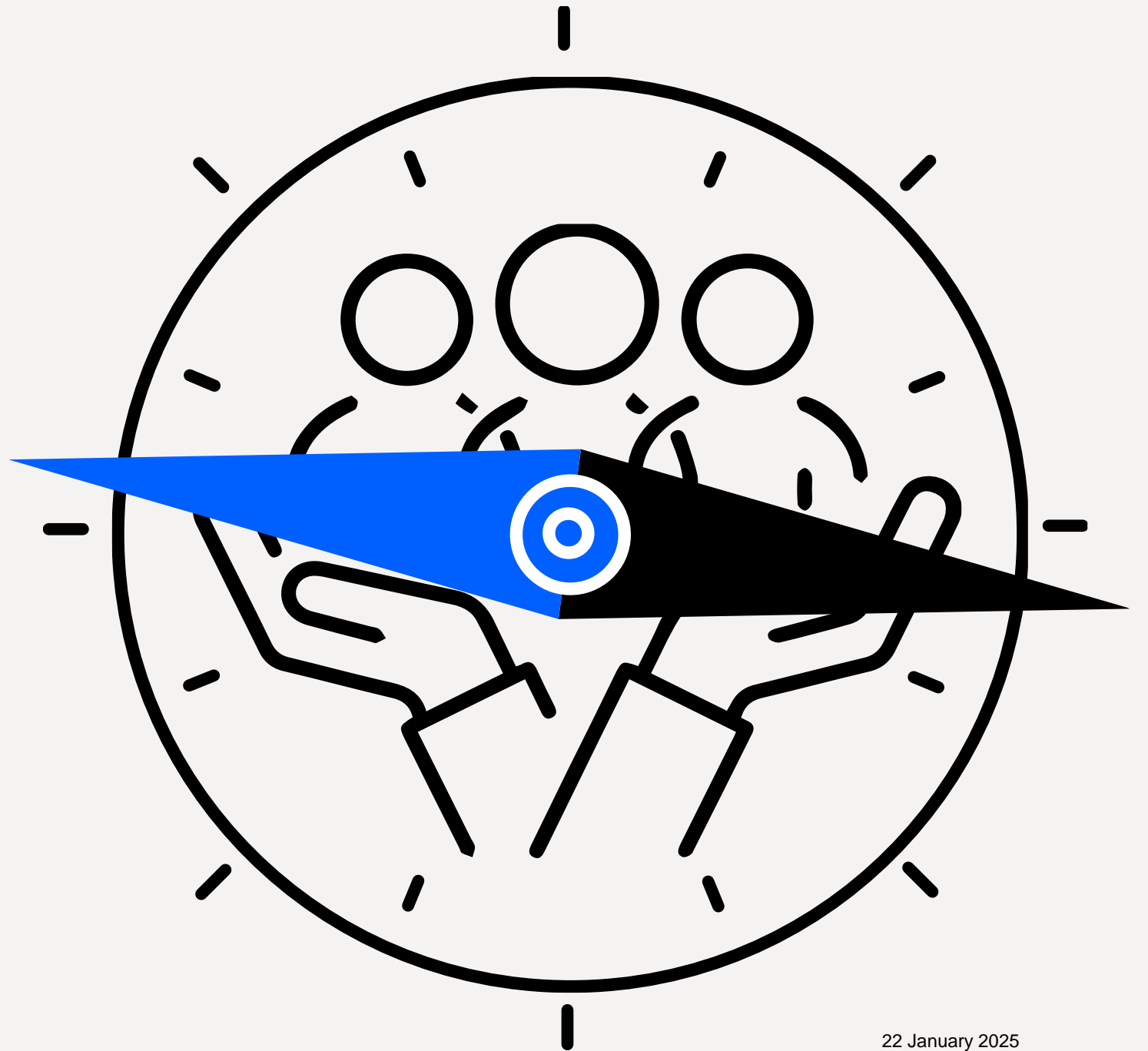
Why culture matters for business

Think for a moment:

How do you feel on a Sunday evening, thinking about work on Monday morning?
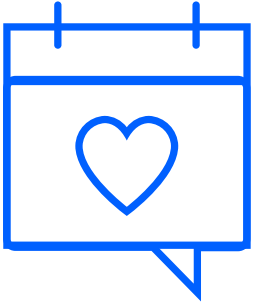
Do you feel…

○ Joy or Excitement?

