

Working for Hochland is part of our life. We wish to make it as fulfilling and satisfying as possible.

The present Guidelines for Management and Cooperation are the basis for continuous joint success, which does not so much depend on where we are right now, but rather where we are heading.

We all will never have finished implementing these Guidelines, we rather work on implementing them on a day-to-day basis.

Each one of us can only improve in attitude in the spirit of these Guidelines when knowing about personal strengths and weaknesses.

This is why feedback is a necessity for all of us, line and management personnel alike.

1. Personal initiative



We require and encourage the attitude of “I give it a go! I take the initiative...”

1.1

We take responsibility, show courage to take risks, and encourage thinking and acting on one’s own responsibility.

1.2

This might cause mistakes. We are willing to put up with and learn from these mistakes.

1.3

Managers support and create space for staff to take their own responsibility.

2. Innovation culture



We have grown with unconventional ideas and will continue to do so. Each individual counts.

2.1

We search and use the best ideas no matter where they come from.

2.2

Our goal is continuous improvement. This does not only apply to developing new products but to everything we do: We want to do each job better than the last one, even if the steps are small.

2.3

We question every existing asset or practice if it is still required and efficient enough.


2.4

We create space for developing and implementing new ideas. Success encourages us, failure does not discourage us.

3. Information & communication



We require and encourage clarity and sharing.

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- 3.1** We communicate in a clear, open and honest way respecting the other.
 - 3.2** We share our knowledge with others and involve, in due time, the parties interested in the decision-making processes. We communicate across hierarchies and divisions according to the principle: "I share what I have – I ask for what I need".
 - 3.3** We listen carefully and ask questions to know and understand what the person we are talking to desires.
 - 3.4** We give necessary information briefly and concisely, carefully selecting the addressees so as to avoid "information overload".

4. Human relations



Trust and mutual respect are the basis of our cooperation.

- 4.1** We attach importance to fairness and tolerance in interacting with one another and we refrain from vanity.
- 4.2** We promise only what is truly feasible in order to remain trustworthy.
- 4.3** As high performance is the result of a team effort, we are willing to give and accept help.

5. Conflict as a chance



We allow conflicts and use them as a chance to find solutions.

- 5.1** Openness, mutual respect and tolerance are the basis of our relationships; this is particularly true for criticism.
- 5.2** We express our views objectively and frankly even if they are in conflict with those of our colleagues or superiors.
- 5.3** We identify conflicts, take them seriously and work on common solutions.

6. Learning and encouragement as a duty



We require and encourage learning.

- 6.1** We search and use opportunities for personal and professional development within the scope of the corporate targets.
- 6.2** Managers support the development of their staff in order to enhance strengths, to ensure deputisation and to prepare successors.
- 6.3** We actively pass on our knowledge and experience to our colleagues.

7. Our understanding of leadership



We lead our staff in accordance with the Guidelines for Management and Cooperation.

7.1

Leaders agree with their staff members upon clearly defined, challenging and attainable targets derived from the corporate targets.

7.2

They ensure that everyone recognizes and makes their contribution to the overall success.

7.3

Leaders delegate tasks and responsibilities duly considering the qualifications and abilities of their staff. They recognize and appreciate each staff member's performance.

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Editor:

Hochland SE
Kemptener Straße 17
D-88178 Heimenkirch

phone +49 (0) 83 81/5 02-0
e-mail info@hochland.com
web www.hochland-group.com

Production:

inallermunde GmbH, Leutkirch
phone +49 (0) 75 61/90 99-0

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