



Bosch Guidelines for Leadership



BOSCH
Invented for life

1. Aim for success.

Profit, growth, quality, customer and process orientation – these are the key metrics with which our corporate objectives are aligned. Regularly communicate these objectives to your associates. Make it clear what each individual can contribute to achieve them.

2. Demonstrate initiative.

Together with your associates, generate new ideas and strategies that make our company stronger. Encourage them to embrace change and take initiative on their own and support them in the implementation.

3. Demonstrate courage.

Stand by your associates. Make clear decisions and demonstrate determination in implementing them. Be a role model and exemplify the Bosch values.

4. Keep your associates informed.

Of course you give your associates factual information. They should also know the business context and background – they are an important prerequisite for identification with the company.

5. Lead by goals.

Delegate tasks and give your associates the authority to perform them. Agree on clear goals and allow sufficient space so that creativity, self-confidence, and accountability can be developed. This enables you to lead your associates to success.

6. Give feedback to your associates.

Recognize the strengths of your associates and help them to utilize and further develop them. Take a close look: praise your people where praise is due, but also give fair and constructive criticism. Mistakes happen on both sides. Be quick and open in addressing them with the associate.

7. Trust your associates.

They are capable and willing to perform. Have the courage to manage with limited control. Your trust will create the entrepreneurial momentum that all of us want.

8. Shift your perspective.

Put yourself in your associates' position and also look at things from their point of view. How would you react to the decisions you have taken as their supervisor, and what rationale would you expect to hear?

9. Shape the future together.

Your associates can and do contribute to our company. Integrate them into the preparation of decisions and capitalize on the ideas and the potential that the cultural diversity of our company offers. Work together with your associates to transform mere interfaces into connection points, and barriers into opportunities.

10. Develop your associates.

Advise and systematically support your associates in their professional development. Support them if there are suitable opportunities for, or if they desire, further development somewhere else in the company.