○ Indifference?

○ Boredom?

○ Anxiety?

Why culture matters for business: a shift in perspectives

Let's reimagine Monday mornings!

Efforts towards strengthening our culture, drastically improve how we feel on a Sunday evening, thinking about work.

- *According to Builtin (April 2023), investing in a **strong culture can lead to increased employee** engagement, motivation, decreased turnover, and even attract top-tier talent.*

Building a strong culture is about creating a workplace that people genuinely want to be a part of.

Strengthening our culture is not a quick solution. It's a journey that we must walk together.

Why culture matters for business: facts

Strengthening our culture has numerous benefits that can lead to a more productive and engaged workforce.

Studies show that a healthy work culture can result **in increased employee engagement and motivation, decreased turnover, attraction of star talent, enhanced productivity and revenue.**

Investing in a strong culture can significantly impact the bottom line and higher productivity.

(Source: Builtin, April 2023).

It is important for Körber to prioritize strengthening our culture, as this can be a differentiating factor for people to join, stay, and excel in their work.

Sources: Gallup study 2022, HBR 2018, APA 2021

13%
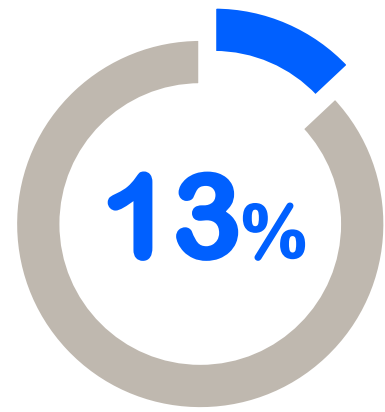
According to a recent Gallup study in 2022, only **13% of employees are truly engaged in their work**, while the majority only do what they need to. Some have already quit in their minds.

By investing in a strong culture, Körber can drive technology leadership with committed employees who are enthusiastic about their work and want to excel in their professional roles.
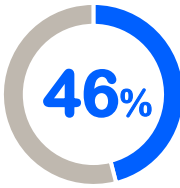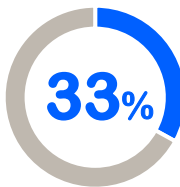
Why culture matters for business: facts

Some **culture facts** that impact us all

90% — 90% of leaders think that the cultural fit of a team member is **more important than hard skills**

46% — 46% of employees cite that the **company culture** is one of the most important criteria when **choosing a job** or staying in the company

33% — Companies with a strong culture achieve 33% **higher revenue**
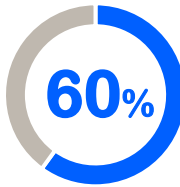
60% — A strong culture increases **a company's innovative power** by 60%

Sources: Gallup study 2022, HBR 2018, APA 2021

Impact of culture

The impact of culture on our company

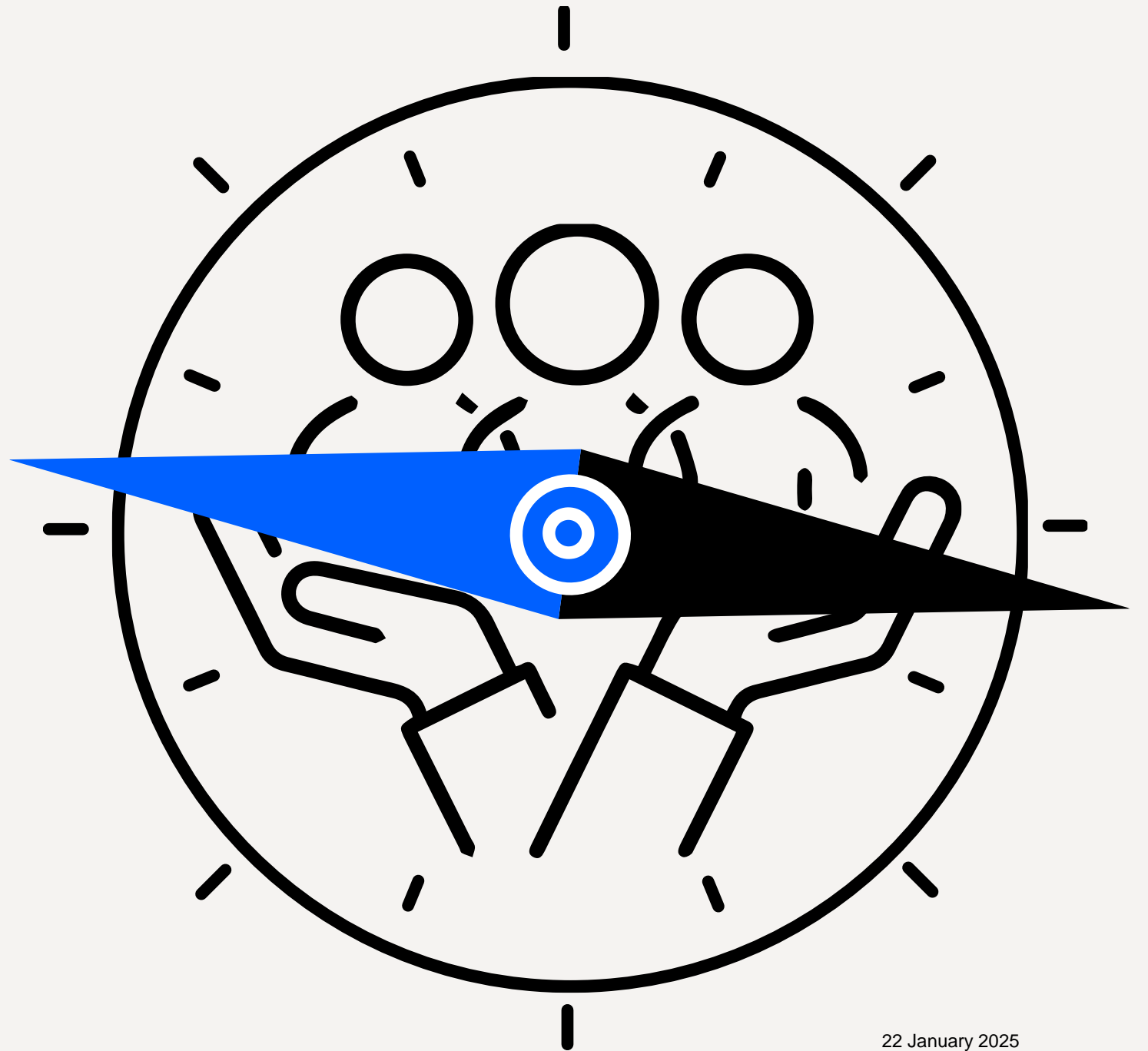**Every company has a powerful story to tell.** At the home for entrepreneurs, our purpose is to **turn entrepreneurial thinking into customer success**. We believe in being the first to do the right thing at the right time. We foster collaboration and invite our stakeholders to become part of the journey and actively shape the future together.

Accordingly, our **business strategy and the Körber brand combined** are our North Star, and we continue to strive for market leadership through technology leadership. To achieve this, we also foster **a culture that allows people to learn and promote innovation.**

Culture is at the heart of our organization and critical to our success. **Our culture will be the glue that creates a feeling of belonging to our Group** and distinguishes us from others. It will also be a key differentiator in how we interact with our customers, our company reputation, and the actions we take as responsible players.

The impact of culture on our company

”We believe that culture is the feeling you have on a **Sunday evening, thinking about Monday morning.** We want our employees to feel excited and energized about coming to work and making a difference. By involving everyone in the co-creation of our culture, we're confident that we'll achieve an innovative, open-minded and **empowering culture**."

Gabriele Fanta, CHRO Körber Group

Our
Culture
Core
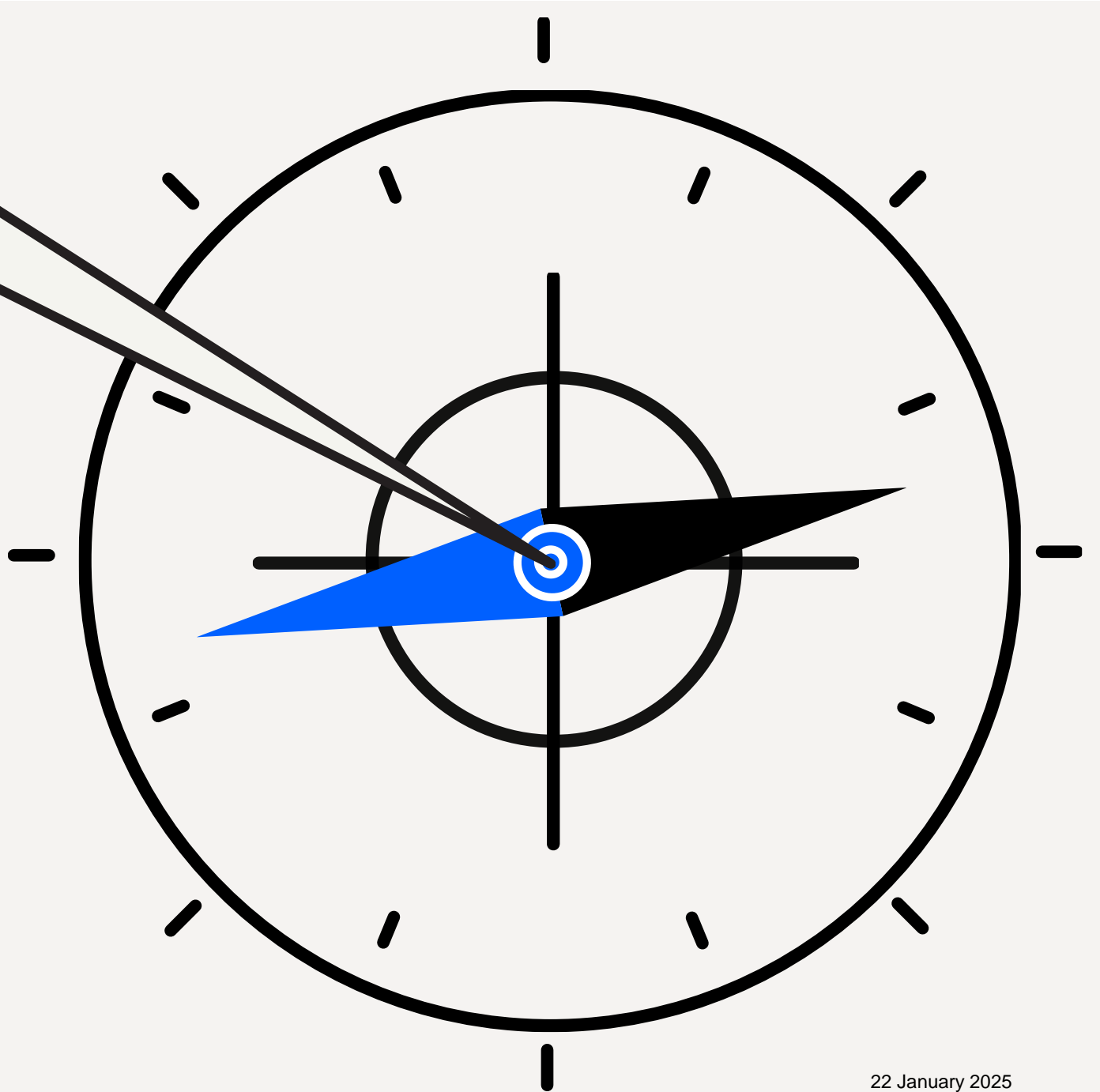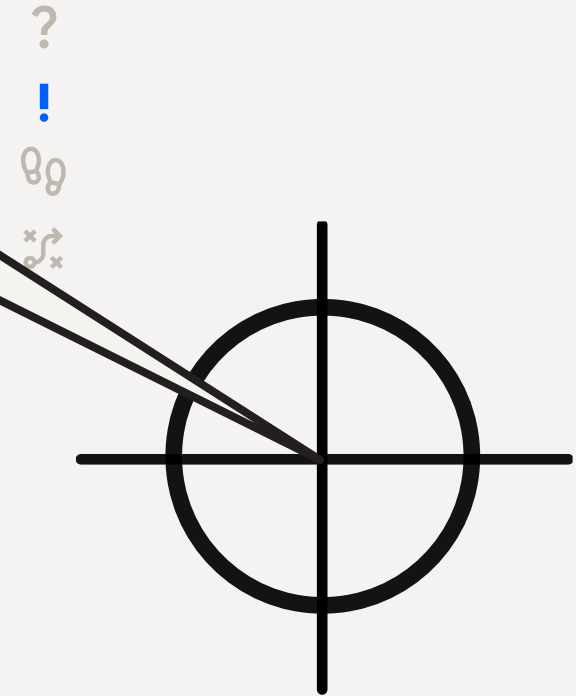
Exploring our Culture Core

We trust

We collaborate

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Trust

Ever felt the weight of uncertainty in your professional relationships?

Whether it's the emotional discomfort of skepticism or the need for concrete facts, trust lies at the heart of our organizational culture. It's the elusive element that can make or break our success.

Trust is the glue that binds teams, fosters innovation and turns colleagues into allies. A workplace lacking trust breeds anxiety and inhibits collaboration.

Take a moment to think about a trustful professional relationship.

Definition of trust

The scientific point of view

Trust is the fundament of every collaboration.

It determines the quality of every relationship, every communication, every work project, every business venture, and every effort in which we are engaged.

Trust is not some soft quality that you either have or have not. Trust is a pragmatic, tangible, actionable asset that you can create, faster than you might think.

Jack Welch, former CEO of General Electric said „You know it when you feel it." which relates to the definition of trust meaning confidence.

When you trust people, you have confidence in them, their integrity and their abilities. When you distrust people, you are suspicious of them, their integrity, their agenda, their capabilities, or their track record.

In high-trust relationships, you can say the wrong thing, and people will still understand what you mean. In a low-trust relationship, you can be very precise, and they will still misinterpret you.

Definition of trust

The scientific point of view

The trustworthiness equation reflects what elements influence the trust of a person. It requires credibility, reliability and intimacy in the relationship with the other person.

The degree of self-orientation determines the level of trustworthiness of a person.

$$T_{rustworthiness} = \frac{C_{redibility} + R_{eliability} + I_{ntimacy}}{S_{elf\text{-}Orientation}}$$

Source: Maister, Galford, Green

- **Credibility** refers to your words and how believable you seem.

- **Reliability** refers to your actions and how dependable you seem.

- **Intimacy** refers to your emotions and how safe people feel sharing with you.

- **Self-orientation** refers to your motives and focus on yourself versus others.

Exercise

What does trust mean to you?

Think of a person with whom you have a high trust relationship. Describe this relationship.

- What is it like?

- How does it feel?

- How well do you communicate?

- How quickly can you get things done?

- How much do you enjoy this relationship?

Collaboration

Picture this: The frustration of unproductive teamwork, working completely alone without any collaboration and the lack of necessary information.

All those aspects happen if there is no collaboration.

Collaboration is an essential element in our Culture Core. It creates a sense of belonging, motivates individuals to reach higher and fosters the experience of joint success. Collaboration is vital to accelerate our Group growth strategy, innovation and performance.

Take a moment to think about a good collaboration at work.

What does "collaboration" mean?

The scientific point of view

Collaboration is the art of bringing people together to leverage their skills, knowledge and talents to achieve a common purpose.

Collaboration breaks up silos, creates synergies enabling greater results, and fuels innovation and growth.

support   teamwork   communication

collaboration

trust   motivation   inspiration   success

Collaboration requires…
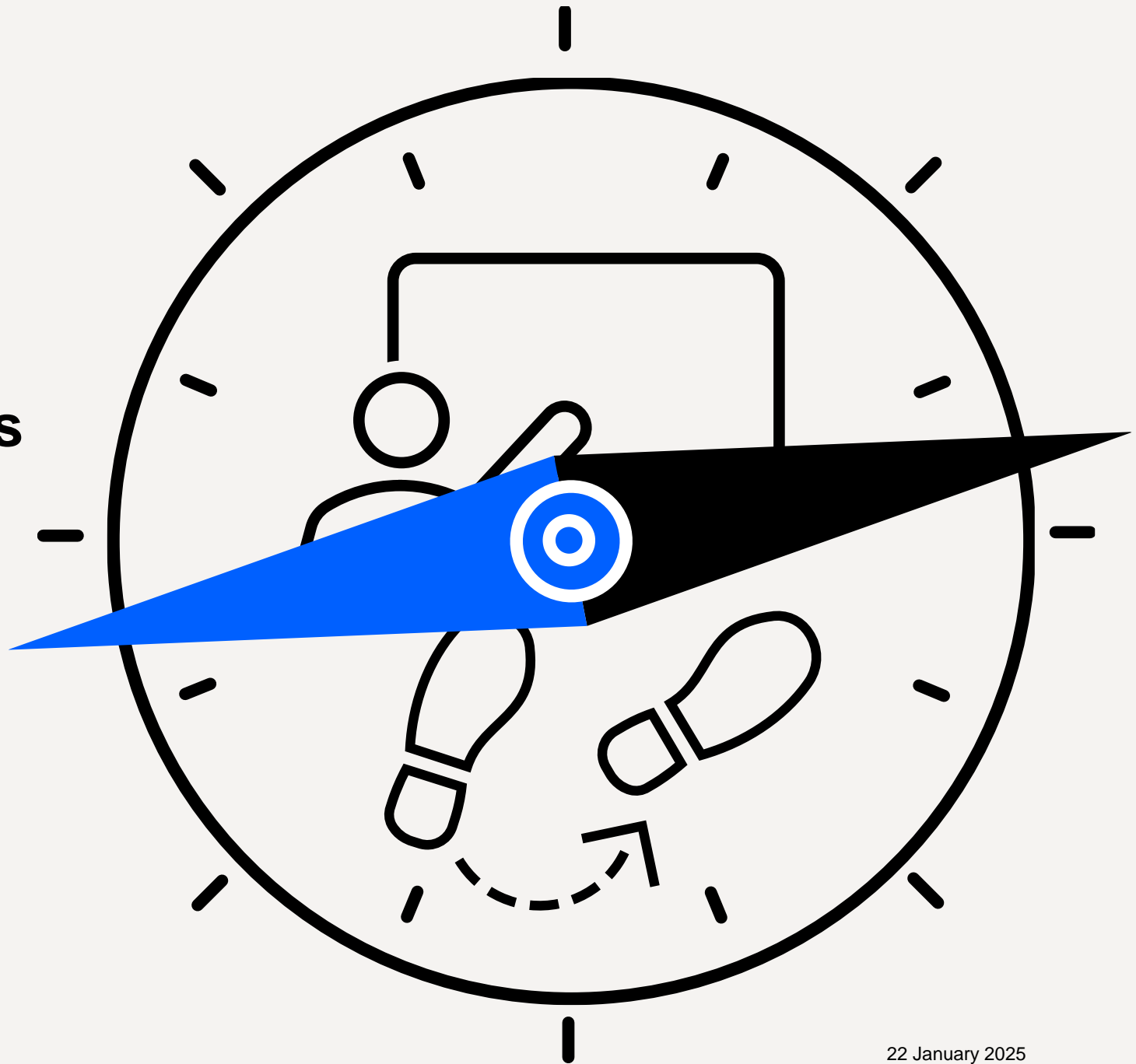
- …mutual respect and recognition
- … judgment-free openness and idea sharing
- … accountability and commitment

Strengthening collaboration needs…

- … alignment of personal goals with organizational goals
- … transparency on goals and expectations
- … high visibility of shared contributions to goals and individual appreciation

Chapter overview   Chapter start

Exercise

What does collaboration mean to you?

Think of a person with whom you have a strong collaboration.

Describe this relationship:

- What is it like?

- How does it feel?

- How well do you communicate?

- How quickly can you get things done?

- How much do you enjoy this relationship?

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Behavioral dimensions
for our
daily work

Trust & collaboration

Culture Core: aspirational behaviors

A guide to strengthen trust and collaboration

Test and learn

- We seek to learn new skills
- We get out of our comfort zone and challenge ourselves
- We take risks and bold ideas
- We take initiative
- We flexibly adapt to stakeholder needs
- We set ambitious targets

- **No waiting and no finger-pointing**

Respect and care

- We show respect in every collaboration and communication
- We are transparent with our information and seek it proactively
- We care for the needs, opinions and ideas of others
- We show authentic appreciation

- **No lone-ranger mindset and no judgment**

Speak up and reflect

- We create a safe and secure space to talk with each other
- We ask for and offer feedback
- We take time to reflect and correct
- We follow our commitments and keep our word

- **No talking behind each others back**

Trust and collaboration provide the foundation for innovation, agility, and flexibility – key elements in adapting to the swiftly changing dynamics of our markets and the world

Exercise
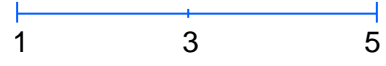# Reflect on how your behavior reflects trust & collaboration

Test & learn

Get an understanding about your current behaviors

Rate how likely you would agree with these statements:

1= I do not agree at all

3= partially, I agree

5= I fully agree

○ **I seek to learn new skills**

```
1    3    5
```

○ **I get out of my comfort zone and challenge myself**

```
1    3    5
```

○ **I take risks and bold ideas**

```
1    3    5
```

○ **I take initiative**

```
1    3    5
```

○ **I flexibly adapt to stakeholder needs**

```
1    3    5
```

○ **I set ambitious targets**

```
1    3    5
```

Exercise
Reflect on how your behavior reflects trust & collaboration

Test & learn

Note down your thoughts on your current behavior. Where would you like to improve?

Exercise

Reflect on how your behavior reflects trust & collaboration

Respect & care
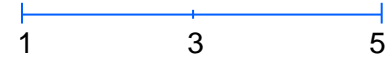
Get an understanding about your current behaviors

Rate how likely you would agree with these statements:

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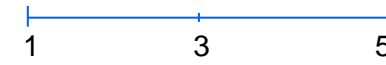
3= partially, I agree

5= I fully agree

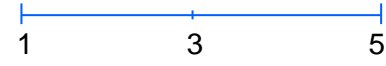o **I show respect in every collaboration and communication**

1   3   5

o **I care for the needs, opinions and ideas of others**

1   3   5

o **I am transparent with my information and seek proactively information**

1   3   5

o **I show authentic appreciation**

1   3   5

Exercise
Reflect on how your behavior reflects trust & collaboration

Respect & care

Note down your thoughts on your current behavior. Where would you like to improve?

Exercise
Reflect on how your behavior reflects trust & collaboration

Speak & reflect
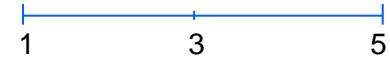
Get an understanding about your current behaviors

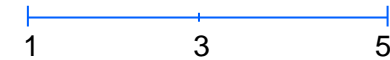Rate how likely you would agree with these statements:

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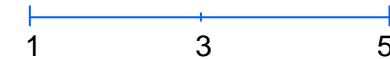
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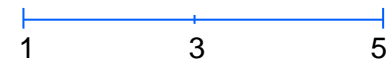
o **I create a safe and secure space to talk with other people**

1   3   5

o **I take time to reflect and correct**

1   3   5

o **I ask for and offer feedback**

1   3   5

o **I follow my commitments and keep my words**

1   3   5

Exercise
Reflect on how your behavior reflects trust & collaboration

Speak & reflect

Note down your thoughts on your current behavior. Where would you like to improve?

Culture is shaped by the habits we cultivate.

We have defined our cultural ideals and established guidelines for individual and team behavior. Aligning ourselves with these shared values will serve as a compass, guiding us to consistently enhance our behavior and decision-making.

Unfortunately, the current state of our culture does not yet fully reflect our cultural vision. In many areas, we still need to embrace the values of trust and collaboration and act in accordance with our cultural behavioral dimensions

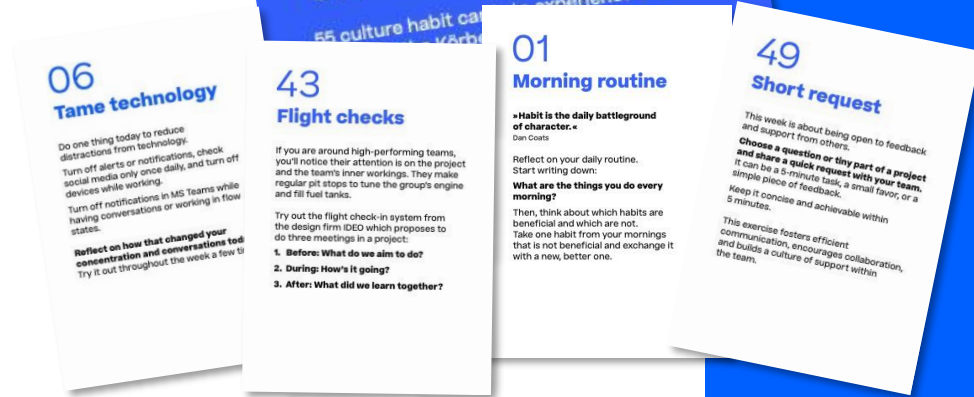Let's take this journey together. One step at a time.

It is difficult to immediately implement what you desire. Often, our habits get in the way. **43% of our daily behavior is unconsciously controlled** (Wendy Wood).

By acquiring additional habits that assist us in jointly achieving our cultural goal, we establish a unique basis that enables us to intuitively act according to our core values.

**This is why we have developed the Körber Culture Habit Cards.
Take a new card each week as positive inspiration to develop new supportive habits.**

How to start living our Culture Core

Welcome to the Körber Culture Habits Card Deck

55 culture habit cards to experience and...

06 Tame technology

Do one thing today to reduce distractions from technology.
Turn off alerts or notifications, check social media only once daily, and turn off devices while working.
Turn off notifications in MS Teams while having conversations or working in flow states.

Reflect on how that changed your concentration and conversations today.
Try it out throughout the week a few ti...

43 Flight checks

If you are around high-performing teams, you'll notice their attention is on the project and the team's inner workings. They make regular pit stops to tune the group's engine and fill fuel tanks.

Try out the flight check-in system from the design firm IDEO which proposes to do three meetings in a project:

1. Before: What do we aim to do?
2. During: How's it going?
3. After: What did we learn together?

01 Morning routine

»Habit is the daily battleground of character.«
Dan Coats

Reflect on your daily routine.
Start writing down:
What are the things you do every morning?

Then, think about which habits are beneficial and which are not.
Take one habit from your mornings that is not beneficial and exchange it with a new, better one.

49 Short request

This week is about being open to feedback and support from others.
Choose a question or tiny part of a project and share a quick request with your team.
It can be a 5-minute task, a small favor, or a simple piece of feedback.
Keep it concise and achievable within 5 minutes.

This exercise fosters efficient communication, encourages collaboration, and builds a culture of support within the team.

"If you can get 1% better each day for one year, you'll end up 37 times better by the time you're done."

James Clear, Atomic Habits

How you can use our Körber Culture Habit Cards

1. Use the microhabit cards as your personal compass for growth. Kick off each week by selecting a card to serve as your weekly mantra.

2. Put it into practice during the week, then wrap things up by reflecting on how the habit resonated with you and what aspects you'd like to incorporate into your routine.

3. Take one card each week in your team to start the week with a theme and challenge.

#StrongerTogether